

**MULTICARE
VALLEY HOSPITAL**

**PROVISION OF CARE/STAFFING PLAN
2023**

Introduction

MultiCare Valley Hospital is an acute care hospital with 123 licensed beds serving Spokane Valley and surrounding communities in the State of Washington. The hospital offers a 24-hour Emergency Department, inpatient general medical and surgical patient care units including intensive care and obstetric. In addition the hospital provides diagnostic, laboratory, respiratory therapy, dietary, physical therapy and other support services to meet the needs of our population base within the scope of our service lines. The hospital provides a full range of primary care services, limited secondary care services, and no tertiary care services.

The hospital is affiliated with a multi-hospital corporation, MultiCare Health System based in Tacoma Washington.

The hospital provides individualized, appropriate care throughout the patient's continuum: prior to admission, during the hospital stay, and transition to home or facility. Attaining this goal requires a collaborative team that includes but is not limited to medical, nursing, pharmacy, dietetics, and rehabilitation professionals.

Care is delivered in a systematic manner to include the following activities:

- Formulation of a patient centered plan for care, education, treatment and rehabilitation.
- Implementation of the plan.
- Monitoring the patient's response to the implemented plan.
- Modification of the plan based on reassessments and patient's needs.
- Formulation of discharge and post-discharge plans.

This Plan for Patient Care Services is designed to support improvement and innovation in patient care services and is based on the needs of the patient populations served, medical staff, and the hospital's mission, vision and values. The purpose of this Plan is to set forth the basis for providing appropriate personnel coverage that assures an optimal level of patient care.

Mission, Vision, Values

The Mission of MultiCare Valley Hospital is partnering for healing and a healthy future. The Vision is to be the Pacific Northwest's highest value system of health. Our values are respect, integrity, stewardship, excellence, collaboration and kindness.

Patient Rights and Ethics

Each patient has the right to receive quality care regardless of disability, race, creed, color, sex, ability to pay, or national origin. The respect of the individual and dignity of each patient is reflected in the Patient's Rights and Responsibilities document, which is given to all patients upon admission. We encourage the participation of the patient and family in all aspects of patient care, including pain management, through communication and education.

To assure patient satisfaction, identify problems and improve the quality of patient care, it is the practice of MultiCare Valley Hospital to provide all patients the opportunity to express their level of satisfaction or concerns regarding hospital services, without recrimination and to have those concerns acknowledged, investigated and when possible, resolved.

Ethics

In recognition and support of our patient's basic rights, an Ethics Committee is available as an advisory body to patients and their families and the hospital's medical, nursing, ancillary and administrative staff. This multidisciplinary committee's purpose is to advise on matters relating to the moral and ethical decisions and/or issues, which may arise while care/treatment is being rendered to patients at MultiCare Valley Hospital. Consultation is available 24 hours a day and may be requested by:

- Attending or consulting physician
 - Nurse
 - Healthcare provider
 - Social worker
 - Chaplain
 - Patient
 - Patient surrogate
 - Patients family member
 - Social worker
 - Case management
- Provided they are directly involved in

Services

Patient Assessment

Assessments performed by each discipline involved in patient care services conform to scopes of practice, state licensure laws, applicable regulations and certifications and MultiCare Valley Hospital policy and procedure. Specific time frames indicate when initial assessments must occur and how often patients are reassessed (see assessment/reassessment plan)

Patients are assessed for psychosocial, biophysical, nutritional, spiritual/cultural, educational, pharmaceutical, rehabilitative and discharge needs. Abuse and neglect screens as well as medical history and functional status are also assessed.

**Referrals* to other disciplines may be initiated by any department identifying a patient's need for specified services. Referral documentation may be found in the medical record.

**Referral* in this context means to request the services of another discipline in the form of ASSESSMENT ONLY. Actual performed services must be with written physician order.

Care Planning / Problem List

A plan of care is determined after an assessment is completed. Patient and family are involved in its development, as well as daily assessment of the plan of care. Problems identified are listed in the medical record in order of priority and are kept current with new problems, or resolved problems. The documentation format of this plan of care varies depending upon the patient location in the facility, i.e. inpatient, outpatient, or emergency department.

Patient and Family Education

It is the policy of MultiCare Valley Hospital to plan for, support and coordinate a systematic approach to patient and family education throughout the hospital.

It is our belief that educating the patient and his/her family improves healthcare outcomes by enabling the patient or family to:

- Increase understanding of the patient's health status
- Increase compliance with the healthcare plan
- More actively participate in the decision making process concerning healthcare options
- Increase the family care skills and coping mechanisms along the continuum of care
- Promote an overall healthy lifestyle
- Increase understanding of financial implications for treatment and other healthcare choice
- Increase knowledge of pain management to optimize patient comfort and improve outcomes.

Discharge Planning

Through the discharge planning process the appropriate continuum of care is addressed by early identification of patient/family needs. This process is initiated upon admission with a patient/family interview and includes a multidisciplinary approach to continue the identification process and establish and implement the appropriate interventions. Post hospital continuum of care is also ensured by appropriate community resource referrals, as needed with follow up to assess the adequacy of the discharge plan.

Medication Administration

Medications will be distributed and administered in compliance with all federal and state laws, and all regulations established by the Washington State Board of Pharmacy and follow the guidelines established by professional and regulatory agencies, such as the Washington State Department of Health, The Joint Commission (TJC), American Society of Health Systems Pharmacists (ASHP), Washington State Pharmacists Association (WSPA), American Society of Parenteral and Enteral Nutrition (ASPEN), and any other professionally appropriate organizations.

The hospital has defined licensed and properly qualified personnel who may administer pharmaceuticals and only according to the restrictions of their department. This is according to the Washington State Department of Health Chapter 18 RCW. Medications that may be administered by identified individuals include only those within their scope of training/licensure.

Transfer of Patients to another Health Care Facility

In the event that a patient presents to the Emergency Department requiring care or services not provided by MultiCare Valley Hospital, the patient will be stabilized at MultiCare Valley Hospital and a transfer to another healthcare facility will be arranged as deemed appropriate by the attending physicians and in accordance with EMTALA regulations, i.e. physician to physician and facility to facility, contact and acceptance will be obtained and documented. If a patient's status changes once admitted to the hospital and a transfer to another healthcare facility is needed, acceptance of the patient transfer will be obtained from both the accepting facility and physician.

Community Involvement

In honor of our professional and social commitment to the communities we serve, MultiCare Valley Hospital participates in activities that support our mission and vision. These activities include clinical health screenings and health fairs, community health education classes and involvement in community support groups.

Performance Improvement

The organization has the responsibility of designing, measuring, assessing, and improving its performance. The Performance Improvement Plan of the Hospital is designed to provide a systematic and organized program for the promotion of quality patient care and services. Through an interdisciplinary and integrated process, patient care and processes that affect patient care outcomes shall be monitored and evaluated to promote optimal achievements, with appropriate accountability assumed by the Board of Directors, Medical Staff, Administration, and support personnel, to support the performance improvement activities. MultiCare Valley Hospital's approach to improving performance is the "ID-PDSA Cycle". This model supports referral and prioritization of suggested improvements. The mission of the hospital is based upon a comprehensive process that allows for the implementation of continuous quality improvement through the following:

- The recognition that care can be improved through collaborative efforts between all departments and professions within the hospital.
- The recognition that all individuals are responsible for quality of care/services and performance improvement.
- Recognizing the need for competency, motivation, and a willingness to bring quality into daily work activities.
- Recommendations for resolutions of problems and opportunities to improve patient care and services.
- Assessment of the effectiveness of actions taken by initiation of monitoring or ongoing monitoring.
- Emphasizing education rather than punitive measures.

Evaluation Process

The improvement process is based on the identification of opportunities for improvement, the evaluation of key processes, implementation of and education about improvement plans and actions, and incorporation of improvements into lasting change. Sources of information that support the improvement process includes, but is not limited to:

- Patient satisfaction surveys
- Medical staff surveys
- Discussion and recommendations from committees,
- Medical, administrative, management and frontline staff
- Community members, and regulatory bodies
- Complaint and Grievance log
- Event Reporting System
- Infection Prevention data
- Annual reports related to Safety/Risk Management, Infection Prevention, Quality, Environment of Care, Emergency Management, Human Resources and other systems related to operations
- Policy/Procedure review and development

- Medication Use, Adverse Drug Reactions
- Core Measurement
- HCAHPS
- Sentinel Event Alerts

Information Management

MultiCare Valley Hospital recognizes that patient specific data/information is used to facilitate patient care, serve as financial and legal records, aid in clinical research, support decision analysis and improve organizational performance. A medical record is maintained for all patients assessed and treated at MultiCare Valley Hospital and contains patient-specific data and information as outlined in the Federal and State regulations and pursuant to The Joint Commission standards. Clinical pertinence review, monitoring incomplete medical records and issuing provider suspensions due to delinquent medical records are a part of the Health Information Management function.

Appropriate staff members are trained in understanding the basic principles of Information Management. These principles include:

- Understanding security/confidentiality of data
- Use of statistical tools and data analysis methods
- Application of data collection/sampling methods

Clinical Competency

Prior to hire, Human Potential (HP) will review the applicant's competency to perform the job applied for. This may include but is not limited to: appropriate licensure, education, certifications, and previous experience with desirable references. Department director coordinates unit-based orientation of sufficient duration and content to prepare the new employee or transferred employee, for their specific duties and responsibilities and how to fulfill them within the department. Assessment and documentation of competence occurs prior to any independent completion of job duties.

All new employees have job descriptions and comprehensive competency checklists delineating the competencies required for individual jobs. Each department has objective measurements of each staff members' ability to provide knowledgeable and safe services and/or care to customers and/or patient populations common to the departments/units. Each Department Director will assess competence of staff per the individual department plan. The competency measures may include but are not limited to:

- Current applicable licenses or certifications
- Skills checklists
- Standardized tests in appropriate areas
- Current BLS/ACLS/PALS/TNCC/NRP where applicable
- Safety, Infection Control, Body Mechanics and Risk Management orientation with competency validation

Safety Management

Safety management is designed to provide a physical environment free of hazards and to manage staff activities to reduce the risk of human injury.

Safety management addresses the safety and security of the facility's environment for patients of all ages, visitors, employees, medical staff, vendors and auxiliary members.

All employees are instructed during orientation and at least annually thereafter on the concepts of:

- Electrical Safety – proper use of electrical cords and equipment and procedures for reporting hazards
- Radiation Safety - proper monitoring of radiation exposure for patients and healthcare providers
- Basic Lifting- proper lifting techniques, general concepts and specific principles as they relate to jobs
- Risk Management – Proper completion of event reports and the proper documentation of patient care activities. Additional information is given regarding concepts of confidentiality
- Hazardous Materials – proper disposal of hazardous waste materials, hospital-wide and specific to each department
- Infection Control- proper methods of infection control and personal protective equipment
- Emergency Management – procedures to follow in the event of both Internal or External Triage of emergency & disaster situations
- Fire Safety – fire procedures, fire prevention practices, proper use of fire extinguishers and classification of fires
- Safety and Security Codes - Code Red "Fire", Code Blue "Heart or Respiration Stops", Code Orange "Hazardous Spill", Code Silver "Weapons or Hostage", Code Grey "Combative Person", Code Amber "Infant/Child Missing", Code 58 "XXXXX" - Particular Person Needed, Internal Triage, External Triage, Rapid Response Team, Full Trauma Activation, Modified Trauma Activation, Full and Modified Stroke Activation and Cardiac Activation.

Staff Development and Education

Staff Education, training and development is based on consideration of the hospital's mission, the case mix of patients served within the hospital, the technology used in providing services, the needs of the individual staff members and related job responsibilities (through performance appraisals, and peer review) the findings of and Performance Improvement activities, issues relating to safety or infection control, and any advances made in health care science and technology.

Administrative Services

The Administrative services of MultiCare Valley Hospital is structurally organized to coordinate the operations of all areas of the Hospital and to place as much authority and responsibility for decision making at the department level as reasonably possible, recognizing that the President has the ultimate authority and responsibility. The President assumes responsibility for Administrative Services in collaboration with Nursing, Clinical, Financial and Support Services.

Definition of Organization Structure

MultiCare Valley Hospital President

The President is employed full-time and is qualified by experience and education to hold the position. The President has the authority and responsibility to establish policy and standards and formulate

philosophy. The President oversees and assumes responsibility for all Administrative Services. The President attends the INW Board, Medical Executive Committee, Medical Staff and assigned committees. The President, or designee attends all Medical Staff and hospital committees.

The Chief Financial Officer (CFO), Associate Chief Nursing Executive (ACNE) report directly to the President.

The President, ACNE, CMO and CFO meet weekly to discuss issues pertinent to the management and the operation of the hospital.

Other positions within the Administrative Services include:

- Campus Administrator
- Chief Medical Officer (CMO)
- Marketing Director
- Quality Director
- Human Potential (HP) Director

Chief Financial Officer

The Chief Financial Officer (CFO) is a health care finance professional who is employed full-time and is qualified by experience and education to hold the position. The CFO has the administrative responsibility for the Business Office, Data Processing and Accounting Department, In addition the CFO holds responsibility for third party payor contracting, budget and reimbursement, financial analysis, and internal/external audits.

Associate Chief Nursing Executive

The Associate Chief Nursing Executive (ACNE) has the administrative responsibility for Nursing Administration that includes the departments of: Critical Care, Emergency, Medical-Surgical, Women's Services and Perioperative.

The Nursing Directors report to the ACNE. The Nursing Directors have the responsibility to oversee administrative functions and patient care, serve as a liaison between the clinical staff, support staff, and medical staff, and hospital management. They also provide personnel guidance for all shifts, 7 days a week.

The ACNE is a Registered Nurse licensed in the State of Washington who is employed full-time and is qualified by experience and education to hold the position. The ACNE has the authority and responsibility to establish standards, formulate philosophy and describe nursing care and patient care services. The ACNE oversees and assumes responsibility for all nursing care delivered, regardless of reporting relationships.

The ACNE has the responsibility for the management of the patient services' resources to meet the goals of the Hospital and the corporation. Working under the policies of the Hospital and corporation the CNE will interpret and assess the needs of the patients who use this institution, organize the departments to meet the needs and identify the personnel, equipment and supplies necessary to satisfy these needs. Other aspects of managerial responsibilities will include the preparation of the required budgets to achieve these goals; the development of policies and procedures needed for the recruitment, retention, training, scheduling and development of personnel, and a system for ongoing evaluation of the quality and appropriateness of the care provided.

Medical Staff and Hospital Committees

Quality Safety Steering Committee representatives participate in Hospital and medical staff committees. These include, but are not limited to:

- Credentials
- Ethics
- Radiation Safety
- Environmental Safety Committee
- Utilization Review Committee
- Surgical Care Committee
- Medical Care Committee
- Medical Executive Committee

Patient Care Services

While most definitions of Patient Care Services reflect only those departments that deliver direct patient care, the Department Directors and Administration of MultiCare Valley Hospital feel all departments within the hospital should be included in the definition of Patient Care Services.

Patient Care Services Philosophy

We believe that the delivery of patient care at MultiCare Valley Hospital encompasses multiple roles, which facilitate wellness, through self or assisted care.

Specifically we believe:

- The patient is our number one priority.
- The patient is an autonomous individual, who may or may not be informed, but who holds the ultimate responsibility and accountability for the direction of his or her care.
- The patient's optimal goal is a return to self care, and to that end, is a proactive partner in his or her care.
- The family/significant other is an important, influential partner in the patient's care, and shares accountability in that care.
- The care is facilitated through a connected effort, directed by the physician, coordinated by the professional nurse, and implemented by the professional, technical, and assistive personnel.
- The care is provided in accordance with established standards and outcome criteria.
- The healthcare professional utilizes critical thinking and sound judgment in an autonomous role and is accountable for decisions made and actions taken regarding the overall care of the patient.
- The healthcare professional is a motivated and innovative individual, dedicated to their profession, who promotes organization-wide collaboration, leading to service excellence.
- The healthcare professional seeks opportunities to share information, educate staff and participate in organization-wide committees.
- The technical caregiver is a skillful and knowledgeable team member that accurately performs delegated tasks.
- The assistant is a front-line team member who accurately performs a variety of care or clerical activities, and assists the health care team, as directed by the professional nurse/health care

professional.

- All members of the healthcare team are knowledgeable, compassionate and accountable. They are responsible for communicating care needs and collaborating with other members of the team to meet customer expectations.

Definition of Nursing Practice

In accordance with Washington Code 246-840-700, **Standards of nursing conduct or practice,**

Each individual, upon entering the practice of nursing, assumes a measure of responsibility and public trust and the corresponding obligation to adhere to the professional and ethical standards of nursing practice. The nurse shall be responsible and accountable for the quality of nursing care given to clients. This responsibility cannot be avoided by accepting the orders or directions of another person. The standards of nursing conduct or practice include, but are not limited to the following;

The nursing process is defined as a systematic problem solving approach to nursing care which has the goal of facilitating an optimal level of functioning and health for the client, recognizing diversity. It consists of a series of phases: Assessment and planning, intervention and evaluation with each phase building upon the preceding phases.

Master Staffing Plan

Patient care is provided according to established master staffing plans based on projected patient census and care needs. Nursing personnel will be scheduled to work based on the patient census and skill mix requirements. All departments have specific base staffing guidelines that define the number of hours per patient day (H.P.P.D.) in relation to staffing for patient care.

Nurse staffing needs are monitored through the daily administrative shift report. Additionally special attention is paid to Event Reporting System Reports, patient/physician complaints, exit interviews and turnover rates that are potentially related to staffing issues. It is recognized that nursing staffing patterns will vary according to acuity, workload and specialization of the unit. Fluctuations in the census, activity and/or patient needs necessitating adjustments to the staffing plans are made with the use of on call and float personnel. MultiCare Valley Hospital may also utilize the services of nursing agency personnel only when necessary, and may utilize outside contract help in areas of maintenance, clerical services and some clinical services. Department Directors are responsible for coordinating appropriate staffing levels and contingency plans on all shifts including weekends and holidays.

In the absence of a Director, the Administrative Supervisor assumes this primary function. The Director assumes 24-hour ultimate responsibility for their areas unless other arrangements have been made. Additionally there is a member of Administration on call 7 days a week, 24 hours a day.

Department Scope of Service

Each department defines their goals, , skill levels, staffing plans and performance improvement focuses. These plans are reviewed and revised at least annually

Each patient is assessed by the appropriate disciplines beginning with admission and progressing through discharge. Assessments/reassessments are documented in the patients' medical records and

are used as a means for collaboration of patient care among disciplines. Information is exchanged in this manner as well as, through multidisciplinary patient care report.

Medical Staff assessment/reassessment: The medical staff assessment/reassessment including physician orders, consults and daily progress notes are defined in the medical staff By-laws and rules and regulations.

Observation Patients

Patients generally requiring less than 48 hours of care are admitted as observation patients to the Medical/Surgical Unit. Staffing for these patients is provided for under the staffing plan for the Medical/Surgical area.

Emergency Department (ED)

The Emergency Department provides assessment, evaluation, stabilization and management of all life-threatening emergent, urgent, and non-urgent conditions of all age groups. and holds a Level III Trauma Designation. The Registered Nurse is responsible for providing nursing care in the Emergency Department and is able to monitor and maintain the stability of cardiopulmonary, metabolic, and thermal functions, assist with special procedures, and perform emergency resuscitation. Nursing in Emergency services provide care and services in accordance with the Emergency Nurses Association (ENA).

The Emergency Department is staffed with trained and licensed personnel to provide quality care to all patients served. All registered nurses are BLS, ACLS, PALS and TNCC certified. Other support services available to patients in the department include, but are not limited to Respiratory Therapy, Laboratory, Medical Imaging, Nutritional Services and Case Management.

ED Staffing Plan

The Emergency Department consists of 18 emergency beds and two trauma beds. The Emergency Department is operational 24 hours a day, seven days a week with 24-hour physician coverage to care for an average of 130 visits per day.

Full and part-time personnel are utilized to staff the area in order to provide adequate coverage for the average visits per day. Additional staffing requirements are met by the use of supplemental personnel oriented to the Emergency Department and with verified competencies. The Emergency Department Registered Nurse is generally staffed at a 1:4 patient assignment, based on patient acuity.

Staff in the Emergency Department work 8, 10 and 12 hours shifts. The skill mix consists of Registered Nurses, Emergency Department Technicians and Clerical support. Shifts are staggered based on volume trends.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, Director and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

This Department is coordinated by a Nurse Director who is assigned 40 hours per week of work primarily Monday – Friday, and available 24/7. The full-time Unit Manager assists with day to day

operations and collaborates with the Department Director and frontline staff to facilitate effective patient care. The Director is responsible for oversight of day-to-day operations in the Emergency Department including staffing, budgeting and payroll. In addition, the department has an assigned Medical Director who assists with operational management and oversees the clinical work flow and competencies of the medical staff.

Critical Care Unit (CCU)

The critical care unit provides care to the critically ill. Patients admitted to the critical care unit require close monitoring and are cared for by registered nurses specifically trained in critical care and in accordance with the American Association of Critical Care (AACN) guidelines.

Patients are candidates for admission to the Critical Care Unit when skilled, critical care nursing and monitoring offers an improved chance of recovery from serious illness or when treatment - modalities being employed preclude care on a general medical unit, such as the use of mechanical ventilators or vasoactive, intravenous infusions. Registered Nurses, Providers, Respiratory Therapists, Physical Therapists, Dietary and Case Management personnel provide the interdisciplinary approach to patient care and family support

Critical Care Staffing Plan

Critical Care is a 10-bed unit that is open 24 hours a day, 7 days a week. Full and part-time personnel are utilized to staff the unit to provide adequate coverage for the average daily census, working 12 hour shifts. Additional staffing requirements related to census or acuity are met using supplemental personnel oriented to the CCU. The CCU Registered Nurse is generally staffed at a 1:2 standard for those that are critically ill or 1:3 standard for those requiring less intensive interventions.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Forseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

The CCU is coordinated by a full time Nurse Director who is assigned 40 hours per week of work, primarily Monday - Friday, and available 24/7. The Director is responsible for oversight of day-to-day operations in the CCU including staffing, budgeting and payroll. The full-time Unit Manager assists with day to day operations and collaborates frontline staff to facilitate safe, appropriate patient care.

Respiratory Therapy Services (RT)

The Respiratory Therapy Department is operational 24 hours a day, 7 days a week, providing patient care in accordance with guidelines established in the treatment, management, control and diagnostic evaluation to all age groups.

Respiratory Therapy is provided in all patient care areas, inpatient and outpatient. Services Include, but are not limited to:

- Invasive and Non-invasive Mechanical ventilation
- Oxygen therapy
- Pulmonary Function Testing
- Electrocardiograms

- Aerosol Therapy
- Chest physiotherapy, postural drainage
- Arterial Blood Gas draw/analyze
- Neonatal and adult resuscitation and support
- Bronchoscopy assist
- Incentive Spirometry
- Pulse oximetry

Respiratory Therapy Staffing Plan

The Respiratory Therapy Department is staffed by respiratory therapists that have been trained, Nationally credentialed (RRT), licensed by the state and oriented to the department with oversight for the department provided by the Respiratory Manager.

Full time, part time and supplemental staff is utilized to provide adequate coverage for the average daily census and adjusted by patient acuity. Staff in the department works primarily 12-hour shifts. The Department Manager works 40 hours per week, primarily Monday – Friday and is available 24/7.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the team lead to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated to the team lead, Department Manager or the Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

Surgical Services

Perioperative/Procedure Services

MultiCare Valley Hospital Perioperative/Procedures Services serves the adult and pediatric population. The hours of operation are 0500-2100 Monday through Friday. Hours may be flexed to meet the needs of the scheduled procedures.

Services include pre-op evaluations, pre and post-operative care of the surgical, radiology and endoscopy patient. Nursing perioperative services provide care and services in accordance with the Association of Perioperative Registered Nurses (AORN).

Perioperative/Procedure Staffing Plan

The Perioperative/Procedure unit is open 16 hours a day, 5 days a week. Full and part-time personnel are utilized to staff the unit to provide adequate coverage for the anticipated patient cases per day with staff working 8, 10 & 12 hour shifts. Staff is flex-scheduled to meet the department needs based on the patient/procedures scheduled and includes Registered Nurses, Nursing Assistants and Clerical support. Additional staffing requirements related to procedures are met using supplemental personnel oriented to the Perioperative/Procedure unit. The Perioperative/Procedure Registered Nurse is generally staffed at a 3:1 standard. Staff is available for procedures after hours and on weekends and holidays as needed.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department

Manager, Director and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

The Perioperative/Procedure unit is coordinated by a full time Unit Manager with oversight from the Associate Vice President (AVP) of Surgical Services. Each are assigned 40 hours per week of work, primarily Monday - Friday, and available 24/7. The AVP is responsible for oversight of day-to-day operations in the Perioperative/Procedure unit. The full-time Unit Manager assists with day-to-day operations and collaborates with the Department AVP and frontline staff to facilitate safe, appropriate patient care.

Operating Room

Operating Room consists of 8 OR suites providing diagnostic and therapeutic surgical procedures for elective inpatients and outpatients and those requiring emergency surgery. The population is primarily adult and geriatric but includes pediatric and adolescent surgical cases. The OR services provided include procedures related to all surgical specialties including OB/GYN, ophthalmic, ENT, orthopedic, dental, general, laparoscopic procedures, urology and pain procedures.

The department provides 12 hours of scheduled surgical coverage seven days a week, with call staff available during off-hours. Coverage is provided by Pre/Post RN, Circulating RN and Scrub Tech staff. Operating room nursing services provide care and services in accordance with AORN.

Operating Room Staffing Plan

Full and part-time personnel are utilized to staff the area to provide adequate coverage for the number of cases per day, and work 8, 10, 12 hour shifts. Additional staffing requirements will be met by the use of supplemental call personnel oriented to the OR.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Forseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, AVP and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

The Operating Room is coordinated by a full time Unit Manager with oversight from the AVP of Surgical Services. Each are assigned 40 hours per week of work, primarily Monday - Friday, and available 24/7. The AVP is responsible for oversight of day-to-day operations in the Perioperative/Procedure unit. The full-time Unit Manager assists with day to day operations and collaborates with the Department AVP and frontline staff to facilitate safe, appropriate patient care.

Post Anesthesia Care Unit (PACU) and Day Surgery

The PACU is located adjacent to the OR suites. It is a dedicated area for the care of the post-surgical patient recovering from general or regional anesthetic, receiving monitored anesthesia care and pain management procedures. The patient population is primarily adult and geriatric but will include pediatric and adolescent surgical cases. Day surgery patients are often recovered and discharged from this area.

PACU Staff Plan

Full and part-time personnel are utilized to staff the area to provide adequate coverage for daily patient cases. Additional staffing requirements will be met by the use of supplemental or cross-

trained personnel oriented to the PACU and with verified post anesthesia care competencies. The PACU is open 14 hours a day, Monday – Friday, and 12 hours a day on Saturdays and Sunday. Staff is available to provide recovery assistance after hours and on holidays. PACU Nursing services provide care and services in accordance with the American Society of Perianesthesia Nurses (ASPAN).

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, Director and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

The PACU is coordinated by a full time Unit Manager with oversight from the AVP of Surgical Services. Each are assigned 40 hours per week of work, primarily Monday - Friday, and available 24/7. The AVP is responsible for oversight of day-to-day operations in the PACU. The full-time Unit Manager assists with day-to-day operations and collaborates with the Department AVP and frontline staff to facilitate safe, appropriate patient care.

Central Sterilization

Central Sterilization is a department providing support services to the perioperative area and the facility in the area of sterilization of instruments and equipment. Operating hours are from 0530-2030 Monday through Friday and may be adjusted according to scheduled surgical cases. This area is staffed with a central sterilization technician during operational hours who has documented evidence of competency in key skills specific to the position.

Perinatal Services

Perinatal Services are provided in our Women's Center. The Women's Center consists of eight Labor and Delivery rooms, Newborn Nursery, two ante/post- partum rooms and 1 operating room.

Perinatal Services Staffing Plan

Registered Nurses coordinate and deliver the care in this unit. Full-time, part-time, and supplemental personnel are utilized to staff the unit for the patient census. Nursing staff primarily work 12-hour shifts with a minimum of three RN's per shift. The delivery of nursing care is based on the guidelines of the Association of Women's Health, Obstetrics and Neonatal Nurses (AWHONN) & the American Academy of Pediatrics (AAP) standards of practice,

The Women's Center is coordinated by a full time Unit Manager with oversight from the Regional Director of Women's Services. Each are assigned 40 hours per week of work, primarily Monday - Friday, and available 24/7. The Manager is responsible for oversight of day-to-day operations in the Women's Center including staffing, budgeting and payroll. The Unit Manager collaborates with the Department Director and frontline staff to facilitate safe, appropriate patient care.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, Director and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

Medical Unit

The Medical units consist of two units. Med/Surg is comprised of 42 beds on 3rd floor and Acute Care Respiratory has 16 beds each serving the adult population. The units are operational 24 hours a day 7 days a week. Special services include but are not limited to care of medical, cardiac, neurology, GI patients, telemetry capability and managing peripheral and central IV therapy.

Registered Nurses coordinate and deliver the care in these units. The delivery of care is based on the guidelines of the American Nurses Association (ANA).

Medical Staffing Plan

Full and part-time personnel are utilized to staff these units in order to provide coverage for the average daily census. Additional staffing requirements will be met by the use of supplemental personnel oriented to these units and with verified competencies.

Staff on these units work 12 hour shifts. RN Patient care assignments are at a 1:5 on day shift and 1:6 on night, with unit secretary and Nurse Assistant support. Ratios may be adjusted depending on acuity of patients.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, Director and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

The Med/Surg units are coordinated by full time Unit Managers with oversight from the Director of Medical/Surgical, each assigned 40 hours per week and available 24/7. The Director is responsible for oversight of day-to-day operations in these units. The full-time Unit Manager assists with day-to-day operations and collaborates with the Department Director and frontline staff to facilitate safe, appropriate patient care.

Medical Staffing:

SHIFT	CENSUS	35	36	37	38	39	40	41	42
7A	POSITION								
	DIRECTOR	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
	CHARGE RN	2	2	2	2	2	2	2	2
	RN	7	7	8	8	8	8	8	8
	NAC	4	4	4	4	4	4	4	4
	HUC	1	1	1	1	1	1	1	1
	MANAGER	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
SHIFT FTE	15.40	15.40	16.40	16.40	16.40	16.40	16.40	16.40	
7P	CHARGE RN	2	2	2	2	2	2	2	2
	RN	6	7	7	7	7	7	8	8
	NAC	4	4	4	4	4	4	4	4
	SHIFT FTE	12.00	13.00	13.00	13.00	13.00	13.00	14.00	14.00
TOTAL FTE	27.40	28.40	29.40	29.40	29.40	29.40	30.40	30.40	

ACR Staffing:

SHIFT	CENSUS	10	11	12	13	14	15	16
	POSITION							
	DIRECTOR	0	0	0	0	0	0	0
	CHARGE RN	1	1	1	1	1	1	1
7A	RN	2	3	3	3	3	3	3
	NAC	1	1	1	1	1	2	2
	MANAGER	0.7	0.7	0.7	0.7	0.7	0.7	0.7
	SHIFT FTE	4.70	5.70	5.70	5.70	5.70	6.70	6.70
	CHARGE RN	1	1	1	1	1	1	1
	RN	2	3	3	3	3	3	3
7P	NAC			1	1	1	1	2
	SHIFT FTE	3.00	4.00	5.00	5.00	5.00	5.00	6.00
	TOTAL FTE	7.70	9.70	10.70	10.70	10.70	11.70	12.70

Surgical and Orthopedic Unit

The Surgical/Orthopedic unit consists of 16 beds serving the adult population. The unit is operational 24 hours a day 7 days a week. Special services include but are not limited to care of surgical/orthopedic patients, telemetry capability, peripheral and central IV therapy, rehab services, wound and pain management. Registered nurses coordinate and deliver the care in this unit. The delivery of care is based on the guidelines of the American Nurses Association (ANA).

Surgical and Orthopedic Staffing Plan

Full and part-time personnel are utilized to staff the area to provide adequate coverage for the average patient census. Additional staffing requirements will be met by the use of PRN supplemental personnel oriented to the Medical/Surgical unit, and with verified competencies. Staff on this unit work 12 hour shifts. Patient care assignments are at a 1:5 day shift and 1:6 night shift RN staffing standard, with clerical and nursing assistant support and may be adjusted based on acuity.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Charge Nurse to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated by the charge nurse to the department Manager, Director and/or Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

The Surgical/Orthopedic unit is coordinated by a full time Unit Manager with oversight from the Director of the Medical/Surgical. Each is assigned 40 hours per week and available 24/7. The Director is responsible for oversight of day-to-day operations in these units. The full-time Unit Manager assists with day-to-day operations and collaborates with the Department Director and frontline staff to facilitate safe, appropriate patient care.

SHIFT	CENSUS	10	11	12	13	14	15	16
	POSITION							
	DIRECTOR	0	0	0	0	0	0	0
	CHARGE RN	1	1	1	1	1	1	1
7A	RN	2	3	3	3	3	3	3
	NAC	1	1	1	1	1	2	2
	MANAGER	0.7	0.7	0.7	0.7	0.7	0.7	0.7
	SHIFT FTE	4.70	5.70	5.70	5.70	5.70	6.70	6.70
	CHARGE RN	1	1	1	1	1	1	1
	RN	2	3	3	3	3	3	3
7P	NAC			1	1	1	1	2
	SHIFT FTE	3.00	4.00	5.00	5.00	5.00	5.00	6.00
	TOTAL FTE	7.70	9.70	10.70	10.70	10.70	11.70	12.70

Pediatrics

MultiCare Valley Hospital does not admit for any inpatient pediatric care.

Pharmacy Services

The Pharmacy Department provides pharmacy services 24 hours a day, 7 days a week.

The Pharmacy Department provides services to both inpatient and outpatients in the areas of General Medicine, Surgery, Pediatrics, Neurology, Respiratory, Nephrology, Obstetrics, Critical Care, Coronary Care, Progressive/Acute Care, Oncology, Orthopedics, and Emergency Medicine. Activities include the preparation and distribution of oral, injectable, and topical medication, intravenous admixtures, parenteral nutrition, monitoring the use and effects of medications, identifying opportunities to reduce medication related medical errors, and to provide drug information and education to health care providers, patients and families. Pharmacy also provides an integral part in identifying and addressing lapses and maintaining regulatory requirements related to medications throughout the hospital.

Laboratory Services

The clinical laboratory is located in the main building of MultiCare Valley Hospital. This department is staffed 24 hours a day 7 days a week.

Services include:

- Collection of blood samples by venipuncture or heel/finger stick
- Testing of blood and other body substances in all areas of clinical laboratory to include hematology, chemistry, immuno-assays, serology, coagulation, arterial blood gases and blood storage.

Services referred outside to accredited agencies include:

- Microbiology
- immunohematology

- Parasitology
- Immunology
- Esoteric testing
- Special Microbiology (AFB, Mycology, Virology)

Patients served include neonates through geriatrics. The laboratory evaluates all results for appropriateness based on diagnosis, condition, age, sex, and previous test results, if known. This department assures accuracy by daily quality control through analytical runs and external proficiency testing to correlate values with national standards.

The laboratory is directed by a pathologist as the Medical Director and managed on site by the Manager of Laboratory Services.

The on-site Manager is assigned five days per week, Monday through Friday the Lead Technologist is in place to handle laboratory-related issues when the department manager is not on site. The Medical Director is assigned five days per week, Monday through Friday with pathology available on call during off hours.

Personnel that have been trained, certified, and oriented to this department staff the laboratory and include Medical Technologist (MT), Medical Technicians (MLT), and Phlebotomists. These staff members assume full responsibility for all patients treated in this department and assure all diagnostic testing is performed with the highest degree of competency. Full and part-time personnel are used to provide adequate coverage to accommodate patient census.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the team lead to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated to the team lead, department Supervisor, or the Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

Diagnostic Medical Imaging

The Diagnostic Medical Imaging department is located in the main building of MultiCare Valley Hospital. Services are generally provided in the department; however, other areas such as ED, surgery, and inpatients on the floor can be serviced with the use of portable equipment. This department provides services 24 hours per day, seven days per week through on-site and supplemental personnel. Services include:

- General diagnostic radiology including fluoroscopy and tomography
- Special procedures such as guided fine needle biopsy
- Ultrasonography
- Diagnostic nuclear medicine
- Interventional Radiology
- MRI
- Computerized Tomography

All imaging studies are performed under the supervision of a radiologist.

Imaging Staffing

The Imaging Department is coordinated by a full time Unit Supervisor with oversight from the Director of the Imaging, each assigned 40 hours per week and available 24/7. The Director is responsible for oversight of day-to-day operations in these units. The full-time Supervisor assists with day-to-day operations and collaborates with the Department Director and frontline staff to facilitate safe, appropriate patient care.

Personnel that have documented training, certification/licensure and have been oriented to this department provide the imaging services. These staff members assume full responsibility for all patients treated in this department and assures all diagnostic testing is performed with the highest degree of competency.

Staffing is based on the frequency and complexity of the testing ordered and staffing guidelines. Full and part-time personnel are used to provide adequate coverage for the averagedaily census including scheduled outpatient procedures. Additional staffing requirements will be met by the use of supplemental personnel with previous imaging department orientation and training.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the team lead to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated to the team lead, department Supervisor or the Administrative Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the time management system.

Cardiac Cath Laboratory

The Cardiac Cath Laboratory provides scheduled diagnostic imaging of the heart and coronary arteries for diagnosis and future treatment planning of cardiac disease. This involves using imaging contrast medium to visualize cardiac vessels and measures certain pressures within the heart to include but not limited to right atrial pressures, right ventricular pressures, pulmonary artery wedge pressures, left ventricular pressures and ejection fraction.

Hours of operation are Monday-Friday 0600-1730. The diagnostic laboratory does not offer emergent diagnostic catheterization or cardiac interventions but can do same day or next day inpatient and ED patients if deemed to be appropriate by the cardiologist.

The Cardiac Cath Laboratory is managed by the INW Pulse Director, along with a Valley Supervisor over VH Cath Lab/IR and CVAR Nursing, and is coordinated with the Supervisor of Imaging. The area is staffed with two Registered Nurses, one nursing assistant and one Cardiovascular Technologists.

Meal and rest breaks for staff are assigned at the beginning of each shift. Oversight is provided by the Supervisor to ensure all staff receive designated meal and rest breaks. Foreseen circumstances that may prevent staff from receiving meal and rest breaks will be escalated to the Pulse Director or department Supervisor. Missed meal and rest breaks that are interrupted by unforeseen circumstances will be documented within the the time management system.

Patients are admitted and recovered through Pulse Cardiovascular Admission Recovery, CVAR. It is staffed with nurses, a certified nursing assistant and supported by a supervisor. These nurses also support patients admitted and receiving care in imaging services that require sedation or other nursing specific care as well.

Cardioversions and Transesophageal echocardiography are performed in CVAR along with Loop Recording Device implants and portable ultrasound guided paracentesis procedures. CVAR is open from 0600 to 1730 with a nurse on call until 2030 Monday through Friday. Additionally a nurse is on call 24 hrs x 7 days to support Interventional radiology. Another nurse is on call from 0600 – 1200 Saturday and Sunday.

Pulse Cardiac and Pulmonary Rehabilitation Services The cardiac and pulmonary rehabilitation services provides a medically supervised comprehensive lifestyle education and exercise program designed to facilitate recovery and improve a patients cardiovascular system. Hours of operation are 0800 – 1630 Monday – Thursday. These services are overseen by the Director of the Prevention COE and daily operations are managed by the cardiac rehabilitation coordinator. The staffing consists of an RN, Exercise Specialist (cardiac rehab coordinator) Respiratory Therapist and Registered Dietician .

Rehabilitative Services

The Rehabilitative Services Department provides professional and multidisciplinary service, including Occupational Therapy, Physical Therapy, and Speech Language Pathology to inpatients, observation patients and outpatients for diagnostic swallow evaluations. The purpose of rehabilitative services is to treat disease, injury, and disability by evaluation, examination, and use of rehabilitative procedures, exercises, and physical agents including, but not limited to, mechanical devices, heat, and cold, in the aid of diagnosing, and evaluation of patients; to prevent or minimize residual physical and mental potential within their capabilities: and to accelerate convalescence and reduce the length of the functional recovery.

Services include but are not limited to:

- Physical Therapy and Occupational Therapy – therapeutic exercise, functional activities of daily living, locomotion and gait training, massage, mobilization, wound care, patient/family education and postpartum exercise.
- Speech Pathology for Speech/Language assessment and therapy as well as swallow evaluations, swallowing treatment and modified Barium swallowing studies.

Full time services are available Monday through Friday, 0800-1630. For weekend and Holiday coverage a Physical Therapy Assistant is available to provide established therapy procedures while a Physical/Speech/Occupational therapist is available on an on-call basis for new patients.

The acute care physical therapy department is staffed Monday through Sunday and holidays except Christmas day. Occupational and Speech therapy are available Monday through Friday. Occupational Therapy and Speech therapy are on-call Saturday and Speech therapy is also on-call Sundays for bedside swallow evaluations.

Volunteer Services

MultiCare Valley Hospital provides supplementary services for our patients and employees through the use of trained volunteers. The purpose of the volunteer organization is to render service to MultiCare Valley Hospital in accordance with the objectives established by the hospital, all such services shall be charitable and not for profit. Volunteers are permitted to work only in service areas in which they have been properly trained.

Dietary

The Dietary Department runs a full room service menu from 0700-1830 or 3 meals a day, plus nourishments, meeting the current recommended allowances of the National Research Council and following the attending physician's written orders for special diets, between meal feeding or supplemental feedings.

Maintenance, Plant Operations and Security

Plant Operations/Maintenance assumes responsibility for all utilities including distribution, planned maintenance repairs and replacements. The Security Department assumes Security responsibility for all patients, visitors, staff and physicians.

The Maintenance department is operational Monday-Friday, 0600-2200 (on-call from 2200-0600) & Sat/Sun from 0600-1600 (on-call from 1600-0400). A Biomedical department is operational Monday-Friday 0700-1530 and rotates call for evenings and weekends. Security is staffed 24 hours a day/7 days a week.

Additional responsibilities include:

- Readiness of all life support and safety systems
- Interim life safety protocols when the facility is under construction
- Repair and maintenance of the facility grounds
- Supervision of service contracts for the building/grounds
- Development, implementation of Fire and Disaster plans
- Support and exercises strict economy in the consumption of fuel, water, gas, electricity and all supplies
- Development and implementation of Security

Environmental Services

The Environmental Services Department provides environmental cleaning services for the hospital and Medical Office building.

The services include:

- Removal and management of soiled linen, biomedical and solid waste
- Cleaning of patient rooms and common areas
- Cleaning of special procedure areas

Housekeeping staff are available Monday-Sunday 24 hours a day. There are full-time, part-time and on-call staff within this department.

Patient Access Department

Patient Access registers patients including patients in outpatient, observation, inpatient and within the Emergency Department. Patient Access staff ensure the collection of appropriate and accurate information for patient accounts. Patient access staff members are available 24 hours a day, 7 days a week.

Materials Management

The Materials Management Department is open Monday through Friday 0800-1630. After hours and weekend access is available through the Administrative Supervisor.

Human Potential

The Human Resources Department is responsible for the recruitment, orientation, retention, and compensation for all hospital employees. This department provides management/consultative services in employee/labor relations, and compliance activity regarding laws/regulations, which impact on the employer/employee relationship

Services of the department include but are not limited to:

- Scheduling orientation of new employees
- Employee/labor relations
- Employee satisfaction surveys
- Employee performance/productivity improvement systems
- Benefits Administration

The activities of the Human Resources Department are conducted in compliance with guidelines set forth by laws governing civil rights, wages and hours, labor relations, employee health and safety and within other federal, state and local requirements.

Information Systems and Technology (IS&T)

Information Systems and Technology (IS&T) supports all of the hospital's and clinic's information needs, including computers, software, networking, telecommunications, Internet and Intranet. Support is available 24 hours a day.

Risk Management

The Risk Management is responsible for evaluation of the potential risk and liability concerns in relation to all aspects of patient care and visitor concerns throughout the facility. The Risk Manager identifies trends in patient care and safety issues such as OSHA, confidentiality, and hazardous waste disposal. Support is available 24 hours per day.

Infection Control

The Infection Preventionist will oversee the Infection Control Program and the hospital's Infection Control Plan. The Infection Control Program exists to evaluate, influence, and improve the quality of healthcare within the hospital by preventing disease transmission through a sound epidemiological approach to patient care.

Through surveillance, education of staff, continuing education of Infection Control personnel, maintaining awareness of guidelines and recommendations published by professional organizations, and collaboration with the public health department, the Infection Control Program is committed to:

- Preventing adverse outcomes/hospital-associated infections
- Improving patient care by supporting the staff in all areas of the hospital as appropriate
- Minimizing occupational hazards associated with the delivery of healthcare

- Fostering scientific-based decision making

Policies, procedures and activities regarding the Infection Control Program will be reviewed and updated regularly with collaboration and approval via the Infection Control Committee. Support is available 24 hours per day.

Case Management

The Case Management department is staffed with Director, RN Case Managers, MSW (Masters of Social Work), and a Case Management Assistant. These staff members provide for the functions of Utilization Review, Discharge Planning, Resource Management and Social Services. Services are available for all inpatients and outpatients, including those patients who may require service in the Emergency Department. Multidisciplinary care conferences may be held to review resource management, discharge plans, nutritional, respiratory, nursing and rehabilitative needs. Support is available 24 hours per day.

Health Information Management

The centralized Health Information Management department shall provide functional support to all components of the health care facility and the various departments with respect to health information management services. This department is open Monday – Friday 0800-1630. After hours requests are facilitated through the Administrative Supervisor.

Equal Opportunity Policy

It is the policy of MultiCare Valley Hospital to provide equal employment opportunity to all employees and applicants for employment regardless of any individual's race, religion, sex, national origin, age, disability or any other protected class status in accordance with applicable local, state, and federal laws. This policy applies to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.

Annual Review

The Hospital Plan for Patient Care Services is reviewed annually in the 4th Quarter or as needed throughout the year with the Department Directors and Quality Safety Steering Committee and will reflect:

- Changing patient populations
- Patient requirements for care
- Existing patient care programs
- Trends in staff variances
- Applicable Performance Improvement activities
- Changes in Joint Commission standards, Conditions of Participation, WAC/RCWs

This plan is subject to review and revision at any time when patient care needs or outcomes have changed. This is reflected in findings from utilization review, risk management, quality monitoring or staffing variance reports.