

# **Weisman Children's Rehabilitation Hospital (WCRH)**

## **Nursing Administrative Manual**

**SUBJECT: Provision of Nursing Services Plan of Care**

**No: 101**

**EFFECTIVE DATE: 10/1/97**

**Page 1 of 8**

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### **TJC NR.02.03.01**

#### **POLICY:**

The Nurse Executive will coordinate the development of hospital-wide programs, policies and procedures that address how nursing care needs of the pediatric patient are assessed, met and evaluated.

The Nurse Executive will coordinate the development of and approve nursing policies, standards of patient care, treatment and services; and standards of nursing practice for WCRH prior to implementation.

The Nurse Executive provides access to all nursing policies, procedures and standards to the nursing staff.

The Nurse Executive or designee establishes a nurse staffing plan to provide nursing care, treatment and services. The Nurse Executive or designee exercises final authority over staff that provides nursing care, treatment and services.

The Nurse Executive is responsible for the provision of nursing services 24 hours per day, 7 days a week, with at least one registered nurse on site who may provide and/or supervise the nursing services.

The Nurse Executive coordinates the implementation of an effective, ongoing program to measure, analyze and improve the quality of nursing care, treatment and services.

#### **UNIT DESCRIPTION:**

Weisman Children's Rehabilitation Hospital is located on the third floor of the Marlton Rehabilitation Hospital Building. WCRH is an 18 bed unit encompassing all aspects of acute rehabilitation needs of the pediatric patient. The staff is comprised of registered nurses, licensed practical nurses, nursing assistants, one to one care providers, and a unit coordinator, who are all integral members

of the interdisciplinary team. A Rehabilitation Nurse Educator, and Infection Control Practitioner are a component of the Nursing Leadership Assembly.

**MISSION:**

Nursing practice at Weisman Children's Rehabilitation Hospital reflects the New Jersey Nurse Practice Act, The New Jersey Department of Health Licensing Act, and The Joint Commission Elements of Performance, as well as the foundational mission, vision and values of WCRH.

Thus, nursing care at Weisman Children's Rehabilitation Hospital includes the care and treatment of human responses to actual or potential health problems which affect patients, their families, or significant others. This is accomplished using the nursing process to meet identified patient care goals, to help the individual achieve an optimum level of health, and to ensure the delivery of quality, effective and appropriate nursing care. This care can be preventative, restorative or maintenance oriented. The specialized nursing care delivered by knowledgeable personnel with identified skills. The nursing care is planned and implemented in conjunction with the patient/family. Nursing care is consistent with statutory guidelines, parallels the medical plan of care and is implemented collaboratively with other health care practitioners. To assure the quality and effectiveness of nursing care, important elements of care are assessed, improved, and adapted to achieve optimal patient outcomes. The nursing staff at WCRH are committed to the care of children with disabilities or other chronic conditions and their families in a collaborative relationship with the interdisciplinary team.

**Goal**

The goal of the rehabilitation process is for the children to relearn skills that will allow them to function at their maximum potential and become a contributing member of both their families and society. Physical, emotional, social, cultural, educational, developmental and spiritual dimensions are all considered in a holistic approach to care. The habilitation process includes procedures and interventions designed to help the individual achieve new mental, physical and social development to achieve maximum potential. This is accomplished through the roles of pediatric nurses who are advocates, coordinators, leaders, primary care providers, teachers and interdisciplinary team members.

**AUTHORITY/ORGANIZATION:**

1. Weisman Children's Rehabilitation Hospital Administrator
2. Nurse Executive/Director of Nursing
3. Nursing Supervisor
4. Charge Nurse
5. Registered Nurse

6. Licensed Practical Nurse
7. Nursing Assistants
8. One to One Care Providers
9. Care Coordination Assistant

**ROLES/RESPONSIBILITIES:**

The Nurse Executive/Director of Nursing and Nursing Leadership Assembly provide the nursing leadership and are fully accountable and responsible for the provision of nursing care. Thus the Nurse Executive and Nursing Leadership Assembly develop the strategic nursing direction for the department in keeping with the hospital's strategic plan and assures its implementation through the review of policies, procedures, new programs, standards of care practice and quality monitoring activities as they relate to the practice of nursing.

The Nurse Executive and Nursing Leadership Assembly **Administers, Supervises** and are **Responsible** for the direction, provision and quality of pediatric rehabilitation nursing service. It is responsible for ensuring the continuous and timely availability of nursing services to patients.

The Nurse Executive and Nursing Leadership Assembly establish and approve nursing policies, procedures, nursing standards of patient care, treatment, services, standards of nursing practice and nurse staffing plan before implementation.

The Nurse Executive and Nursing Leadership Assembly ensure the quality of nursing standards to patient care, pediatric rehabilitation nursing practice and patient outcomes by incorporating current nursing research findings, nationally recognized professional standards and other literature into the policies and procedures governing the provision of nursing care, treatment and services.

The Nurse Executive and Nursing Leadership have the **administrative authority, responsibility** and **accountability** for the functions, activities and training of the nursing staff. They provide clinical leadership, problem solving, and mentoring to nursing staff.

The Nurse Executive and Nursing Leadership are responsible for the **coordination, planning, implementation** and **evaluation** of inpatient nursing service, clinical ancillary services, and the Day Hospital Program which supports the hospital goals and objectives.

The Rehabilitation Nurse Educator shall assume full responsibility for the Nursing Department in the absence of the Nurse Executive.

The Rehabilitation Nurse Educator shall develop, supervise, assess and evaluate the staff orientation and staff education provided to Nursing Personnel. He/she is also responsible for the daily staffing, development of staff schedule and assuring that the staff mix is appropriate for the acuity and needs of the patients. The Rehabilitation Nurse Educator is responsible for coordinating the Performance Improvement Program to which the Nursing Department subscribes. It is her responsibility to report this information to the Nurse Executive and to the Performance Improvement Committee. In addition, in conjunction with the Nurse Executive, the Rehabilitation Nurse Educator responds to the collected data by providing further education, revising Policies and Procedures or whatever action is appropriate to correct any deficiencies.

The Charge Nurse is the designee for the Administrator and the Nurse Executive during his/her shift and is responsible for maintaining on-going continuity of nursing care and supervision during evenings, nights, weekends and holidays. He/she is responsible for overseeing the various nursing activities during his/her assigned hours.

The Nursing Department believes that the practice of pediatric rehabilitation nursing requires specialized knowledge and clinical skills and we are responsible for providing an organized in-service program to supplement the basic preparation of each team member. We believe that an adequate orientation, on-the-job-training and continuing education for all team members are essential if each is to make his/her maximum contribution in the patient's rehabilitation program. It is the responsibility of all nursing personnel to participate in appropriate educational activities to ensure competency in practice. We believe nurses should be active contributing members of their professional organization(s). The practice of nursing care shall encompass the systematic assessment of needs of individuals, the formulation of an individual care plan, the implementation and the evaluation of that care, which shall be operative in all phases of care delivery.

The pediatric rehabilitation nurse is an integral rehabilitation team member and promotes collaboration with other program disciplines to achieve a comprehensive approach to rehabilitation outcomes. Functioning as a teacher, the pediatric rehabilitation nurse assists and supervises the patient in achieving independence, and encourages self/family care within their capabilities. The pediatric rehabilitation nurse provides family and patient instruction to help cope with and/or prevent health and functional problems. The educational process includes the reinforcement and integration of the teaching of all team members.

**STAFFING PLAN:**

The Nurse Executive assures the provision of nursing services 24 hours a day, 7 days a week with at least one registered nurse (RN) supervising the service 24-hours a day, seven days a week.

Staffing plans are established based on daily census, patient acuity and staff competencies.

The daily staffing pattern will be determined by the Nurse Executive /Director of Nursing in conjunction with the Rehabilitation Nurse Educator, and Charge Nurse. The Rehabilitation Nurse Educator/Charge Nurse shall establish staff assignments for the provision of nursing services based on patient acuity, patient developmental stages, unit census, and staff competencies. The mechanisms used for determining appropriate staffing levels include medical rounds, shift report on patient conditions, census, and rounds by Nursing Leadership and/or Charge Nurse.

\*At least one registered professional nurse and one licensed practical nurse (per state regulations), excluding the Director shall be assigned 24 hours a day, seven days a week. Additional licensed nursing personnel and ancillary nursing personnel shall be provided in accordance with nursing staffing policies and procedures.

Weisman Children's Rehabilitation Hospital maintains a PRN nursing pool (which consists of Registered Nurses, Licensed Practical Nurses, Nursing Assistants and One on One companions) to supplement the nursing staff during periods of increased census, staff vacations, and call-outs assuring that continuity and quality of patient care will be maintained.

**COMPETENCY:**

In order to ensure that all nursing staff is competent to provide quality care and treatment. Formal performance evaluations are conducted on an annual basis and more frequently when indicated. Annual skills, training and specific clinical competencies are documented on the competency evaluation record. In order to remain an active member of the Weisman Children's Rehabilitation Hospital Nursing Staff, each staff member is responsible for maintaining their license (if appropriate), maintaining their CPR certification and attending any other educational component added throughout the year.

**EDUCATION:**

Mandatory education is completed at the start of employment and annually thereafter. The topics include, but are not limited to: HIPPA, Patient Rights/Confidentiality/Advance Medical Directives, Domestic Violence, Child Abuse and Neglect, Performance Improvement, Infection Control, Safety, Hazardous Materials, Emergency Protocols, Risk Management, National Performance Goals, Age-Specific/Growth & Development, Car Seat Transportation/Safety, Pain Management, Code of Conduct, Restraints, Body Mechanics/Back Care, and Behavior Management

**POLICIES & PROCEDURES**

The Nurse Executive establishes nursing policies and procedures, nursing standards and nurse staffing plan. The Rehabilitation Nurse Educator and Nurse Executive, registered nurses and other designated nursing staff members write nursing policies and procedures; nursing standards of patient care, treatment and services; standards of nursing practice; a nurse staffing plan and standards to measure, assess and improve patient outcomes.

The Nurse Executive is responsible for ensuring that nursing policies, procedures and standards describe and guide how nursing staff provides the nursing care, treatment, and services required by all patients and patient populations served by the hospital and as required by applicable law and regulation, and standards of The Joint Commission.

All nursing policies, procedures, and standards are defined, documented and accessible to nursing staff in written format on the nursing unit. All policies will be reviewed and or revised annually or as needed.

**QUALITY ASSURANCE AND PERFORMANCE IMPROVEMENT PROGRAM**

The Nursing Department at Weisman Children's Rehabilitation Hospital maintains an integrated quality program that is consistent with the hospital's vision and strategic goals. The program complements the Hospital-wide Quality Improvement Plan. Nursing Leadership outcomes of nursing performance maintains systems for analysis and trending of data and communicates findings to nursing, hospital leadership, performance improvement committee and The Governing Board.

This program includes regularly collecting and analyzing data to help identify health services, problems and their extent, as well as recommending, implementing and monitoring corrective actions on the basis of this data.

**A. Program Components**

- Quality Assurance Data

- Nursing Performance Improvement Data
- Patient Satisfaction Survey Results
- Staffing Effectiveness Results
- NJHHS Statements of Deficiencies
- Significant and Sentinel Events: Root Cause Analysis
- Interdisciplinary Performance Improvement Data
- TJC Sentinel Event Alerts
- National Performance Goals
- Proactive Risk Assessments

**B. Data Sources**

- Nursing Staff: ongoing, systematic data collection
- Patient Satisfaction Surveys/Patient complaints or comments
- Hospital Incident Reports
- Risk Management Reports
- Infection Control Surveillance
- Departmental Out-Sourced Data Collection (Lab, Pharmacy, Dietary)
- Staff Comments and Feedback
- Physician/Other discipline complaints or comments
- Lawsuits / Claims

**C. Performance Measurement Calendar**

Nursing and hospital leadership selects nursing sensitive indicators. A calendar is prepared and approved by Nursing Leadership on an annual basis. Hospital-wide Nursing Quality Indicators are determined on an annual basis by Industry standards and our own data collection, analysis and trending.

**D. Reporting of Quality Data**

Quality Assurance and Performance Improvement data is reported in Nursing Leadership, Nursing Staff Meetings and Hospital Performance Improvement Committee.

**E. Ongoing Internal institutional evaluation of outcome-based quality indicators related to nursing care to assess and provide a safe & adequate level of patient care include:**

- Mix of RN's LPN's, unlicensed staff caring for patients
- Nursing Turnover Rate
- Medication Errors
- Patient Satisfaction/ Patient Injury Rate
- Nosocomial Infection Rates
- Maintenance of Skin Integrity

**NURSING ROLE IN COMMITTEE ACTIVITIES RELATING TO PATIENT CARE:**

The Nurse Executive or a member of the Nursing Leadership Assembly participates and represents nursing in the following hospital committees.

- A. Board Committees
  - Weisman Children's Rehabilitation Hospital Governing Body
- B. Medical Staff Committees
  - 1. Medical Staff
  - 1. Pharmacy and Therapeutics Committee
- C. Hospital Committees
  - 1. Department Head Meeting
  - 2. Safety/Risk Management Committee
  - 2. Performance Improvement Committee
  - 3. Infection Control Committee
  - 4. Dietary Committee
  - 5. Admissions Daily Meetings
  - 6. Human Resource Committee
  - 7. Program Development Committees
  - 8. Safe Patient Handling
- D. Nursing Discipline Committees
  - 1. Nursing Leadership Assembly

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**Rehabilitation Nurse Educator**

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**Nurse Executive**