

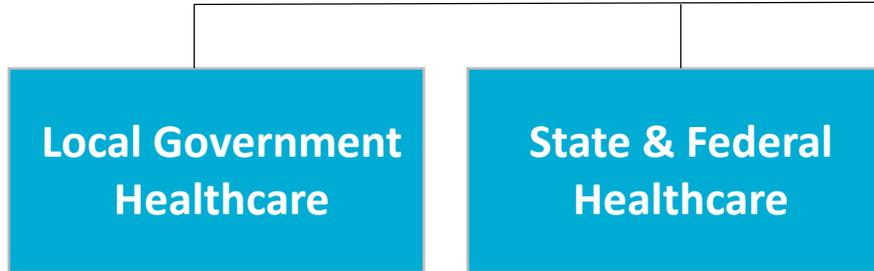


House Health & Social Services Committee

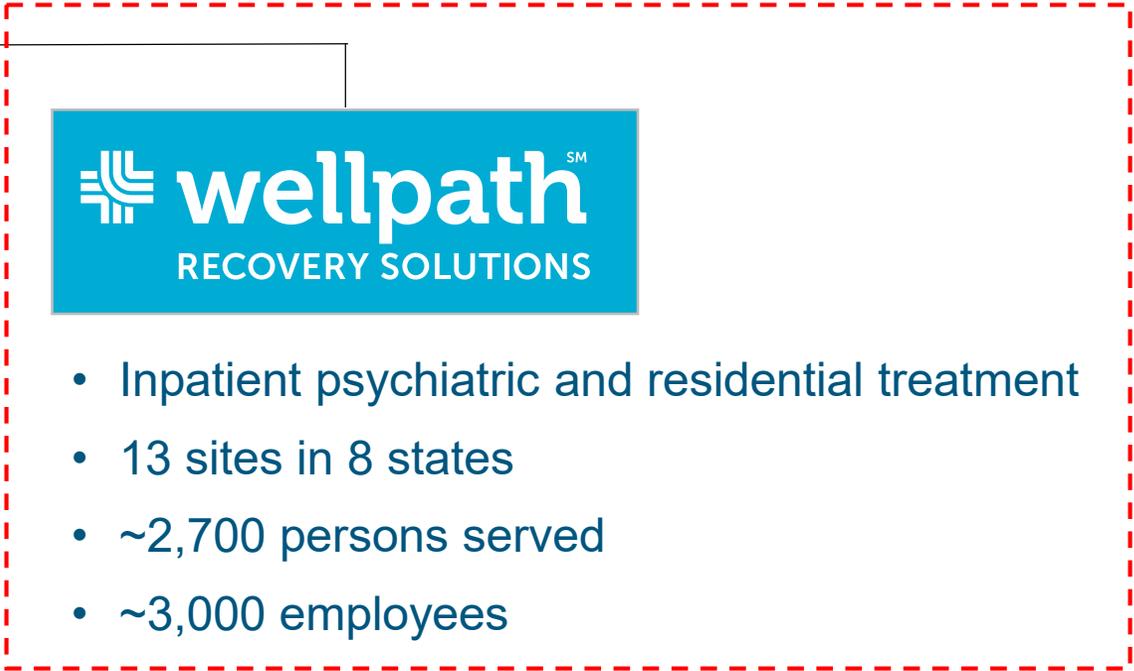
March 7, 2019

- Persons suffering from mental illness can and do recover
- Caregivers first priority is to support recovery of the patients they serve
- Patient care should be individualized, trauma-informed, and evidence-based
- Staff are entitled to the training, support and guidance they need to be effective
- Staff and patient safety are interrelated

Who We Are

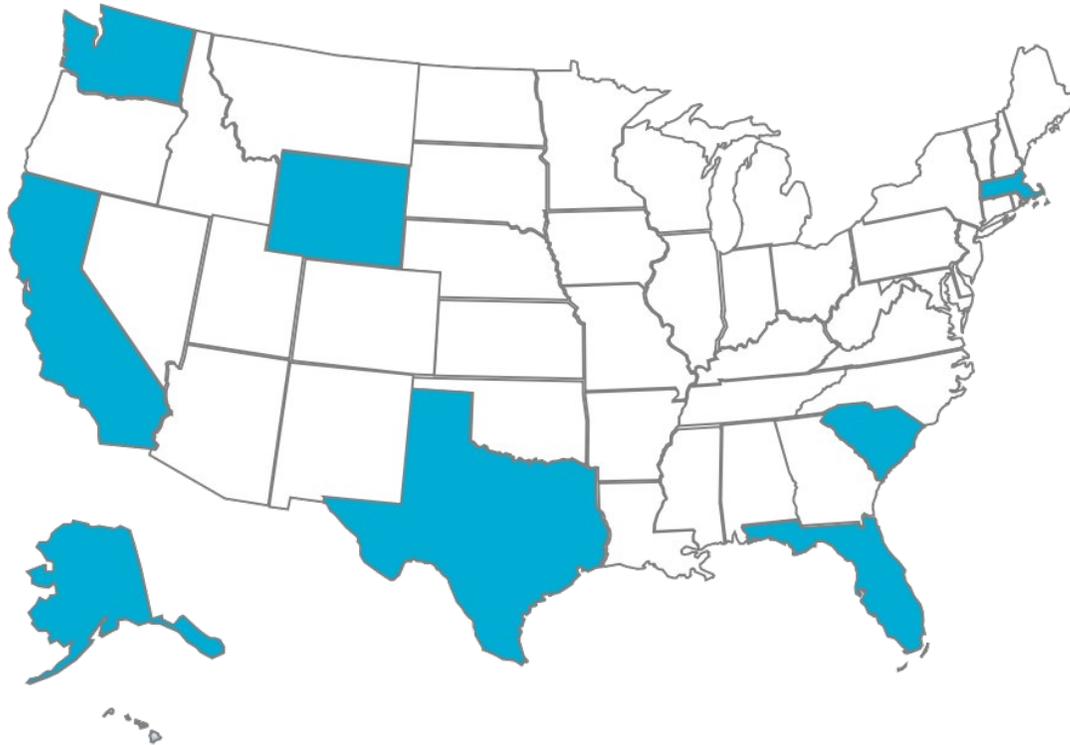


- Comprehensive medical services
- 400+ sites in 36 states
- ~290,000 patients
- ~12,000 employees



- Inpatient psychiatric and residential treatment
- 13 sites in 8 states
- ~2,700 persons served
- ~3,000 employees

Division Overview



- 20+ years of experience operating state psychiatric facilities
- Experience with civil, forensic, youth, adult, and geriatric populations
- ~3,000 healthcare professionals at 13 locations in 8 states
- ~2,700 patients in inpatient/residential treatment settings
- 6 facilities accredited by The Joint Commission
- Trauma-informed, evidence-based, and individualized patient care

Current Operations



South Florida State Hospital
(1998-present, 341 beds)



Columbia Regional Care Center
(2001-present, 354 beds)



South Florida Evaluation & Treatment Center
(2005-present, 249 beds)



Florida Civil Commitment Center
(2006-present, 720 beds)



Treasure Coast Forensic Treatment Center
(2007-present, 224 beds)



Montgomery County Mental Health Treatment Facility
(2011-present, 100 beds)



Colorado RISE Program
(2013-present, 94 beds)



Texas Civil Commitment Center
(2015-present, 384 beds)



Maple Lane CRP
(2016-present, 30 beds)



SC SVP Treatment Program
(2016-present, 300 beds)



Bridgewater State Hospital
(2017-present, 275 beds)



Kern County AES Center
(2018-present, 60 beds)

- 341-bed psychiatric hospital, TJC accredited and CMS certified
- 20+ year partnership with the Department of Children and Families
- Recognized by TJC as Top Performer on Key Quality Measures for multiple years
- Exceed national averages on key performance indicators
- Virtual elimination of restraint and seclusion
- Continuum of care includes re-entry into community with follow-up care and coordination with community based services
- 98% Patient Satisfaction

Mental Health

weeklyweeklyweeklyweeklyweeklyweekly

Essential information for decision-makers

Vol. 12, No. 36

Monday, September 23, 2002

Private operation of Fla. state hospital hailed as success

When Atlantic Shores Healthcare Inc., a subsidiary of the Florida-based Wackenhut Corrections Corp., reached an agreement with Florida officials in 1998 to assume operations of South Florida State Hospital, the agreement marked the first and to date the only public/private partnership for a state psychiatric hospital.

By all accounts, the partners'

The transformation of South Florida State Hospital, which serves individuals with serious mental illness, has been considered such a success by advocates that earlier this year, the Florida Statewide Advocacy Council sent a letter to Florida Gov. Jeb Bush supporting the idea that the public/private model for psychiatric hospitals be replicated elsewhere in the state.

incident per month from an average of more than 15 per month when the state was running the facility.

- The elimination of a waiting list, resulting from the fact that more clients are being served.

The dramatic improvement in outcomes stems from a change in philosophy at the hospital once Atlan-



Bridgewater State Hospital

- Subject of 1967 documentary *Tittcut Follies*
- 225-bed TJC accredited facility
- 90%+ reduction in seclusion and restraint since assuming operation in April 2017
- Implemented electronic medical record
- Facility renovations to create a more therapeutic environment

The Boston Globe

Humane care given a place at state's harshest hospital



YVONNE ABRAHAM Comments
At last, decency at Bridgewater



wbur 609 Radio Boston

After Years Of Scrutiny And Inmate Deaths, Bridgewater State Hospital Shows Signs Of Progress

September 11, 2017 By Shawn Bodden, Meghna Chakrabarti Share ↗

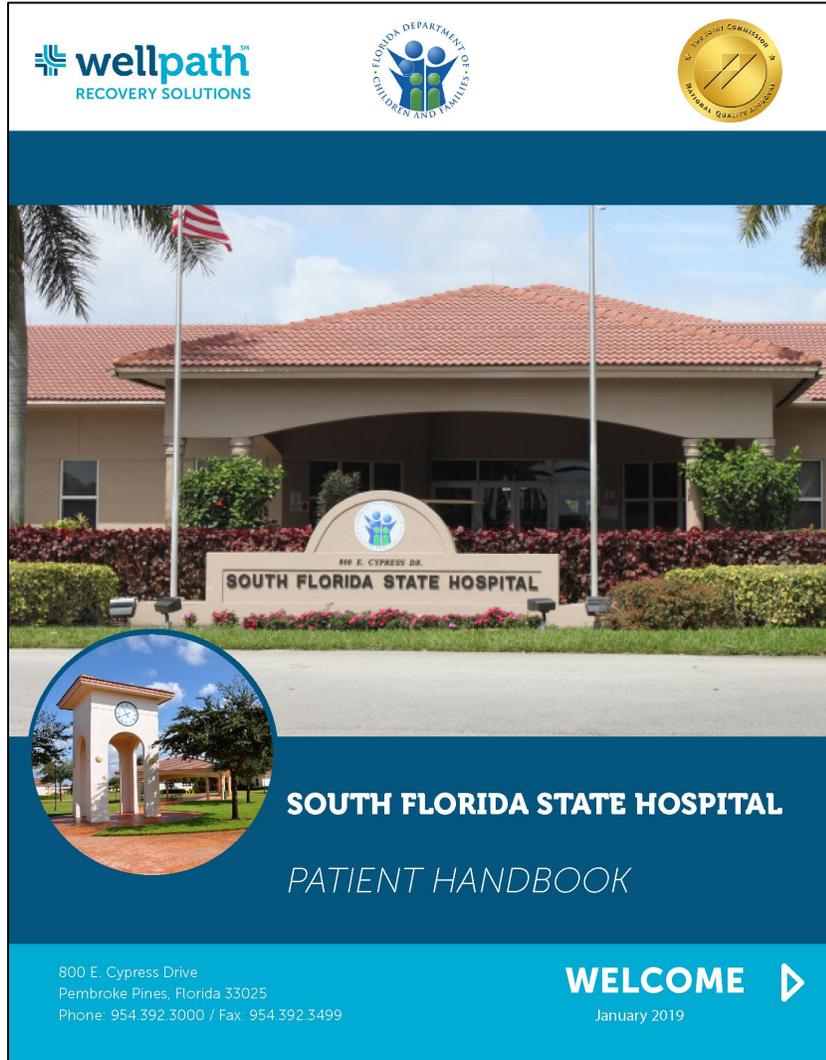


JESSICA RINALDI/GLOBE STAFF
Flowers grow alongside the walkways of the courtyard inside Bridgewater State Hospital where dramatic changes in the way the Hospital is run have led to a sharp reduction in the use of force and restraints to control the patients.



- Recovery model
- Trauma-informed care
- Interdisciplinary, holistic approach
- Effective, evidence-based programs
- Culturally relevant
- Integrated treatment of co-occurring disorders
- Collaborative safety planning

Minimizing Abuse, Neglect, and Exploitation



wellpathSM
RECOVERY SOLUTIONS

FLORIDA DEPARTMENT OF
CHILDREN AND FAMILIES

FLORIDA DEPARTMENT OF HEALTH
NATIONAL QUALITY AWARD

SOUTH FLORIDA STATE HOSPITAL
800 E. CYPRESS DR.

SOUTH FLORIDA STATE HOSPITAL
PATIENT HANDBOOK

800 E. Cypress Drive
Pembroke Pines, Florida 33025
Phone: 954.392.3000 / Fax: 954.392.3499

WELCOME ▶
January 2019

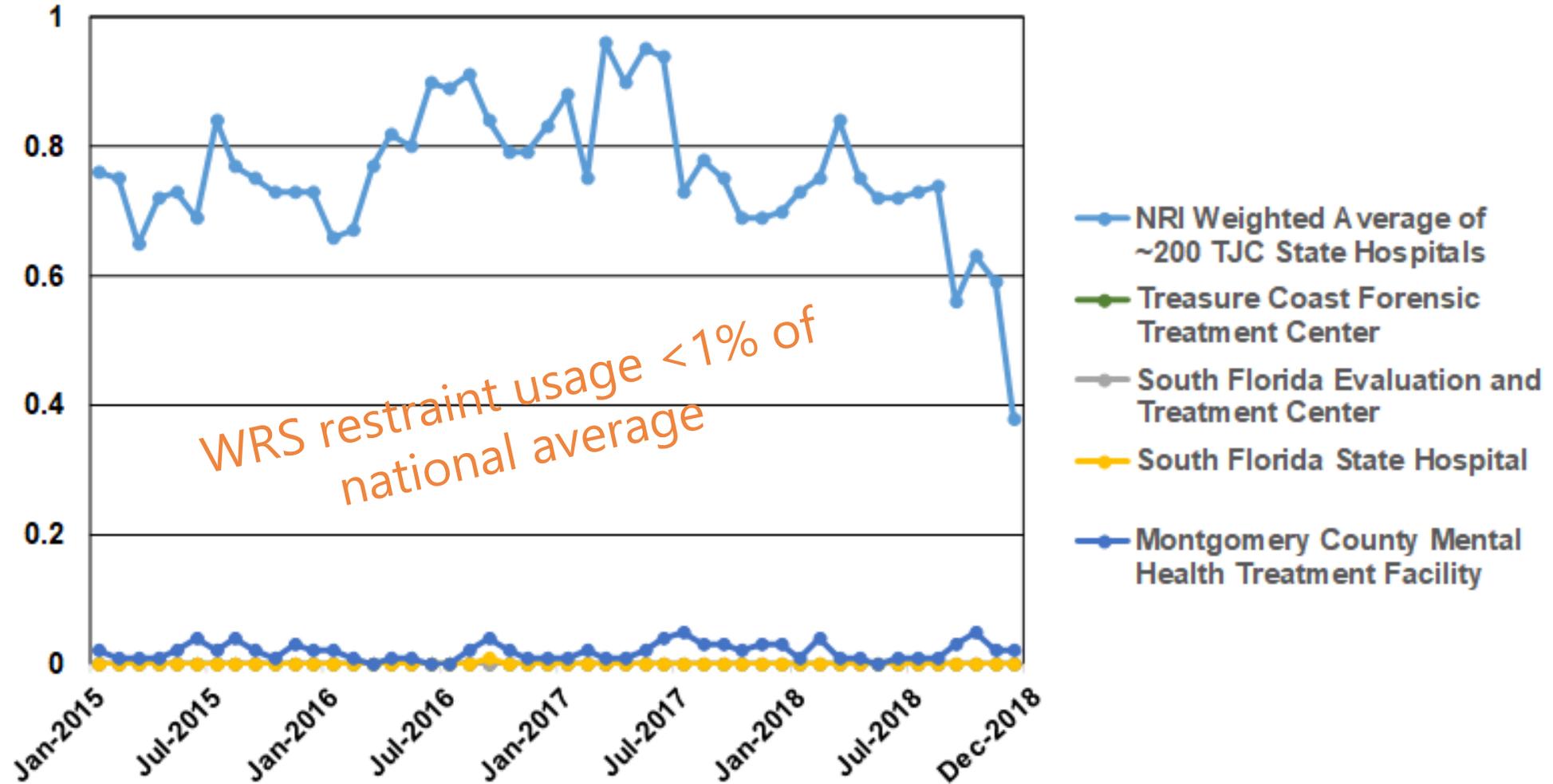
- Zero tolerance for abuse, neglect, and exploitation including sexual misconduct
- Allegations promptly reported and referred for investigation
- Staff receive training when they are hired and annually thereafter
- Patient Advocate and Peer Specialists ensure patients have opportunities to safely report incidents



- Communication
- Collaboration
- Safety Surveys
- Trainings
- Quest Rounds
- MANDT System

Restraint and Seclusion

Hours of Restraint Per 1,000 Patient Hours



What Does Success Look Like?



- Compliance with all regulatory agencies
- Services for up to 80-beds
- Increase staffing complement
- Improvements in the therapeutic milieu
- Reduction in grievances
- Improved linkages within continuum of care
- Reduction of seclusion and restraint
- Reduction in assaults
- Community-based Governing Board
- Improved communications and collaboration with stakeholders

Phase 1 and Phase 2 Goals

PHASE 1 Startup

Contract Execution

- Assess current operations
- Regain compliance with all regulatory authorities
- Provide training to improve patient care and staff safety
- Train on trauma-informed care and de-escalation techniques
- Recruit key leadership team
- Improve communication among leadership and staff
- Improve communication with community stakeholders

PHASE 2 Active Transition

7/1/19

4/15/19

- Maintain compliance with regulatory authorities
- Hire staff to fill vacancies
- Prepare to increase capacity to 80 beds
- Implement a culture of safety
- Increase active, evidenced-based treatment programming
- Reduce seclusion and restraint
- Engage families
- Improve, build, and maintain strong community relationships
- Improve integration of API within the continuum of care

Begin Active Transition



- Recruitment team consists of 40+ healthcare recruiters
- Proactive recruitment initiatives will be ongoing locally and nationally
- Leverage existing hospital resources, universities and colleges
- Company-wide Recruiting Stats (2018):
 - Screened **58,000+** Candidates in United States
 - Hired **8,100+** Dedicated Staff
 - **4,200+** Licensed Professionals
 - **3,800+** Nursing Staff
 - **15%-20%** Internal Promotions

Accomplishments

- Deployed team to API within 72 hours of contract execution
- Assisted with responses to the Plans of Correction to the Centers for Medicare and Medicaid Services (CMS), The Joint Commission (TJC), and other bodies
- Conducted MANDT presentation to introduce new de-escalation training for direct care staff
- Met with API Governing Board members and other stakeholders, including ASHNA, ABHA, AMHB/ABADA, NAMI Anchorage, et al
- Partnering with South Central Foundation to provide cultural training for staff
- Began staff training in trauma-informed care, patient rights, and restraint and seclusion
- Held multiple all-staff town hall meetings to ensure communication and transparency to API staff
- Implemented weekly meetings with API leadership
- Implemented safety huddles
- Began recruiting for consultant positions to support key management positions

Staff Feedback

“This is the training we have needed for so long and consistent with the field and how API should be running.”

“My thanks to you and Julia for teaching me how to participate in a RCA [root cause analysis] and for the positive feedback!”

“This is one of the first meetings here at API where I left feeling productive and like we were solution focused in not only making a plan but then following through and making things happen. I really appreciated the opportunity and being part of the process.”

“The training sessions are great and the information being presented is very progressive.”

“The presentation was excellent, right in line with the CEUs I did through APNA [American Psychiatric Nurses Association].”

“The trainings are phenomenal.”



Thank you.