



*Ancora Psychiatric  
Hospital*



*Highlights 2012*

# Highlights: 2008 - 2011

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- Smoke Free since July, 2008.
- Opened Self Help Center in Oct, 2008 - the first one on the grounds of a state hospital in NJ, one of the first in the nation.
- Divided hospital into Acute Care and Extended Care tracks.
- Opened first Treatment Mall (Admissions) in July, 2009. Two more opened within the next year.

# Highlights : 2008 – 2011 continued

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- Security Improvements:
  - Opened Visitor Center.
  - Increased height of perimeter fence by 4 feet.
  - Contracted with outside security company.
  - Code Grey procedure initiated.
  - Grid Search procedure initiated.
  - Community notification procedure initiated.

# Highlights 2012

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- Census Update
- Staffing Update
- Treatment Planning
- Hagedorn Psychiatric Hospital Closure
- Assertive Discharge Efforts
- Violence Prevention/Restraint Reduction
- Lean Six Sigma Projects
- Strategic Planning
- Next Steps

# Current Census

Census on  
January 1, 2012      485

## Average Census

2008	667
2009	562
2010	488
2011	465

Since 2008, the average census has decreased by 28%.



# Staffing Update

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- The Chief Nursing Officer position was filled by Catherine Jones, MSN, APN-C, in September, 2011.
- David Roat, DO, was named Medical Director in October, 2011. He had been in the Acting position since May, 2008.
- We continue to aggressively recruit two Associate Medical Director/Chief of Psychiatry positions with the assistance of DMHAS.

# Treatment Planning Refinements

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Patient-focused treatment planning has been implemented. These plans are:

- Holistic and highly individualized
- Identify positive outcomes based on patient strengths and available supports
- Call for full participation by the patient
- Rely on shared decision making and client-defined outcomes
- Promote patient choice, empowerment, resilience, and self-reliance

# Hagedorn Psychiatric Hospital Closure

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- Due to the pending closure of Hagedorn in June 2012, APH has begun receiving admissions from Burlington County (approximately five per month) and geriatric admissions (approximately one per month) from Ocean County.
- Preparations are being made to receive approximately 20 geriatric patients from Hagedorn in the first half of 2012.



# Assertive Discharge Efforts

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- As a more assertive approach to the discharge of patients, the Southern Region Olmstead (SRO) office “loaned” us the assistance of an additional social worker.
- Two groups were established to focus on the discharge of CEPP patients in Birch Hall and Larch Hall. The groups meet regularly with Treatment Teams. Referrals have been made to all current Olmstead vacancies.

# Violence Prevention/Restraint Reduction Efforts

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- The Violence Prevention/Restraint Reduction Committee continues to meet regularly to develop strategies to reduce violence (restraints/assaults).
- In 2011, restraint episodes decreased 11% (and decreased 29% since 2009). Hours in restraint decreased 11% (and decreased 29% since 2009).
- In 2011, patient-to-patient assaults with injuries decreased by 15% (and decreased 21% since 2009) and patient-to-staff assaults with injuries decreased 13% (and decreased by 26% since 2009).

# Violence Prevention/Restraint Reduction Efforts

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- A Lean Six Sigma Restraint Reduction Project has been initiated in two areas with the highest restraint usage.
  
- Applied for a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) for technical assistance in developing and implementing a Peer Support Program. This technical assistance would focus on:
  - \* Leadership toward organizational change
  - \* Workforce Development
  - \* Use of Seclusion and Restraint Tools
  - \* Development of consumer roles in various settings
  - \* Culture shift to trauma-informed care

# Lean Six Sigma

## Lean Six Sigma Project Development and Implementation

Lean Six Sigma is a business improvement methodology which uses four key elements to be successful:

1. Delight the customer
2. Improve processes
3. Use teamwork for problem solving
4. Base all decisions on data and facts

The image shows the Six Sigma symbol, which consists of the number '6' followed by the Greek letter sigma 'σ'. The '6' is a large, bold, sans-serif font, and the 'σ' is a smaller, bold, sans-serif font.

Six Sigma Symbol

# Lean Six Sigma Projects

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## Current Lean Six Sigma projects:

- Improving the Individual Discharge Needs Assessment (INDA) process (project in beginning phase with some progress achieved).
- Improved Treatment Mall attendance on the three malls (project in beginning phase with some progress achieved).
- Reducing geriatric falls (in early stage but progress made in development of a training manual and in training of staff).
- Decreasing Psychology workload and improvement of regulatory compliance (ongoing, with significant progress made so far).

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# Lean Six Sigma Projects

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- Minimizing the impact of extreme food temperatures on food service (project in very early changes).
- Restraint reduction on Birch Hall D and Cedar Hall B (project in early phase).
- Development of a Staff Trauma and Aftercare Team (STAT) with assistance from DMHAS (project in beginning phase with some legal issues and transportation issues already resolved).

# Lean Six Sigma Projects

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Previous Lean Six Sigma projects:

- Increased Food Tray accuracy.

Results: Average monthly accuracy rose from 85% to 94% from January 2011 through December 2011.

- Restraint Reduction project on Birch Hall A:

Results: 58% reduction between September 2009 and March 2010. Was recipient of the 2010 Governor Richard Codey Behavioral Health Quality award sponsored by University Behavioral Health.

- Restraint Reduction project on Cedar Hall C:

Results: 71% reduction between January 2011 and June 2011.

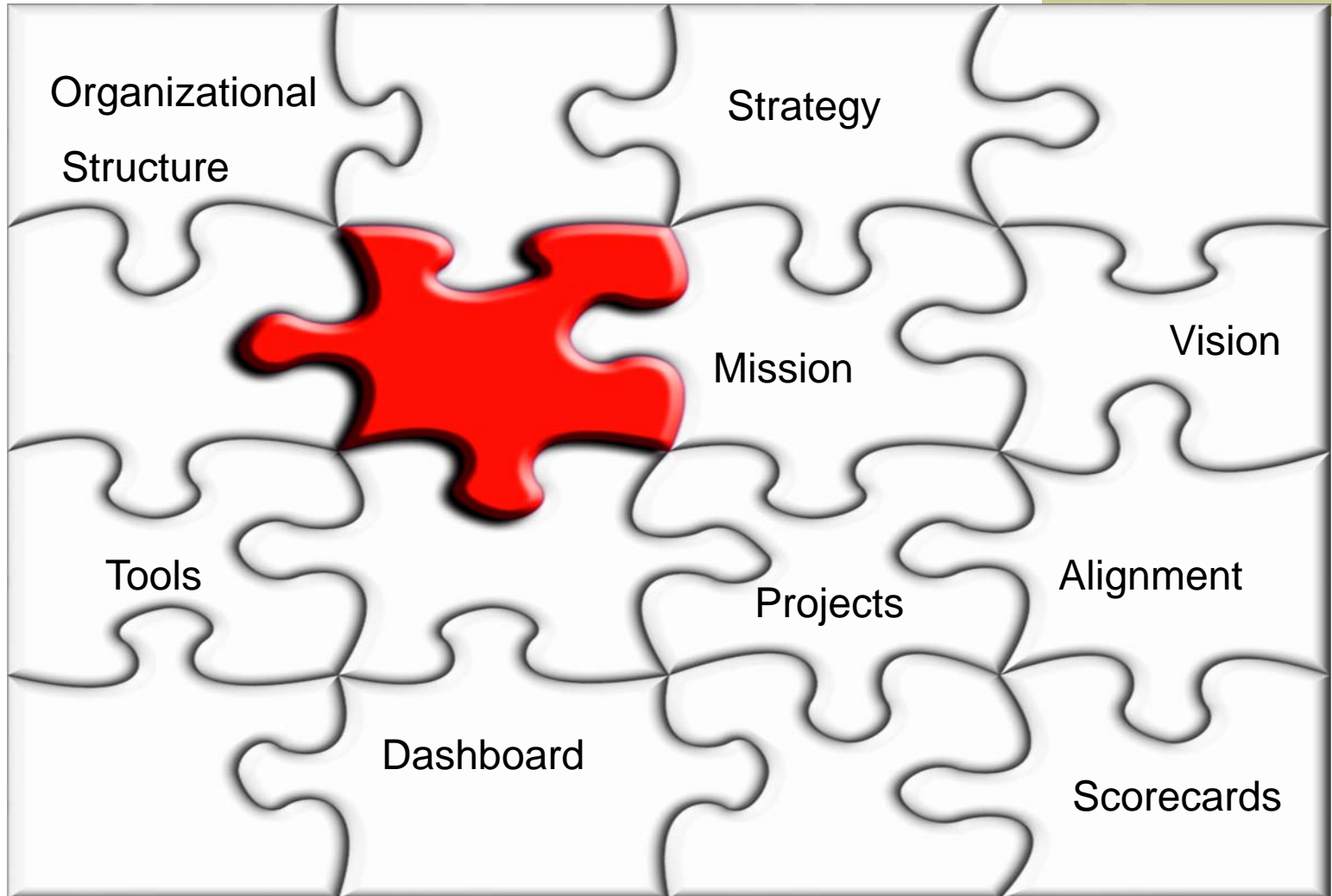
# Strategic Planning

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- Hired facilitator to assist hospital in Strategic Planning process.
- Participants from all levels of the organization are involved in this process.
- Once Strategic Plan is developed, will utilize it to develop a Functional Table of Organization.
- Goals from Strategic Plan will be incorporated into the development of Management Scorecards.



# Strategic Planning



# Next Steps

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- Continued optimization of treatment malls
- Development of Holly Treatment Mall
- Continued refinement of Patient Focused Treatment Planning
- Continued preparation for transfer of Hagedorn patients
- Continued aggressive discharge efforts
- Additional Lean Six Sigma projects
- Completion of Strategic Planning process
- Formulation of Management Scorecards