



Preventing Violence, Trauma, and the Use of Seclusion and Restraint in Mental Health Settings

Developing a Facility Prevention Action Plan



Objectives

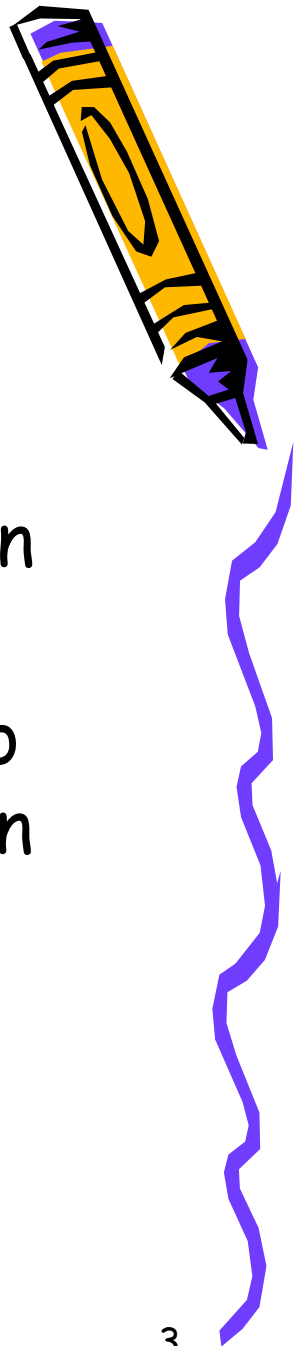
Participants will:

1. Understand the importance of developing an organized, facility-specific plan to prevent violence and the use of S/R
2. Understand the steps involved in developing an organizational plan
3. Be introduced to how to use the S/R Prevention Plan Template provided



Objectives

4. Review the Six Core Strategies©
5. Learn about "Essential Considerations" when developing a Plan
6. Become familiar with common "Obstacles to Success" learned from other S/R prevention initiatives
7. Review a generic Plan "example"



Outline

- Issues important in developing a facility plan
- Review of Six Core Strategies©
- Plan Essentials
- Obstacles to Success
- An example of a Plan
- Plan Development Summary



Planning to Reduce S/R



- Suggest Organized Process and Plan
- Led by CEO or Director for Facility
- **Create Planning (PI) Team**
 - All disciplines involved (horizontal)
 - Champions and concerned others
 - Consumers, children/families, advocates
 - Include MIS, Security, QI, HR, Facility management, whomever appropriate



Planning to Reduce S/R

- Planning (PI) Team receive directions
- Team Coordinator assigned/report to State Commissioner or Facility CEO
- Prevention Approach used
- Principles of performance improvement
- Develop the Plan with Goals, Objectives and Action steps; Expected completion dates and name of person assigned



Creating a Plan to Prevent Violence; Reduce S/R

- May be helpful to think about this process as creating a treatment plan on an organizational level
- Use Planning Template/Six Core Strategies as Goals
- Use menu of activities as Objectives and Action Steps
- Start with an assessment/each goal
- Choose "low hanging fruit" first



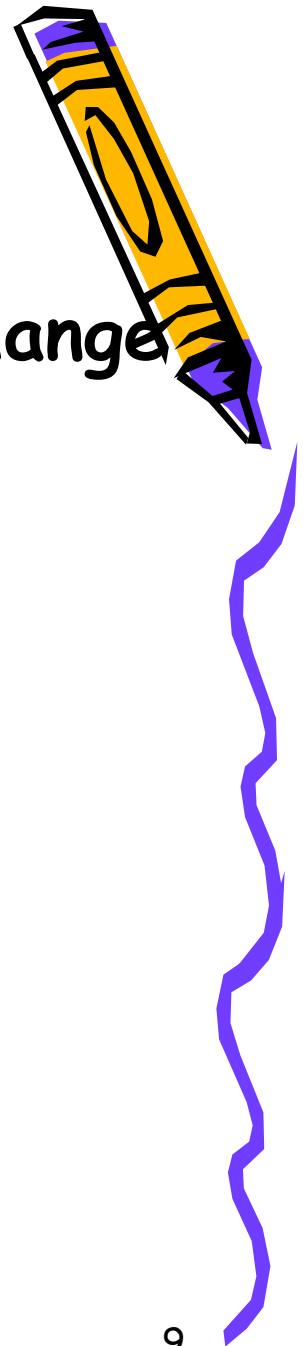
Planning to Reduce S/R



- Set up routine and consistent meetings
- Report progress and work at all relevant meetings
- Document minutes of meetings
- Revise planning and dates as necessary
- Add or change team members as needed
- CEO/Director must be informed and involved for accountability



S/R Plan Core Strategies Review



- 1. Leadership Toward Organizational Change**
 - Roles/responsibilities including witnessing/elevate oversight
- 2. Using Data to Inform Practice**
 - Baseline and core variables tracked
 - Data graphed and posted
- 3. Workforce Development**
 - Staff Education and Training
 - Human Resources: competencies and performance evaluations



S/R Plan Core Strategies Review



4. Use of S/R Prevention Tools

- Trauma informed care and assessment
- Risk assessment for violence potential
- Risk factors for injury and death
- Safety planning (de-escalation form)
- Environmental changes to minimize coercion and maximize safety and recovery
- Person first language



S/R Plan Core Strategies Review



5. Consumer or Child/Family and Advocate Roles in Inpatient Setting

- Specific roles specified
- Internal and/or external
- Management and staff roles

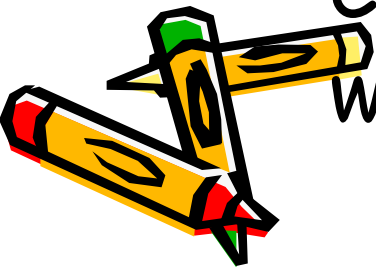
6. Debriefing Techniques

- Staff Debriefing & Consumer Debriefing
- Roles & responsibilities need definition
- I.D. feedback and report loops



S/R Plan Essentials

- No one right way to do this
- Needs to be individualized
- Write it like you are the treatment team and the facility is the consumer
- Measurable and outcome based
- Organize the roll out
- Communicate consistently and well with everyone involved



Obstacles To Success

- No real executive staff involvement, everything gets delegated
- Peers/Advocates are left out of process
- Data is not used or is hidden, reports are not reviewed in real time but weeks or months later
- S/R event is handled like a usual event and not elevated to an emergency
- Staff are "told" not to use S/R but not given skills to change behavior



Obstacles To Success

- Staff and consumers/advocates recognize the "rules" that commonly cause conflict but don't have the power to change these
- Poor organizational communication
- Individual staff who may be ambivalent or who oppose outright are not supervised, monitored or held accountable
- There is no reward or recognition system for best practices



Obstacles To Success

- Consumer and/or child/families are not truly involved or only in a token manner
- S/R application training focuses on take downs and not prevention
- Other organizational issues interfere with consistent work on plan
- Debriefing is not rigorous event analysis but more for staff to vent



Plan Example

Strategy One: Leadership Toward Organizational Change

Goal One: CEO takes lead in reducing S/R use by articulating a vision, reviewing values and philosophy of care and developing a reduction plan



Plan Example



Objectives:

1. Appoint PI S/R Planning Team

- ✓ Identify lead and members
- ✓ Include staff at all levels
- ✓ Include advocates/peers (hire senior level peer if not in place)
- ✓ Set up meeting schedule

Executive staff person involved

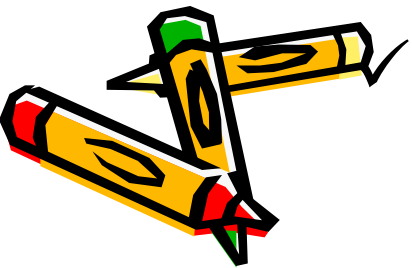


Plan Example

2. Review organizational values against practices to ID gaps/inconsistencies

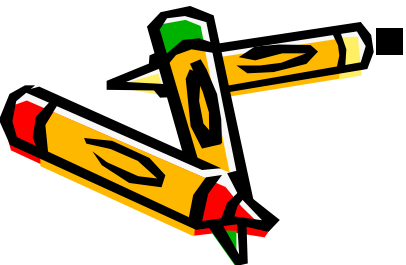
- ✓ Clarify values of organization and how to operationalize
- ✓ Review literature on best practice models
- ✓ Measure organizational operations, language, policy and procedures against stated values

Incorporate trauma informed care principles



Plan Example

3. Draft a S/R Policy Statement (for organization or statewide)
 - ✓ Designed to serve several purposes
 - Set the tone for the work
 - Clarify the goals for initiative
 - Educate and inform
 - Help to implement the vision and clarify values
 - Support culture change



Plan Example

4. Hold a kick-off event for the initiative (or progress to date) "COMMUNICATE"
5. Elevate the oversight of events through reporting structures and create on-call list and responsibilities
6. Adopt person first language in agency



Plan Example

Strategy Two: Using Data to Inform Practice

Goal Two: Senior leadership assures for the use of data to assist in reducing S/R use by setting up a baseline; identifying core measures; collecting and graphing data by unit and communicating this information on a consistent basis



Plan Example

Objectives:

1. Assign Data Plan to MIS staff person
2. Determine core variables to include
 - ✓ Number of incidents (S/R)
 - ✓ Hours of S/R by event
 - ✓ Staff/Consumer injuries
 - ✓ Number of stat IM meds/prns
 - ✓ Other relevant measures



Plan Example

Strategy Three: Workforce Development

Goal Three: Agency leadership assures for a treatment environment that is trauma informed, facilitates recovery and is inclusive through the development of human capital, staff education and training



Plan Example

Objectives:

1. Work with HR to develop a workforce development plan
 - ✓ Insert expectations and competencies in job descriptions and performance evaluations
 - ✓ Have staff sign new policy statement
 - ✓ Create 30 minute new hire orientation
 - Identify training needs, create or get training materials



Plan Example

**Strategy Four: Implement S/R
Prevention Tools**

**Goal Four: Clinical leadership reviews
and implements a variety of
assessment and prevention tools to
assess risk for violence, death,
history of trauma, safety planning**



Plan Example

Objectives:

1. Assign (nursing committee?) to review available assessment tools and processes for use
2. Choose tools and implementation dates
3. Develop process to train staff with HR
4. Write formal P & P for each new tool



Plan Example

Strategy Five: Consumer Roles in Treatment Environments

Goal Five: Senior admin and clinical leadership will adopt commitment to fully include people in recovery in a variety of roles including hired staff, community volunteers and a consumer council that informs policy



Plan Example

Objectives:

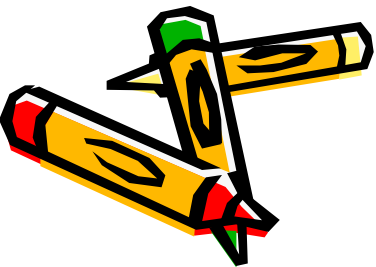
1. Identify funding for staff positions
2. Develop job descriptions and functions
3. Develop policy and procedure on consumer roles in hospital including committees
4. Develop advocate role on Executive Management Group or Board



Plan Example

Strategy Six: Make Debriefing Rigorous

Goal Six: Use information gained from a comprehensive analysis of each S/R event to inform policy, procedures and practices to mitigate harm and avoid use in the future



Plan Example

Objectives:

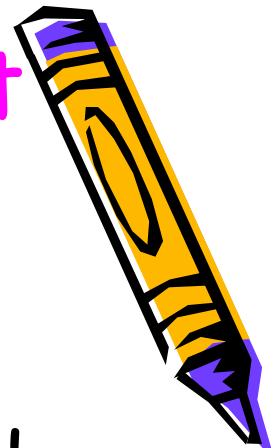
1. Review and revise current debriefing policy and procedure to include discrete processes -for each event
2. Clearly specify what staff will be involved in events
3. Develop Debriefing Event Forms to document findings and follow-up



Developing your Plan to Prevent Violence and S/R Use

Summary

- Use State Plan Template as a menu
- Review Organizational Progress to Date
- Use a "treatment plan" approach
- Include dates and assigned staff
- Revise plan over time and in response to progress or lack thereof



Developing your Plan to Prevent Violence and S/R Use

Summary

- Keep record of obstacles and successes to inform development of EBP
- Disseminate plan to all staff
- Keep plan manageable
- Reasonable time frames
- Plan, Do, Act even if not perfect, you **WILL** make mistakes. Part of the process!





*Good plans shape good decisions.
That's why good planning helps
to make elusive dreams come
true...*

*Lester Robert Bittel
(b. 1918), writer*

