

Hackettstown Regional Medical Center
UNIT/DEPARTMENT LEVEL STRUCTURE AND PLAN OF CARE
Department of Nursing – 2015

Name of Patient Care Service or Unit: Wound Healing Center

Chief Nursing Officer: Mary Ann Anderson MSN, RN, NEA-BC

Approved by: Program Director- Joanne Caldiero, MSN, MHA, RN, WCC

I. PURPOSE

A. AUTHORITY AND RESPONSIBILITY

The Program Director is accountable for the administration of operations, staff development, finance and performance improvement activity of the unit. The Program Director provides leadership to **RN's, LPN's, HBO techs and Office Coordinator** by utilizing avenues of open communication. The Program Director will support efforts, to continually improve the quality of the nursing care delivery system in the Wound Healing Center. RN's are expected to demonstrate authority, responsibility and accountability for their individual nursing practice in addition to utilizing educational opportunity for professional growth.

B. GOAL, VISION, MISSION, KEY VALUES

The **goal** of the Wound Healing Center is to provide evidence-based wound management, including hyperbaric Oxygen services, to assist in the healing of acute, chronic and complicated wounds.

Our **vision** in the Wound Healing Center is to be the wound healing experts by providing services which are driven by wound science in the healing and prevention of acute, chronic and complicated wounds.

The **mission** of the Wound Healing Center is our commitment to the advancement of wound healing by creating, sharing and activating our expertise for every patient who would benefit.

Our **key values** include:

- Providing outstanding patient centered high level quality care
- Healing success
- Customer satisfaction
- Teamwork and collaboration to lead change and drive performance
- Integrity in all we do
- Commitment to our patients, each other and our organization
- Achievement and results oriented
- Continuous improvement

II. SCOPE OF SERVICE

A. SCOPE AND COMPLEXITY OF PATIENT CARE NEEDS

The Wound Healing Center is an outpatient department of Hackettstown Regional Medical Center. The department offers services 8 hours a day, 5 days a week to patients with acute, chronic and complicated wounds. The location of the Wound Healing Center is in the West wing of the hospital. The Center has a reception area, a waiting room, four treatment rooms, patient and staff restrooms, two clinical offices and a Hyperbaric Medicine Department. The Center is under the direct supervision of the Program Director/Clinical Manager and Medical Director. The Program Director/Clinical Manager reports administratively to the Chief Nursing Officer. The Medical Director of the Wound Healing Center reports directly to the Chief Medical Officer.

The Wound Healing Center provides a comprehensive approach to evaluation and management of wounds by physicians and nurses with specialized training in wound care and Hyperbaric Medicine. The department provides patient evaluation and treatment as required, including:

- Complete patient assessment of systemic and local factors affecting wound healing
- Wound cleansing and dressing changes
- Wound debridement and minor surgical procedures
- Wound cultures and sensitivity results
- Off-loading and specialized orthotics to assist in initial healing of plantar ulcers and recurrence prevention
- Control of edema in the lower extremities
- Extensive patient education to improve compliance with treatment, decrease the time to heal a wound, and reduce the risk of wound recurrence
- Referrals made to ancillary services including Radiology, Laboratory, Nutritional Services, Physical Therapy, Occupational Therapy, Diabetes Education, and home health care services
- Vascular testing including Sensilase, Semmes-Weinstein Monofilaments, Doppler, ABI, Transcutaneous tissue oxygen tension measurement
- Hyperbaric oxygen therapy (HBO)

B. TYPES AND AGES OF PATIENTS SERVED

The Wound Healing Center serves people age 18 and above. The average age of the patient served is 60 and above and the average wound type is Diabetic wound. Services include advanced wound healing dressings, debridement, and hyperbaric oxygen chamber.

C. THE METHODS USED TO ASSESS AND MEET PATIENTS' NEEDS

All patients will receive nursing care based on the nursing process. The initial assessment and evaluation will be performed by the Registered Nurse on initial visit to wound center. Reassessments are performed each visit and as needed in response to medication, pain, safety/falls, treatment, or any change in condition. Case management is performed by the RN who is assigned to work with the specific physician during clinic hours. A variety of providers implement the care plan.

III. RECOGNIZED STANDARDS OR PRACTICE GUIDELINES

The wound Healing Center follows Clinical Practice Guidelines established by Healogics, Inc. These include WOCN, AAWC, Joint Commission, Undersea Hyperbaric Medical Society(UHMS), and published clinical evidence (as cited in each policy)

IV. THE APPROPRIATENESS, CLINICAL NECESSITY, AND TIMELINESS OF SUPPORT SERVICES

A. KEY INTERDEPARTMENTAL RELATIONSHIPS

The Program Director is responsible for the development of ancillary department relationships to assure the effective and efficient accomplishment of mutual goals or in the resolution of identified problems. The collaboration between the nurse case manager and ancillary services facilitates the coordination of patient care. Networking with Home Health Care agencies enables a unified plan of care. Through the Performance Improvement Team, nursing works together with other disciplines to timely and accurately provide for patient care needs. Emphasis on multidisciplinary relationships is demonstrated by staff involvement on intradepartmental collaborative relationships; i.e., transport Services, safety committee, product committee.

B. HOURS OF OPERATION

The Wound Healing Center is open Monday through Friday 8:00 a.m. to 5:00 p.m.

C. MEDICAL STAFF – COMMUNICATION

The Program Director and the wound center's Medical Director, along with hospital's administration or medical staff, as appropriate, approve departmental documents defining goals, scope of services, policies and procedures. The Program Director is an active member of the leadership and management teams. The Program Director is a member of the wound center's physician panel committee held monthly

V. THE EXTENT TO WHICH THE LEVEL OF CARE OR SERVICE MEETS PATIENTS' CARE NEEDS

A. PATIENT/CUSTOMER SERVICE AND EXPECTATIONS

- The major focus of care is on the adult population with acute or chronic non-healing wounds
- Expectation is that the wound will heal within 14 weeks
- The need for home health care services to monitor and dress wound in-between clinic visits
- Effective caregiver communication
- To be treated with compassion and kindness

B. PERFORMANCE IMPROVEMENT PLAN

All patient care areas participate in reporting nursing quality improvement activities quarterly. This data is aggregated by the Director of Professional Development and Innovative Practice into a house-wide nursing quality improvement summary report and distributed quarterly to the Hospital Performance Improvement Committee and Nursing Management.

The Performance Improvement Process methodology used is an adaptation of the Plan, Do, Check, Act Improvement cycle and Lean methodology. Lean methodology and tools are used at HRMC and are part of the Nursing Quality Assessment and Performance Improvement Program. Lean empowers staff to address issues discovered in their work areas.

C. QUALITY MEASURES CRITERIA FOR PROCESS AND OUTCOME IMPROVEMENT:

- a. High Risk
- b. High Volume
- c. Problem Prone
- d. Cost Impact

D. DEPARTMENT SPECIFIC QUALITY IMPROVEMENT ACTIVITIES

The indicators outlined below are routinely monitored.

- Patient falls/fall risk assessment
- Healing Rates
- Outlier rate
- HBO Conversion Rates
- Suicide Risk Assessment
- Time Out
- Nutrition assessment
- Hand hygiene

E. PATIENT SATISFACTION

Patient satisfaction surveys are administered by Press Ganey through Healogics, Inc. Information from these surveys may be incorporated into process improvement activities.

F. ANNUAL PLAN EVALUATION

The department specific Quality Improvement activities are evaluated at least annually for:

1. Effective implementation of quality and quality improvement activities
2. Monitoring of problem resolutions
3. Collaboration in performance activities
4. Establishment of priority processes for review

VI. AVAILABILITY OF NECESSARY STAFF

A. STAFF GUIDELINES

1. Skill Level of Personnel Involved in Patient Care

All patient care is provided by Registered Nurses and licensed Practical Nurses who are all licensed in the State of New Jersey.

Nursing Staff: Registered Nurses and Licensed Practical Nurses must meet the hospital's requirements for state licensure and certifications, and complete any hospital required orientation and annual training (see hospital policy)

Non-Nursing Staff: Including but not limited to, the Medical Office Coordinator or Receptionist, Data Coordinator, Administrative Assistant, HBO Technologist, Medical Assistant, must meet the hospital's requirements for certification (if applicable) and complete hospital-required orientation and annual training (see hospital policy)

2. Staff Development

Staff will maintain clinical competence by attending continuing education program self-development opportunities and completion of annual mandatory competency requirements as established by Healogics, Inc. (i.e.: ABI, NPWT, Compression)

3. Staff Evaluation

Initial 90 day, annual, and as needed.

B. STAFFING PLAN

Staffing is based on case load and number of active patients in clinic. The Program Director/Clinical Manager coordinates staffing based on established guidelines. The case manager has a maximum case load of 50 active patients. Staff positions with the center are:

- Medical Director
- Program Director/Clinical Manager
- Staff RN/Case Manager
- Staff LPN/
- Office Coordinator
- Certified Hyperbaric Oxygen Technologist
- Safety Director

Assignments of patient care are commensurate with the competencies of nursing personnel and are designed to meet care needs of the patients. A sufficient number of qualified Registered Nurses are on duty at all times during clinic hours to give patients the care that requires the judgment and specialized skills of a registered nurse, including planning, supervising, and evaluating the nursing care of each patient. The Program Director may use part-time staff, per diem staff, reassign, or use overtime in order to meet recommended staffing levels.

The Medical Center has an agreement with Healogics Inc. as consultants to guide the operation of the Wound Healing Center through use of their policies and procedures,

documents and outcome database. All employees are employed by Hackettstown Regional Medical Center to manage the Wound Healing Center program.

C. STAFF - COMMUNICATION

Staff meetings will be scheduled at a minimum of once a month. Written communications are posted for all staff to read. Bulletin boards are used to post important memos and communications that each staff member is required to read. Emails are sent to each staff member regarding communication that they are responsible for knowing. Each staff member is responsible to use all these tools to keep informed about all pertinent information.

D. SHARED GOVERNANCE

Nursing staff members are representatives on the Interdisciplinary Shared Governance Councils. Information is obtained from nursing staff at staff meetings and via written memo from those unable to attend staff meetings prior to monthly Shared Governance meetings. Minutes from the Councils are then brought back to nursing staff and placed in a Shared Governance notebook on the unit for all staff members to view.