

Staging Cultural Change through the Implementation of Safewards in a NJ State Psychiatric Hospital



Laura Painter, LCSW
Director of Social Services
Greystone Park Psychiatric Hospital
Division of Behavioral Health Services



Brief Introduction to Safewards

Safewards and State Psychiatric Hospitals

Stages of Cultural Change

Safewards at GPPH

Progress to Date

What is Next

Developed in UK, based on review of studies about aggression, substance abuse, elopement, manual restraint, attitudes towards hospitalization, and staff conflict management

Multi-dimensional model for the sources of violence within the psychiatric inpatient setting

10 Strategies (interventions) designed to address originating domains together



Safewards

Originating Domains of Violence

PATIENT COMMUNITY – on unit patient interactions

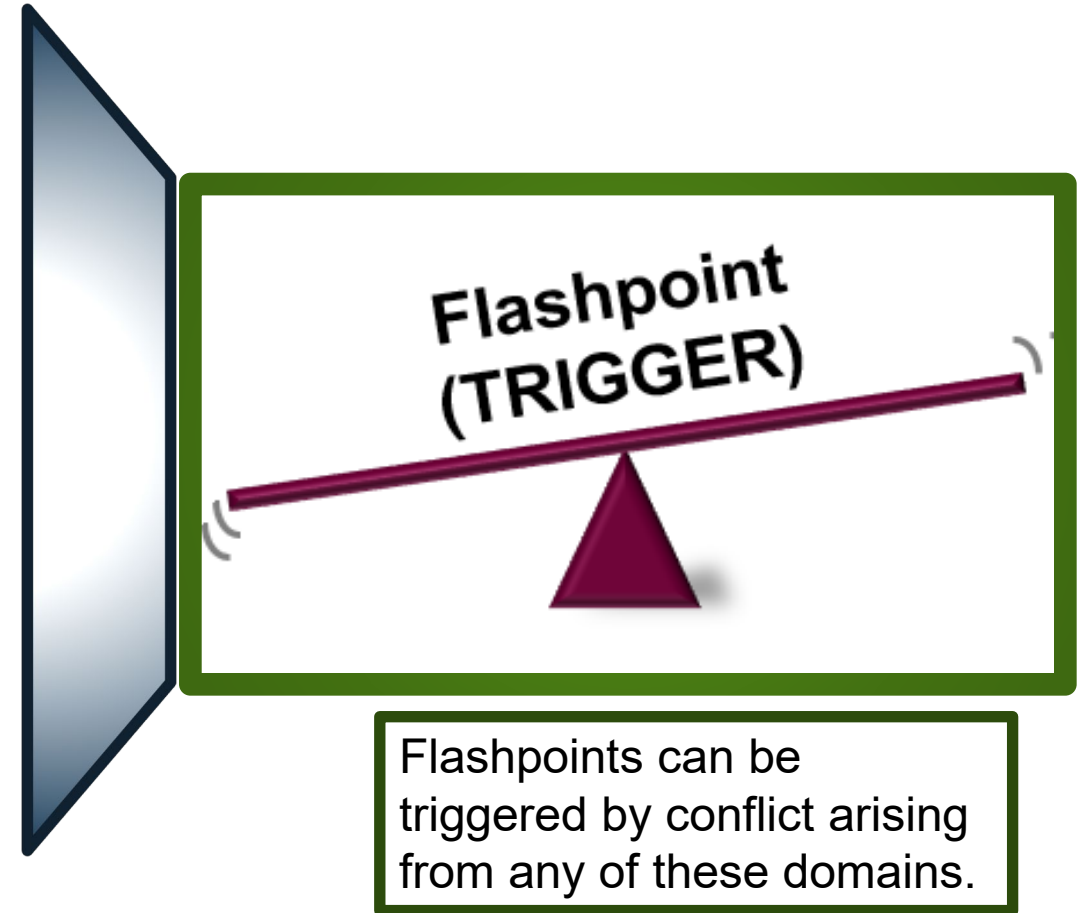
PATIENT CHARACTERISTICS – Individual patients' symptoms, personality

STAFF/TEAM – unit rules and routines, staff interaction

PHYSICAL ENVIRONMENT – hospital setting, locked doors, recovery suite

OUTSIDE HOSPITAL – community, family, significant others.

REGULATORY FRAMEWORK – mental health law, hospital policies





Conflict Prevention/ Intervention

- Safewards interventions: 10 strategies designed to prevent flashpoints or triggers in the patient care area.
- Reduced conflict = fewer staff containment measures (i.e., manual hold, seclusion, restraint).
- Treatment teams institute Safewards interventions in collaboration with patients

Safewards Interventions

**Clear Mutual
Expectations**

Soft Words

**Positive
Words**

**Talking
Down**

**Bad News
Mitigation**

Reassurance

**Calm Down
Methods**

**Mutual Help
Meetings**

**Know Each
Other**

**Discharge
Messages**

Safewards & NJ State Hospitals



In 2018, as part of an 18-month action plan enacted by NJDOH, NJ State Psychiatric Hospitals were to adopt Safewards for Violence Reduction. Rutgers partnered with hospitals in this effort.



In 2019, GPPH CEO, identified co-chairs, set up workgroup and “Oversight” board.



GPPH Workgroup members: Original membership from Nursing (3), Administration (3), Social Work (1), Psychology (1), Pastoral (1), Rehabilitation (1), and Training (1).

Stages of Cultural Change

1

**Awareness &
Recognition**

2

**Understanding &
Buy-In**

3

**Unfreezing Old
Norms
(Disruption)**

4

Trial & Adaptation

5

**Integration &
Institutionalization**

Safewards 2019-2020

2019 Workgroup :
Training each other

Roll out plan: Train
Admin + Nursing
leadership, then teams

Open Houses

Teams trained, then
paired with coach from
Workgroup

March 2020, all teams
trained, completed, or
were in process of
completing Clear Mutual
Expectation posters

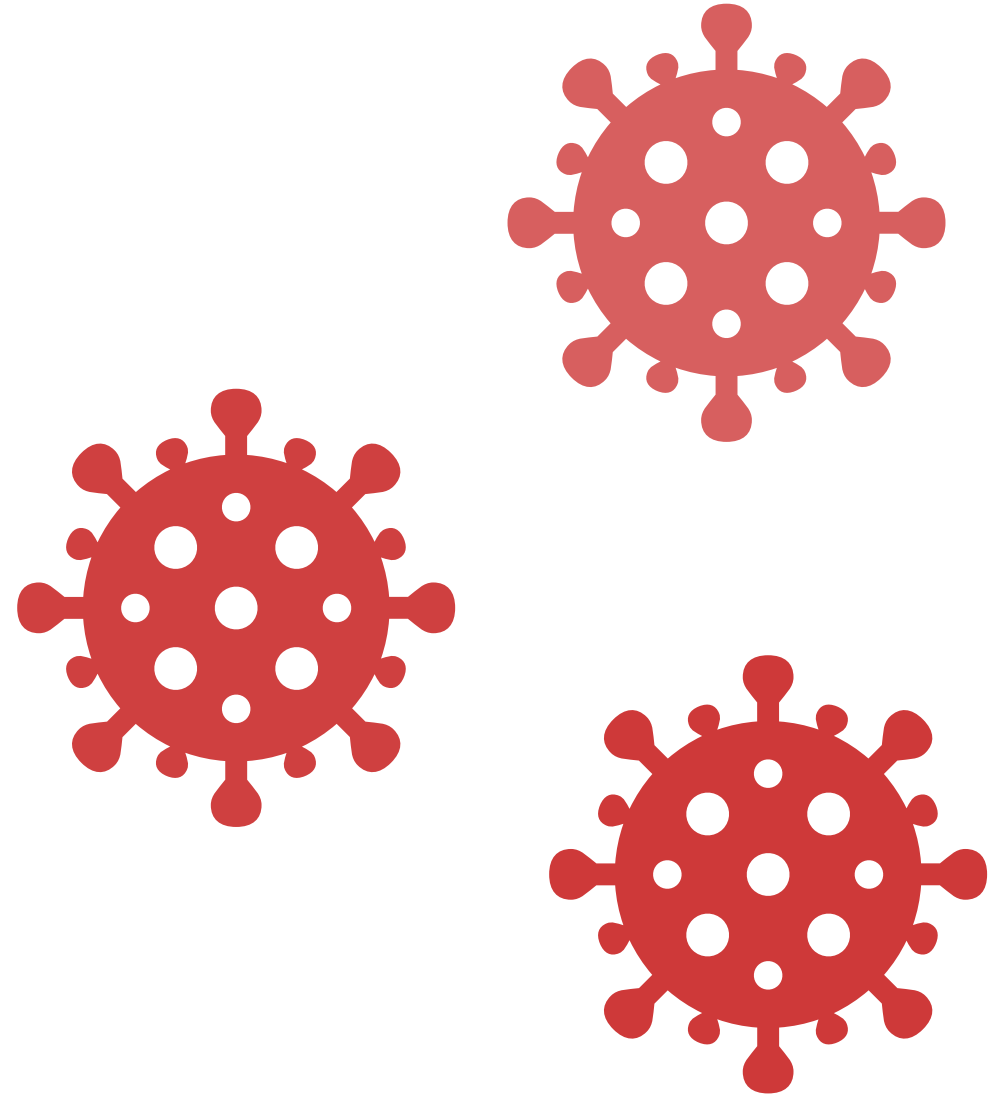
COVID hit March 2020



2020-2022

Rutgers collaborated
with the GPPH
workgroup and
developed an online
training on Safewards

“Flipped classroom”



Safewards Re-Launch: 2022-2025

2022-2023

Fewer workgroup members

Pilot units (areas):

- Cottages
- Admissions
- One unit in Section 2



2023-2025

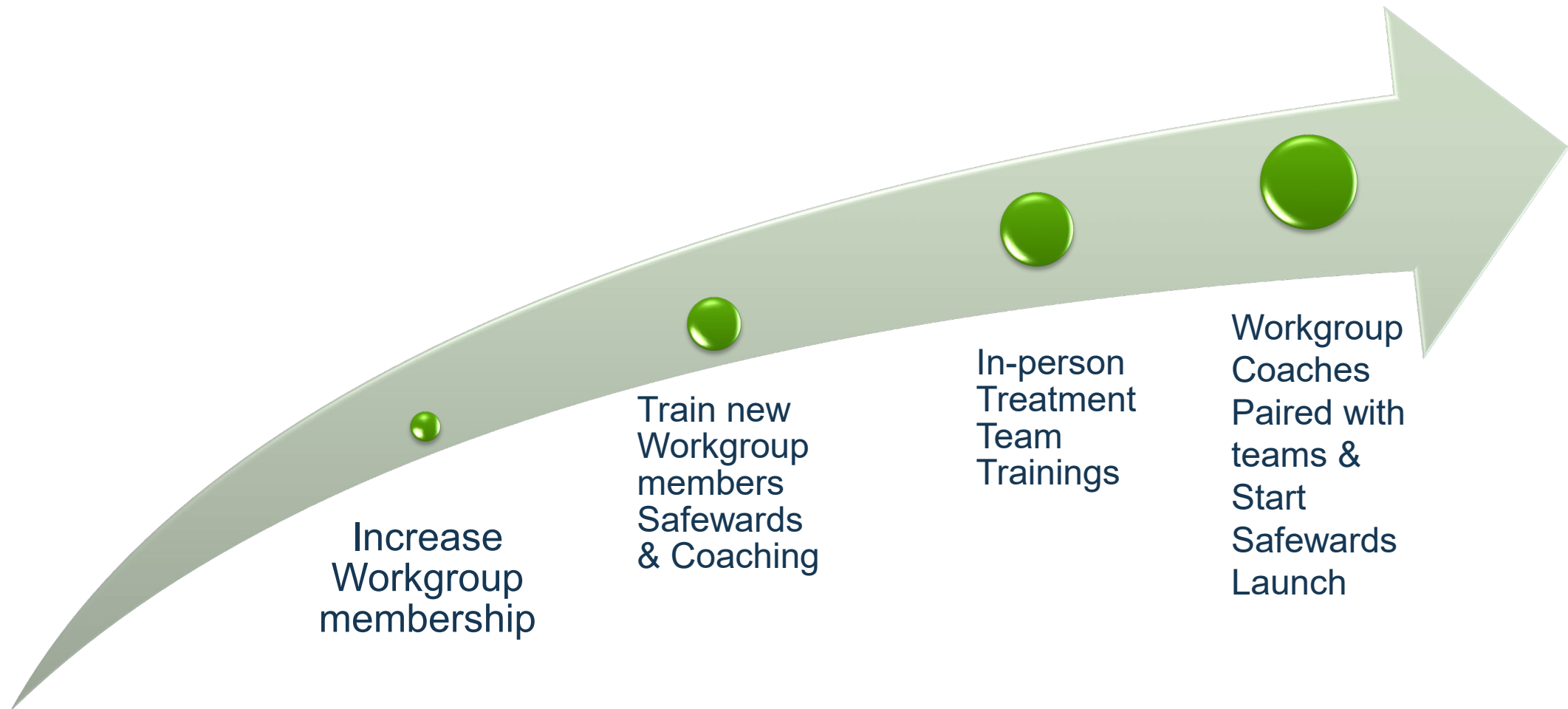
In addition to the pilot areas, two more treatment teams:

- G1
- F3/G3

What We Learned from Pilot Teams

- Process of Buy-in & Team Engagement
- Materials & Problem Solving
- Coaching Role: What It Entails, Workgroup Support

Hospital-wide Safewards Launch



New Workgroup Members

- Workgroup will orient new members to Safewards
- Members start coaching treatment teams after in-person training
- Begin with Clear Mutual Expectations poster
 - Next nine interventions initiated one-by-one monthly

Why be a Safewards Workgroup team coach?



Hopeful

Meaningful

Change agent



THANK YOU

Sponsors of Safewards:

- Ann Marie Flory, RN, MSN, NE-BC, CPPS
Assistant Commissioner, Division of
Behavioral Health Services
- Josh Belsky, Chief Executive Officer
Greystone Park Psychiatric Hospital
- Safewards Workgroup - Greystone Park
Psychiatric Hospital
- Rutgers Institute for Inpatient Psychiatric
Rehabilitation (IIPR)