Select Committee on Quality Improvement of State Hospitals

October 27, 2016

Carla Reyes, Assistant Secretary, BHA
Cheryl Strange, CEO, WSH
Western State Hospital

Root Causes

• Significant budget cuts
• Elimination of direct care positions
• Severe physical plant neglect
• Unmanageable set of responsibilities
• Autocratic, micromanagement leadership
• Lack of accountability at ward level
Three Phases

264 Recommendations

7 Conditions of Participation

16 Workgroups
<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Condition of Participation</th>
<th># of Workgroups Related to That Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>50</td>
<td>Environment of Care</td>
<td>2</td>
</tr>
<tr>
<td>50</td>
<td>Governing Body</td>
<td>3</td>
</tr>
<tr>
<td>7</td>
<td>Infection Control</td>
<td>2</td>
</tr>
<tr>
<td>57</td>
<td>Nursing</td>
<td>3</td>
</tr>
<tr>
<td>15</td>
<td>Patient Rights</td>
<td>2</td>
</tr>
<tr>
<td>19</td>
<td>Quality Assessment &amp; Performance Improvement</td>
<td>2</td>
</tr>
<tr>
<td>66</td>
<td>Special Medical Requirements</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>264</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>
Washington State Department of Social and Health Services
Western State Hospital

Governing Body
Strategic Operations
Leadership & Organizational Communication

Patient Rights
Safety
Confidentiality & Privacy

Environment of Care
Responsiveness
Preventative, Preparedness & Proactive
Document, Communicate, & Coordinate

Quality Assessment and Performance Improvement
Utilization of Resources & Structure
Data Processing

Special Medical Records Requirements for Psychiatric Hospitals
Treatment Planning:
Process & Involvement, Training, Quality, Form
Active Treatment: Enhancement, Quality, and Documentation

Nursing Services
Training Practice Leadership

Infection Control
Practices Hospital Wide Program
Three Phases

1. Inform Corrective Action Plan
2. Implementation
3. Monitor and Sustain
SMALL WINs:

• CMS & DOH Monitoring Visit (Oct 10-11)
  – Excellent Prevention of Assault, Seclusion and Restraint
  – Revised Training in NEO and Mentor program
  – Staff knew their patients
  – Engaged and hopeful staff
Staying the course:

• Finalize Phase 1: Complete draft Corrective Action Plan (by November 4)
• Get CAP approved by CMS (TBD)
• Continue efforts to improve physical plant, safety and active treatment
• Roll out Ward Administrators and other positions.