






Creating Violence Free and Coercion Free Mental Health Treatment Environments for the Reduction of Seclusion and Restraint

**Developing a Prevention Action Plan**

**Planning to Reduce S/R**



- Suggest Organized Process and Plan
- Led by CEO or Director for Program
- **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

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**Planning to Reduce S/R**



- Planning (PI) Team receive directions
- Team Coordinator assigned/report to 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

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**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 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

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**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

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**S/R Plan Core Strategies**

- 1. Leadership Toward Organizational Change**
  - Roles/responsibilities including (witnessing)
- 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

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## S/R Plan Core Strategies

### 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

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## S/R Plan Core Strategies

### 5. Child/Family and Advocate Roles in Program

- Specific roles specified
- Internal and/or external

### 6. Debriefing Techniques

- Two activities
- Staff responsibilities defined
- I.D. feedback and report loops

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## 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

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## Obstacles To Success

- No real executive staff involvement, everything gets delegated
- Critical players 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

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## 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

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## Obstacles To Success

- Youth/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

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## Plan Example

**Strategy One:** Leadership Toward Organizational Change

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



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## Plan Example

Objectives:

1. Appoint PI S/R Planning Team
  - ✓ Identify lead and members
  - ✓ Include staff at all levels
  - ✓ Include advocates/customers
  - ✓ Set up meeting schedule
  - ✓ Executive staff person involved



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## Plan Example

2. Revise mission statement and philosophy of care to be congruent with recovery/reducing S/R
  - ✓ 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



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## 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



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## 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



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## 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



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## Plan Example

### Objectives:

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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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





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## 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





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## Plan Example

Objectives:



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



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## Plan Development-Comments

- 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



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## Plan Development

- 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!



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