

WSH Recent Key Accomplishments

The Western State Hospital team is caring for 857 sick patients while overhauling the hospital. We have improved patient care, culture, management accountability and responsiveness. We are making progress, and there is still much to do to complete the more than 170 actions identified in the Corrective Action Plan submitted to CMS in November 2016.

Violence Reduction

- Violence Reduction to Enhance Safety: *Learning from our past experiences to identify risks; prevent harm; and maintain a safe, therapeutic environment.*
 - Nearly 30 percent of violent episodes at WSH in 2016 attributed to seven patients
 - Focus on interventions that work for these patients—such as structured, individualized treatment plans; providing focused training, planning and support to the treatment teams serving these patients; identifying and employing early interventions; and minimizing environmental risks
 - Added a Violence Reduction Administrator to the team
 - Daily safety huddles occur in each center; Executive Leadership meets to review all incidents from the previous 24 hours
 - Psychiatric Emergency Response Teams (PERT) now operating in Forensic and Civil wards
 - Implemented an Incident Command Structure
 - Improved partnership with local law enforcement
- Over the past six months, the hospital has reduced assaults with injury by 30%.
- Both seclusion and restraint rates are trending downward.
- Crisis Prevention Intervention (CPI) training has begun on wards with high violence. This will eventually include all care staff.

Quality

- Building the Team: Building and supporting a qualified workforce to drive safe, quality care.
 - Improved recruitment and onboarding processes
 - Revamped New Employee Orientation to better equip staff for the challenging but rewarding work at WSH
 - Over 350 new staff hired to date to provide safe, quality care
 - Continued recruitment, retention and staff development to fill remaining vacancies and maintain staffing at or above attrition
 - Established center-based leadership structure to include Center Medical Directors and Ward Administrators

Transforming Lives

- 26 hospital departments have developed measurable Performance Indicators that assess quality of services provided to patients. Improvements are made based on analysis of data. All Performance Indicators are posted on the intranet and data is presented weekly to Patient Care Quality Council (PCQC).
- Key Performance Indicator/data dashboards are now posted on each ward and ward staff are discussing interventions to reduce violence and falls on a daily basis as a quality tool.
- WSH works closely with Clinical Services Management (CSM) consultants who completed over 200 tracer audits to assess WSH's compliance with CMS Standards. They continue to do so weekly, sharing findings with WSH senior leadership. Quality Management staff now complete a follow-up audit to ensure corrections are made.

Life Safety/Physical Environment

- Improving the Environment of Care: Maintaining a clean, safe, ligature-free treatment facility. (See anti-ligature handout for more detail)
 - Around –the-clock custodial services as of 4/3/2017
 - March 2017 Spring 'deep clean'
 - Maintenance crew established to focus on anti-ligature work
 - Thousands of physical plant improvements have been made to date
- Facilities Improvements Completed to Date:
 - 1200 door handles replaced with anti-ligature door handles
 - 1,000 patient lockers retrofitted to remove hardware and all ligature points
 - 312 sink faucets exchanged for anti-ligature versions
 - 400 patient toilets/plumbing shrouded to remove ligature points
 - Over 300 sinks/plumbing shrouded to remove ligature points
 - 1,200 door hinges changed out with anti-ligature versions
 - Over 600 grab bars changed in patient bathrooms to anti-ligature ones
 - Over 400 toilet-paper holders changed to anti-ligature versions
 - Added anti-ligature hand dryers
 - Added anti-ligature soap dispensers
 - Over 1000 door closers changed out to remove ligature points
 - Removed shower seats to remove ligature points
 - Shower fixtures exchanged for anti-ligature versions
 - Over 3,200 window hooks and knobs removed
 - Multiple adjustments hospital-wide to existing fixtures and infrastructure to increase safety
 - Capital project in progress to install door-top (weight) alarms in East Campus
- 80% of the patient safety ligature project has been completed hospital-wide (reducing ligature risks on bathroom fixtures, laundry areas, lights, and vents).

Transforming Lives

- The hospital abated previously identified fire risks (inadequate fire drills and problematic fire boxes) that resulted in an immediate jeopardy in December 2017. No deficiencies found by Fire Marshal survey in January 2018.
- A comprehensive Life safety training was provided to 30 maintenance and life safety staff.

Patient Treatments/Services

- Increasing Active Treatment: Engaging patients for better treatment outcomes; a safe, therapeutic environment; and a higher rate of successful returns home.
 - More than 25 percent increase in active treatment
 - More than 11,000 hours of evening and weekend programming
 - Every unit has met treatment targets
 - Perhaps here we could add the chart that shows active treatment hours in 2016 v 2017 from the Governing Body slide 18
- Treatment Planning: *Ensuring all treatment plans are fully compliant with Centers for Medicare and Medicaid (CMS) requirements for plans to be – complete, current, and patient- focused.*
 - Staff completed updated treatment-plan training
 - Quality Coordinators; Center Directors and SIA Consultants conduct comprehensive plan quality reviews and provide feedback
 - More than 800 treatment plans reviewed and revised to date
 - ALL cases reviewed showed risk of suicide/harm to self or others are accurately assessed and risk reductions are consistently implemented
- WSH developed an automated Consultation Referral Tracking System (CRTS) to ensure completion and documentation of patient medical consultations.
- WSH now has community contracts for neurology, urology, ophthalmology, renal dialysis, and dermatology to greatly enhance the medical service offerings for patients.
- WSH now has a speech and language pathologist and occupational therapist providing assessments to improve patient functioning.
- WSH's new Substance Use Treatment Department now provides chemical dependency assessments to assess treatment needs post discharge and services for patients, hospital wide.
- The new digital x-ray machine is on site and is scheduled to be installed. This will allow for quicker evaluation, diagnosis, and treatment.
- WSH has experienced significant success meeting physician vacancies when hiring contracted psychiatrists (Locums tenens).