

Reducing Violence  
and the Need for Seclusion/Restraint:  
Early Success Stories from  
Western State Hospital

**Andrew Phillips, Ed.D, WSH CEO**  
**Marylouise Jones, Ph.D.**

Presentation made to the NASMHPD  
Fifth National Summit of State  
Psychiatric Hospital Superintendents

May, 2007

# Outline

- Snapshot of Western State (WSH)
- Timeline of Grant Project
- Successful Strategies to Reduce Violence and Seclusion/Restraint (S/R)
- The Data
- Lessons Learned
- Next Steps

# Western State Hospital Tacoma, WA



- Approx. 1000 Consumers
- 35 wards
- Approx. 2100 Staff
- Four WSH Areas:

Adults

Older Adults

Forensics

Developmentally  
Disabled

## Majority of WSH Consumers:

- Involuntary committed
- Have major MI
- Apprx. 30 clients/ward

ADC for 3/07 = 851.2  
ALOS (In residence):

	2006
Adults	175
Forensics	106
Older Adults	404
HMH	881
WSH	180



# Timeline of S/R Grant

- ❖ 6/04-S/R Reduction Workgroup Formed
- ❖ 10/04- WSH Receives SAMHSA Grant
- ❖ 1/05- NTAC Training
- ❖ 3/05- New Mission, Vision, Values
- ❖ 6/05- Kick Off Event
- ❖ 9/05-New Interventions Developed
- ❖ 3/06- All Staff Trainings
- ❖ 9/1/06- Grant-Related Policies Implemented

# Evolution of WSH's Project Vision

**Eliminate  
S/R**



**Decrease  
Violence**



**Increase  
SAFETY  
To  
Promote  
Recovery**

**Western State Hospital's  
Successful Strategies to Reduce  
Violence and Seclusion/Restraint  
2004-**



# Leadership for Organizational Change

- New Mission, Vision, Values
- Clear message:
  - S/R Reduction Contributes to  
Increased Safety
- Continued safety focus on all levels
- Recognize and reward Safety Leaders
- SAFE Team

# Use Data to Inform Practice

- Focus on the data and brainstorm solutions for individuals with complex conditions
- Get feedback on safety interventions
- Focus on what works
- Make ward leaders accountable for progress

# Workforce Development

- Recruit/retain staff based on safety/violence prevention acumen
  
- WSH training focus has included:
  - Recovery Model
  - S/R Prevention Tools
  - De-escalation Strategies
  - Violence Prevention Strategies
  - Impact of Trauma
  - Specific Evidenced-Based Practices

# Successful S/R and Violence Reduction Tools

- Focus on Violence Prevention - Safety Plans
- New S/R Debriefing Strategies
- Comfort Rooms



# Client Involvement

- Recovery Oriented Treatment Malls
- Employment/Peer Advocates
- Person Driven Tx Planning
- The Independent Client Advocacy Network (I CAN)
- Client Drop In Center



# Heard through the grapevine...

*"I am certain that [my son] would not have reached this level without WSH and the compassionate and devoted care of its staff. You kept him safe and then led him at least part way out of the darkness."*

*(Parent of a consumer)*

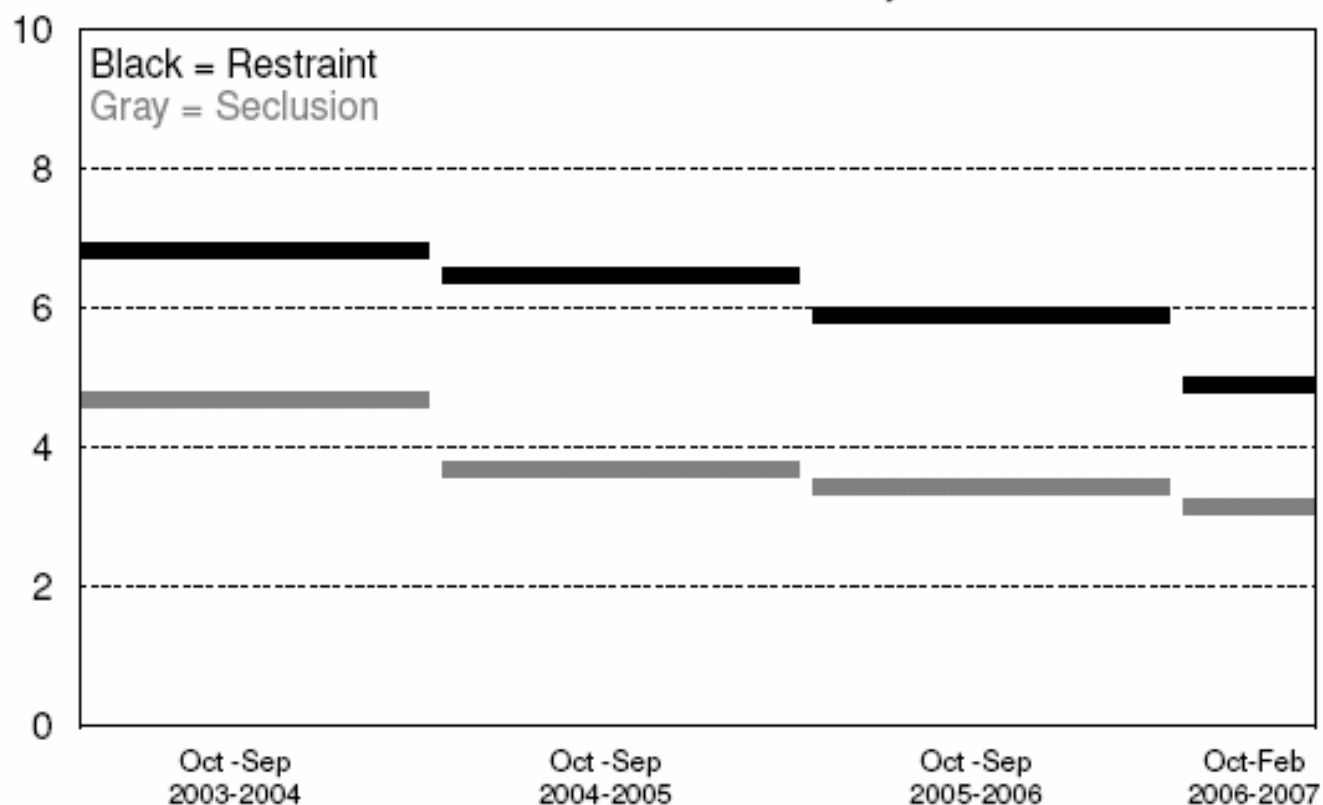
*"Western State is a lot better place to be now.... They don't tie you up now, just because you get mad."*

*(WSH Consumer)*

# The Data

## Annual Means of Monthly Rates: Rest & Sec Episodes Western State Hospital

Rate = Per 1000 Patient Days

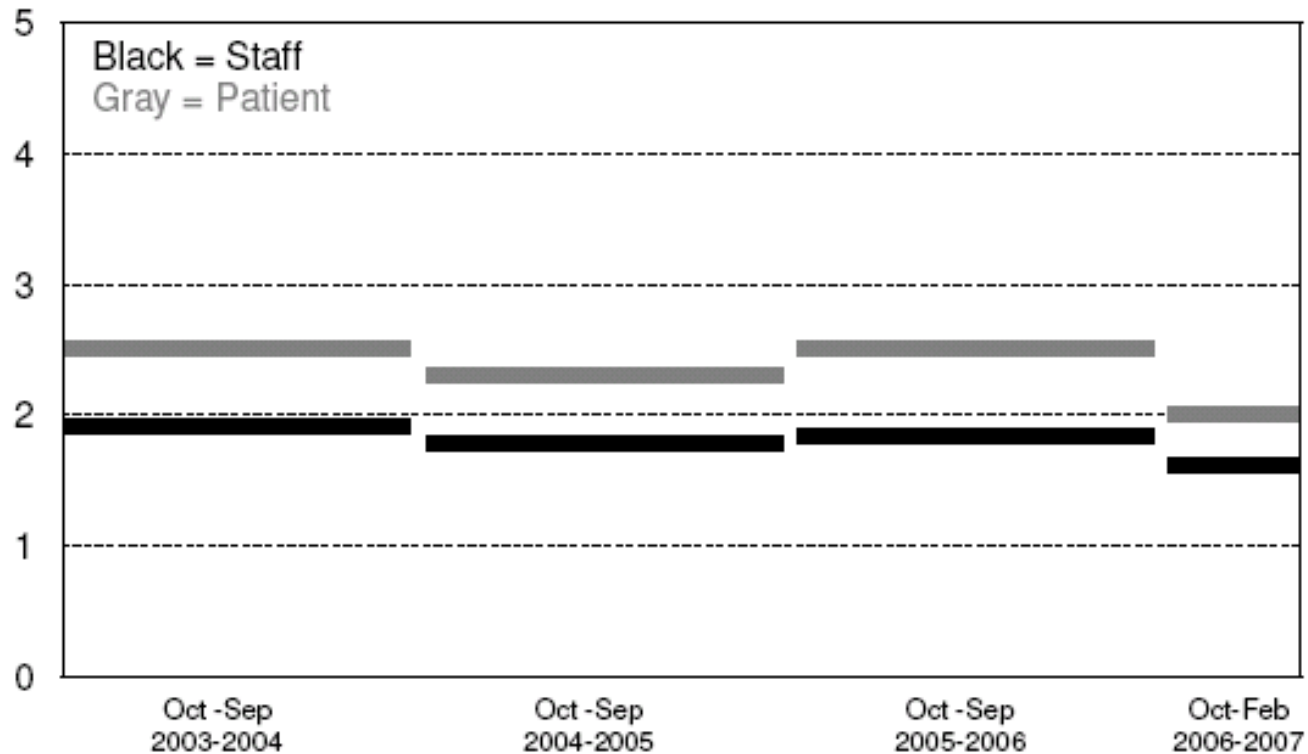


Prepared by Performance Measurement Information Office  
April 2007

This health care information document is exempt from disclosure per RCW 42.56.360(j)(c), which covers information and documents created specifically for, and collected and maintained by a quality improvement committee under RCW 43.70.510 or 70.41.200.

# Annual Means of Monthly Rates: Assault-Related Injuries\* Western State Hospital

Rate = Per 1000 Patient Days



\*Source: Staff - Report of Employees Personal Injury (DSHS 3-133) completed by staff  
Patient - Administrative Report of Incidents (WSH Form #1-100)

Prepared by Performance Measurement Information Office  
April 2007

This health care information document is exempt from disclosure per RCW 42.56.360(l)(c), which covers information and documents created specifically for, and collected and maintained by a quality improvement committee under RCW 43.70.510 or 70.41.200.

# Lessons Learned

- Changing Culture Takes Time
- Communicate Message to all Levels of Organization
- Need Shared Goals
- Focus on Individuals- Recognition and Accountability
- Listen to Staff

# Next Steps

- Increase Training Opportunities
  - Medication Alliance
  - TEAM Safety Training
- Integration of Safety Interventions into Tx
- Better Treatment = Improved Safety
- Good to Great
- Hardwiring Excellence
- Engagement of Supervisors