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| Title: Chain of Command | |
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| <p>Discrete Operating Unit/Facility: Banner Baywood Medical Center Banner Behavioral Health Hospital Banner Boswell Medical Center Banner Casa Grande Medical Center Banner Churchill Community Hospital Banner Del E Webb Medical Center Banner Desert Medical Center Banner Estrella Medical Center Banner Fort Collins Medical Center Banner Gateway Medical Center Banner Goldfield Medical Center Banner Heart Hospital Banner Ironwood Medical Center Banner Lassen Medical Center Banner Ocotillo Medical Center Banner Payson Medical Center Banner Thunderbird Medical Center Banner--University Medical Center Phoenix Banner--University Medical Center South Banner--University Medical Center Tucson Boswell Rehabilitation Center - Skilled Nursing Facility East Morgan County Hospital McKee Medical Center North Colorado Medical Center Ogallala Community Hospital Page Hospital Platte County Memorial Hospital Sterling Regional Medical Center Torrington Community Hospital Washakie Medical Center Wyoming Medical Center</p> | |

Introduction

Purpose To describe the process staff uses to address unresolved or unaddressed patient care issues concerning the actions or omissions of “Providers” as defined herein.

Definitions **Chain of Command (COC):** The lines of authority and responsibility within hospital administration and the medical staff governance structure through which to channel communication from the staff employee or the attending physician to the Department Chairman and Chief of Staff.

Health Care Professional (HCP): An individual involved in the care of any patient, other than a “provider” as defined herein. HCP’s include

- Registered Nurse (RN)
- Pharmacist
- Radiology Technician
- Laboratory Technician
- Transporter
- Other staff involved in patient care

Provider: A Medical Staff member, Licensed Independent Provider (“LIP”) or other holder of any clinical privilege granted by the Medical Staff

Timely Response: the amount of time in which a Provider responds to staff calls. The time frame differs with each patient, depending on the issue and the patient’s condition. Timely response is determined by the healthcare professional directly involved in the situation.

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- Who is responsible**
1. All HCP’s and providers involved in the care of the patient are responsible to ensure appropriate notification, response and follow-up to ensure the safety and welfare of the patient.
 2. The following table illustrates the COC to be utilized by HCPs and providers when raising a patient care concern regarding a provider.

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Other Information, Continued

Who is responsible,
 (continued)

- Each column is listed in order of hierarchy (from lowest to highest) and if the matter continues to be unresolved, that person is to continue up the hierarchy (chain) until the matter is resolved in an acceptable and safe manner.

| Managers/Leaders | Medical Staff | Teaching Hospital |
|---|--|--|
| <ul style="list-style-type: none"> Charge Nurse / Associate Director House supervisor/ Director /Director on Call Administrator On Call (AOC) Chief Nursing Officer (CNO), Medical Director, Chief Medical Officer, Chief Executive Officer (CEO) | <ul style="list-style-type: none"> LIP Attending physician / physician on call for attending/partners Section Chair (where applicable) Department Chair Chief of Staff/President of Medical Staff and Chief Medical Officer (CMO) | <ul style="list-style-type: none"> Intern if applicable Resident Chief Resident Fellow Attending Faculty of residency program Continue to Medical Staff COC |

Policy statements

- Each HCP and provider is responsible to advocate for the patient at all times. Each has the responsibility to resolve conflicts and/or concerns regarding providers in a professional manner.
- Any one who implements the Chain of Command process in good faith will not be penalized or subject to retaliation.
- In an emergency situation, when time delays from initiating the Chain of Command may negatively impact the patient, the individual may choose the most direct route and level in the COC to achieve a timely resolution of the issue.
- If a step in the Chain of Command may not be appropriate or would be ineffective (such as the higher level of authority is the involved provider), bypass that step and proceed to the next higher level of authority.
- Once an issue is resolved Clinical Performance Assessment and Improvement (CPAI) and the Medical Staff services should be notified.

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Other Information, Continued

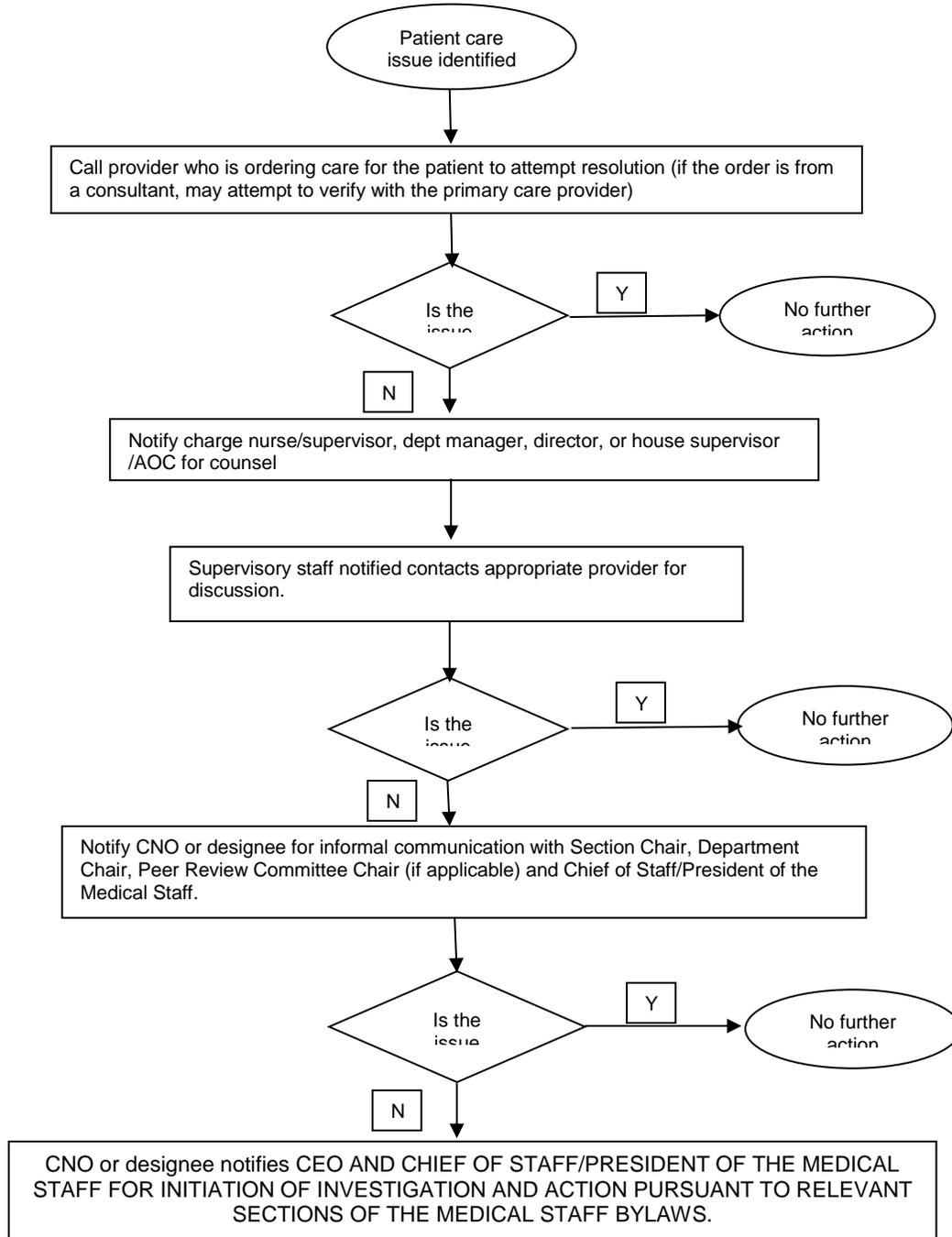
Examples

Examples of when to initiate the Chain of Command include, but are not limited to:

1. instances when the provider has not responded in a timely manner to a deteriorating patient condition or critical result,
 2. when there is reasonable cause to question or disagree with a provider's order and/or care being rendered or to be rendered,
 3. when an HCP believes a provider has not responded in a manner to fully address the issues raised that may present an immediate or impending risk to the patient,
 4. when an HCP's assessment differs significantly from the provider's assessment,
 5. when there is unprofessional behavior by a provider that jeopardizes patient care and/or interrupts the delivery of care,
 6. when impairment of the provider is suspected,
 7. when patient/family concerns or complaints about the provider cannot be resolved at the point of care.
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Procedure for Initiating the Chain of Command

Procedure To initiate the Chain of Command for provider issues, use the following flowchart.



Other Information

Documentation When the COC process is used, document the matter in an online event report and in the electronic health record.

Documentation should include:

- Names of individuals contacted, including date and time
 - Assessment/content of notification
 - Orders/actions received and from whom
 - Outcome/resolution of issues
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Other related policies (#3165) Complaints of Sexual Harassment or other Prohibited Conduct by Medical Staff Members
(#2865) Patient Complaint, Discrimination, and Grievance
(#13088) Prohibition Against Retaliation for Protected Activities

Keywords

- Accountability
- Chain of Command
- Conflict Resolution
- Impaired Provider
- Line of Authority
- Patient Concerns
- Patient Safety
- Patient/Family Complaints
- Physician Problems
- Problem Resolution
- Resolving Problems
