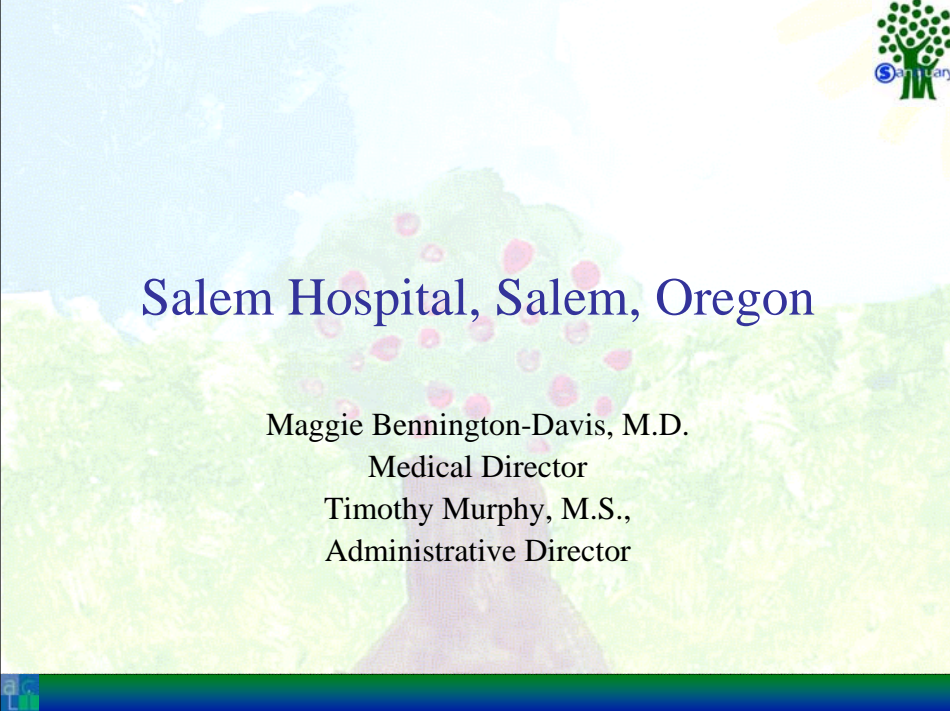


## Salem Hospital, Salem, Oregon

Maggie Bennington-Davis, M.D.  
Medical Director  
Timothy Murphy, M.S.,  
Administrative Director



## Salem Hospital, Salem, Oregon

- Acute Care Inpatient,
- 24 Bed, Locked Unit
- General Adult & Geriatric Population
- 60% Involuntary / 40% Voluntary Admissions
- 866 Admissions Per Year
- 8 Day Average Length of Stay
- Diverse Staffing Mix





## Salem Hospital, Salem, Oregon

### *Vision*

- Promote Best Practices in a Compassionate Environment
- Provide Non-Coercive, Collaborative Treatment, Neutralizing Power and Control
- Provide a Healing Environment that Promotes Patient Involvement
- Elimination of Seclusion & Restraint



## Salem Hospital, Salem, Oregon

### *Beginning the Journey of Change*

- Administrative Leadership
- Physician Participation and Leadership
- Received Input from Patients & Families
- Nationally Known Mentor Leaders: Drs. Bloom, Frese, Minkoff, Amador & McGorry
- Staff Education



## Contributions

- Bloom, M.D.: **Sanctuary**
- McGorry, M.D.: **Early Psychosis**
- Minkoff, M.D.: **Co-occurring disorders**
- Frese, Ph.D.: **Experience as a patient**
- Amidor, M.D.: **Partnering with patients**



## Salem Hospital, Salem, Oregon *The Road To Success*

- Promotion of a Non-Violent Community
- Leveling of Hierarchy (eg, Community Meeting, Visitor Access, Dining with Pts)
- Change in Physical Environment
- Promotion of Community and Safe Environment (eg, Social Cues to Maintain Safe Behavior)
- Frequent Community Meetings
- User Friendly Admission Process
- Staff Awareness of Trauma Associated with Seclusion and Restraint
- Promotion of Respect and Dignity



## Salem Hospital, Salem, Oregon

### *Sanctuary*



- Before people can engage therapeutically, they must feel safe
- People behave in response to their environment
- People live up to others' expectations
- People will respond to a safe and nonviolent community

## Salem Hospital, Salem, Oregon

### *Community Expectations*



- This is a place for people in life crisis, a place of treatment and hope. Violence in any form, whether directed at yourself or others, physically or verbally, hurts the community and adds to life crisis.
- Everyone shares in the responsibility of community safety. It is expected that you will respect the rights of our community and keep yourself and others safe.
- If there is injury to anyone or damage to property, such violence will be reported to authorities.

## Salem Hospital Nonviolence Statement



- Salem Hospital is a place to heal. To be a healing place, there are certain expectations of everyone in this community.
- One of those expectations is that we all will work to keep this a nonviolent environment.
- Violence includes:
  - acts of hitting
  - verbal abuse
  - bad language
  - threats of violence
  - hurting yourself
  - making anyone a victim of these behaviors in any way
- With this expectation, then we all can make this a safe place that has a sense of security and trust.

## Salem Hospital Psychiatry Community Statement (Created by our Patient Partners)



- This is a community.
- We are all here to participate.
- Successful treatment involves listening, empathy and finding areas where we can work together.
- This partnership will help us to set and achieve measurable goals.
- The patient is the most important member of the treatment team.
- This community shares some beliefs about people that include:
  - We want to learn new ways to improve.
  - It is important to know that some of us have experienced trauma and continue to suffer its effects.
  - To recover, we must be honest with ourselves and others.
  - We are all doing the best we can. At the same time, we hope to get better.
  - We may not have caused all of our own problems, but we are responsible for the solutions.
  - We are here to learn new ways to cope.
  - By being here in treatment, we are already taking responsibility for our success.
  - As a community, we all need support and validation.
- If we all follow these basic beliefs, respect one another, and treat others as we wish to be treated, then we may begin to heal.



## Salem Hospital, Salem, Oregon

### *What We Learned Along the Way*

- Pace the Changes Wisely
- Constant Staff, Patient and Family Involvement
- Intensive Support for Staff
- Continuous Staff Education



## Salem Hospital, Salem, Oregon

### *Results*

- 97% Decrease in Seclusion, 100% decrease in restraint
- Decreased Staff Injuries (Fewer Employee Health Visits, Fewer Worker's Comp Claims)
- Increase in Patient Satisfaction
- 39.8% Increase in Annual Admissions
- 1/3 Decrease in Use of Emergent Medications
- Overall Slight Decrease in Antipsychotics
- Overall Slight Increase in Benzodiazepines
- Improved Staff Morale
- Increased Family Involvement
- Low staff turnover, 98% of all nursing staff positions filled

