

# OSAWATOMIE STATE HOSPITAL

South Florida State Hospital Tour

October 17, 2017





# Presentation Overview

- ▶ Introductions
- ▶ Overview of Correct Care Recovery Solutions (CCRS)
- ▶ CCRS Experience
- ▶ Overview of South Florida State Hospital
- ▶ Proposal for Osawatomie State Hospital

# Introductions

## South Florida State Hospital

- ▶ Lee Packer, Hospital Administrator
- ▶ Randy Mills, Assistant Hospital Administrator
- ▶ Dr. James Jordan, Clinical Director
- ▶ Dr. Sheila Schmitt, Director of Psychology
- ▶ Dr. Sandra Huff, Director of Social Services
- ▶ Gloria Brownstein, Chief Nursing Officer
- ▶ Julia Cherfas, Compliance Manager
- ▶ Gwen Henry, Community Liaison/Patient Advocate

## Correct Care Solutions

- ▶ Jorge Dominicus, Chief Executive Officer
- ▶ Marta Prado, President, Recovery Solutions Division
- ▶ Dr. Karen Galin, Chief Behavioral Health Officer
- ▶ Jeremy Barr, Vice President, Business Development



# Current Operations

*only 1 is not forensic?*



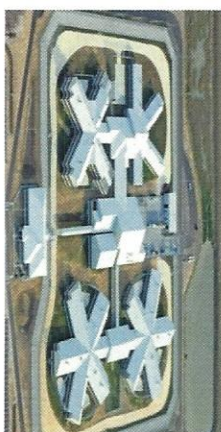
South Florida State Hospital  
(1998-present, 341 beds)



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



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



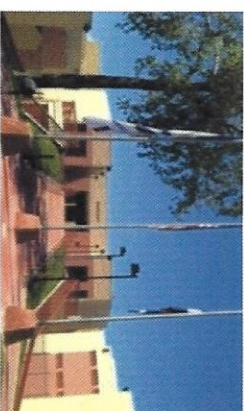
Florida Civil Commitment Center  
(2006-present, 720 beds)



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



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



Colorado RISE Program  
(2013-present, 56 beds)



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



Maple Lane CRP  
(2016-present, 30 beds)



SC Civil Commitment Center  
(2016-present, 300 beds)



Bridgewater State Hospital  
(April 2017-present, 275 beds)

## South Florida State Hospital Tour

*May - converse with / NHTA / NAMI conversations - look out to NHTA & NAMI here.*



# Nation's Largest Care Providers

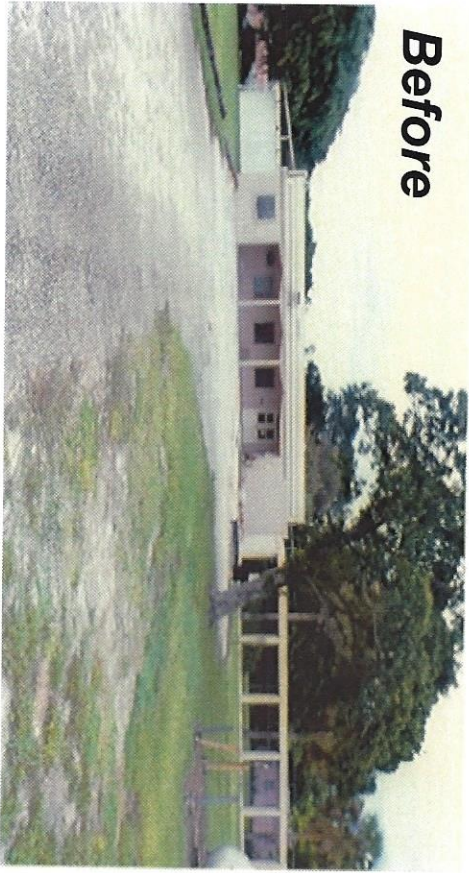
## System Comparison





# SFSH: Before and After

**Before**



**After**

✓ Deteriorating 1950's facility

▶ New \$38 M state-of-the-art facility (1999)

✓ Never accredited

▶ TJC accredited within 10 months

*Not all cases certified - all FSC*

✓ Class-action lawsuit concerning patient abuse and poor conditions

▶ Lawsuit dismissed

✓ Custodial care

▶ Active individualized treatment plans

*Data belatedly on one unit 50 beds. Need more info.*

*Most crisis stabilization is associated w/ large hospital - 20 waiting list 99%  
Some voluntary crisis units - 20 waiting list discrepancy*

▶ Best practices according to Joint Commission

▶ Reduced average length of stay

▶ Dramatic reduction in restraint/seclusion

▶ Community transition/aftercare program

*Strong after care - strong support for new good*

*\$255 per diem w/rt here, but would be anywhere up to 500  
alone to acute care - (not acute here)*

## South Florida State Hospital Tour

*Completed fixed rate per diem. This is why not advertised in MID change... Main through to State -  
Contractor shows the 3rd party holding w/ state change - exceeds budget.*



# SFETC: Before & After

## BEFORE PARTNERSHIP

## AFTER PARTNERSHIP

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Inefficient, non-therapeutic facility</li> <li>• 4 days/week clinical programming</li> <li>• No use of evidence based practices</li> </ul> | <ul style="list-style-type: none"> <li>▶ New (2008) state-of-the art facility - no additional cost to State (paid from operations budget)</li> <li>▶ 7 days/week clinical programming, including evenings</li> <li>▶ Introduced recovery culture &amp; treatment approach</li> <li>▶ Implemented Minkoff Dual Diagnosis program</li> <li>▶ Initiated C.I.T. training for all security staff</li> <li>▶ Active individualized client treatment plans</li> </ul> |
|---|--|

- Punitive setting with high use of seclusion/restraint

- ▶ Virtually eliminated restraint/seclusion
- Avoided all "orders" for reasons. Reviewed video like other before to review better approaches with staff. Immediate review.*



Nov. 2006



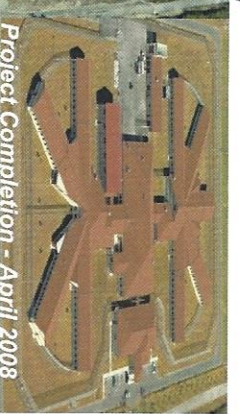
May 2007



Aug. 2007



Dec. 2007



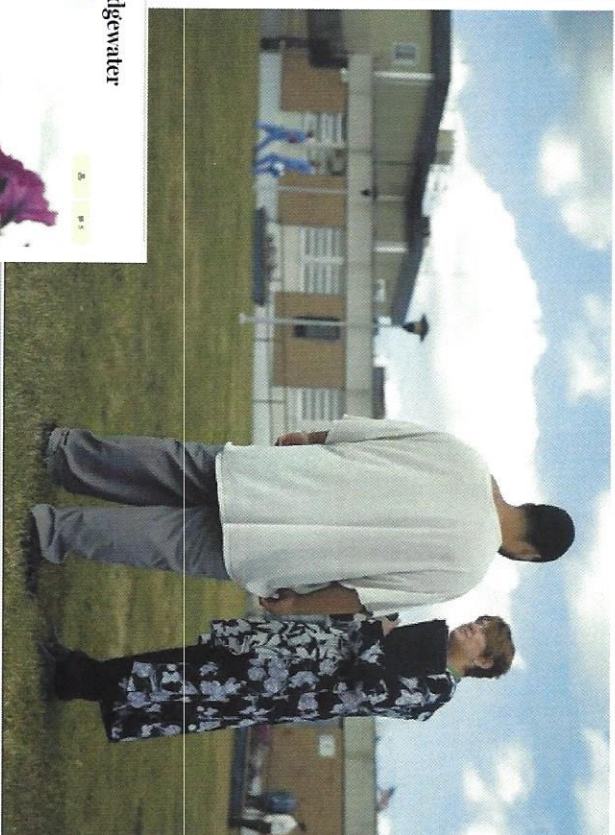
Project Completion - April 2008



# Bridgewater State Hospital

- ▶ 225-bed forensic hospital
- ▶ 95%+ reduction in seclusion and restraint since assuming operation in April
- ▶ Installed and 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



At last, decency at Bridgewater



Patients gave thumbs up to the roll-out of the converted health 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.

*"I didn't think they'd be able to make the changes they've made, but they have the right philosophy and what they've done in five months is astounding."*

– Christine Griffin, Executive Director  
Massachusetts Disability Law Center



# Treatment Philosophy

- ▶ Effective, evidence-based programs
- ▶ Safe and therapeutic milieu
- ▶ Interdisciplinary, holistic approach
- ▶ Integrated treatment of co-occurring disorders
- ▶ Stages of Change
- ▶ Recovery model
- ▶ Trauma-informed care
- ▶ Patient's rights



*"In Florida we've benefitted from community inclusion and open dialogue between Correct Care, the advocacy and provider communities."*

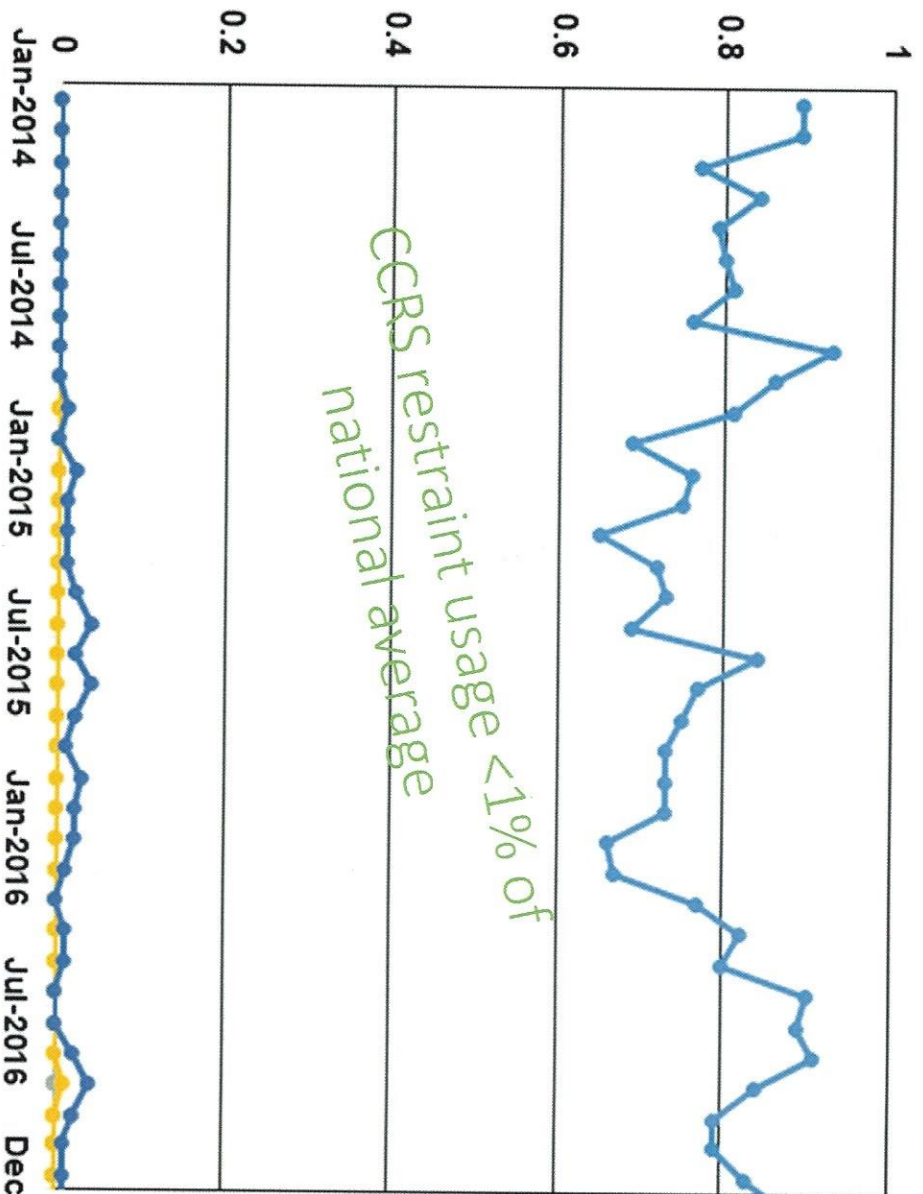
– Anita Godfrey, Past President

Mental Health Association of Southeast Florida

*Formulary? Underpayers? Medicaid formulary?*

# Reduction of Restraint

Hours of Restraint Per 1,000 Patient Hours



- NRI Weighted Average of ~200 TJC State Hospitals
- Treasure Coast Forensic Treatment Center
- South Florida Evaluation and Treatment Center
- South Florida State Hospital
- Montgomery County Mental Health Treatment Facility

*Dr. Kevin Ann Bucklestein  
Anxiety Graphey Conference Room*



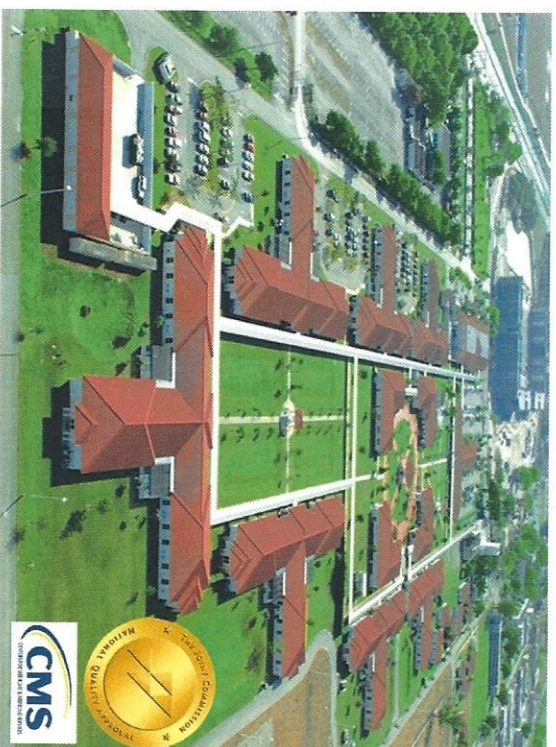
# SFESH Overview

- ▶ 341-bed civil psychiatric hospital
- ▶ Partnership with Florida Department of Children and Families
- ▶ 45 acre campus
- ▶ 17 buildings - 247,500 sq. ft.
- ▶ Accredited by The Joint Commission
- ▶ CMS Certified

*includes 10 = forensic step-down*



FLORIDA DEPARTMENT  
OF CHILDREN AND FAMILIES  
MYFLFAMILIES.COM



*"I was quite distressed with the fact that the State might abdicate its responsibility from providing these services. I have been also very clear on the record that I was wrong. In Florida our experience with privatization, at least at South Florida State Hospital has been, I believe, an extraordinary positive one for both the community and the persons served."*

– Anita Godfrey, Past President

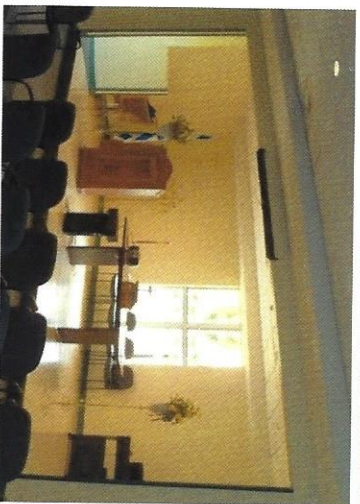
Mental Health Association of Southeast Florida



# SFSH Mission

“Empower each person served to acquire and use learned skills and receive the necessary support to achieve maximum independence, success, and satisfaction in a less restrictive environment.”

*Training  
Skills  
Program*





# SFSH Demographics

- ▶ Average Daily Census - 337
- ▶ Average Occupancy Rate – 99%
- ▶ Average Monthly Admissions - 29
- ▶ Average Monthly Discharges – 29
- ▶ Males – 73% and Females – 27%
- ▶ Average Age – 45 years
- ▶ Schizophrenia/Schizoaffective - > 85%
- ▶ Mood Disorders – 7%
- ▶ Other – 8%
- ▶ Substance Abuse as Secondary Diagnosis – 67%



# SFSH Treatment Model

- ▶ Illness Management Recovery *instills hope.*
- ▶ Co-Occurring Disorders and Education Program
- ▶ Trauma Informed Care
- ▶ Dialectical Behavioral Treatment
- ▶ Cognitive Behavioral Treatment
- ▶ Anger Management (STEPS Program)
- ▶ Peer Support
  - Drop-In Center - co-occurring
  - AA
  - Double Trouble - for co-occurring
- ▶ Aftercare Services



peer speakers are contractors & sometimes former patients

*Also serve ITD population - slightly modified illness management recovery model. Compare offered in English, Spanish & creole*



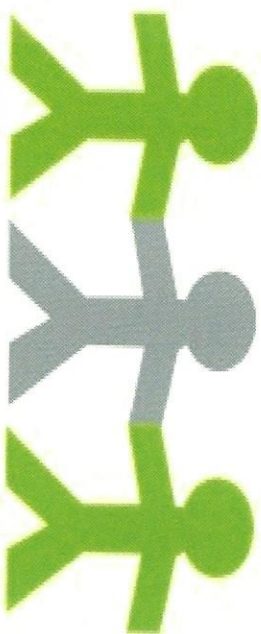
# SFSH Culture of Safety

- ▶ Communication
- ▶ Inter and Intra Disciplines
- ▶ Safety Surveys
- ▶ Trainings
- ▶ Environmental
- ▶ Quest Rounds

## MANDT System

*Vertical / physical De-Escalation course*

- CCS has an annual 2.5 day Safety Summit
- w/ all leadership
- Empowering leadership commitment
- Video tape describing after every workstation incident - only case manual notes of 3 minutes or less. No chemical restraints



**safety**  
**culture**

a way of life

## South Florida State Hospital Tour

*Every hospital near Center Street are ~~comparable~~ safety facilities. Adams Avenue unit many rooms 3 restraints in a week at 11:50 - but so much at 0:50.*



# SFSH Team Approach



*We have found - the shorter the length of stay, the less recidivism.*

South Florida State Hospital Tour

*sub-compact housing services / education / training / pharmacy = Medication Management, keep pharmacy out or below med. charge.*

*1st corporate practice of medicine is reimbursed, it is a student.*



# SFSH Community Integration

- ▶ Academic affiliations
  - ✓ Nova Southeastern *Academy of Psychiatry*
  - ✓ Florida Atlantic University
  - ✓ Florida International University
  - ✓ Barry University
- ▶ Strong relationships with community providers, courts, and advocates
- ▶ Stakeholder boards consisting of local organizations and agencies
- ▶ Governing Board composed of local community members *(not advisory?)*
- ▶ Participation in local, regional and national events



*“... the engagement of community providers and the networking of community providers, family members, and advocates is much improved.”*

– NAMI Representative

*MHA  
Disability Law Center*

*with over 500  
for MHA #800  
where they go.*

## South Florida State Hospital Tour

*Some people are known by name - lots of hugs. Patients seemed rather than checks or papers - when there were checks to stalk to. Some had cameras with them.*



## SFSH Aftercare Services

- ▶ Discharge planning begins upon admission
- ▶ Discharge meetings conducted on weekly basis
- ▶ Educational meetings with persons served
- ▶ Aftercare staff transport persons served to placement
- ▶ All psychiatric and medical information reviewed with family support and placement staff
- ▶ Aftercare staff follow-up 72 hours post-discharge and on regular basis
- ▶ Community Case Manager visits within 48 hours of discharge  
*Have a few individuals that we have to bring back and track the community. Give them spending money, bus pass.*
- ▶ Aftercare visits to ensure continuity of care — more info? *State of Florida contacted w/ outside entities for mgmt after they leave.*





# SFSH Community/Advocate Partners



Passageway Adult Mental Health



South Florida State Hospital Tour

*Concerned that MHF certification and room safety videos are not done here = big problem in Kennan's community and community based systems throughout here especially regarding patients care who benefit (8 yrs ago?) Bad care ability and case managers have misdiagnosed - can still be an issue they are county drug lawyers.*



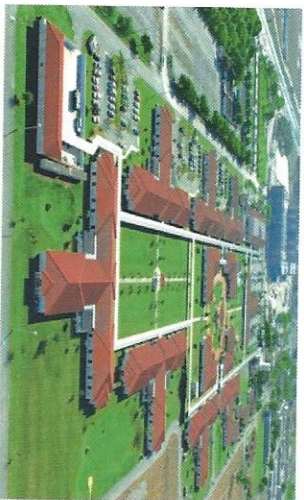
## SFSH Accomplishments

- ▶ 98% Patient Satisfaction
- ▶ Recognized by TJC as Top Performer on Key Quality Measures
- ▶ Continue to exceed national averages on key performance indicators
- ▶ Virtual elimination of restraint and seclusion
- ▶ Continuum of care includes follow-up care and coordination with community based services
- ▶ Smooth transition from public to private sector employment
- ▶ Installed first electronic medical record at Florida state hospital
- ▶ Continuous Joint Commission accreditation/CMS certification
- ▶ Designed, built and financed replacement hospital on existing campus



# Design-Build Experience

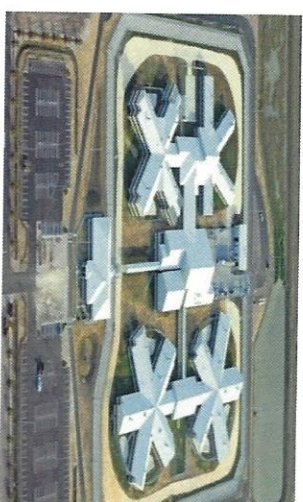
## Private Financing



South Florida State Hospital  
(1998-2001)

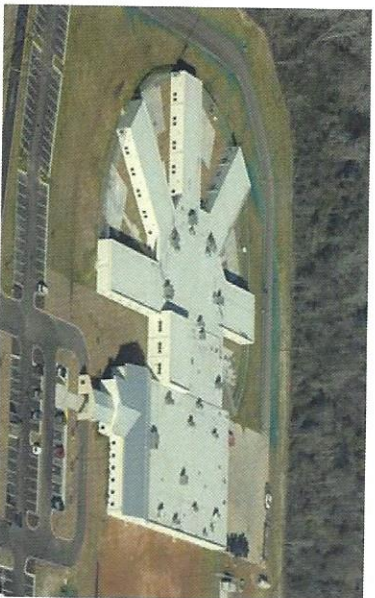


South Florida Evaluation  
& Treatment Center (2005-2008)

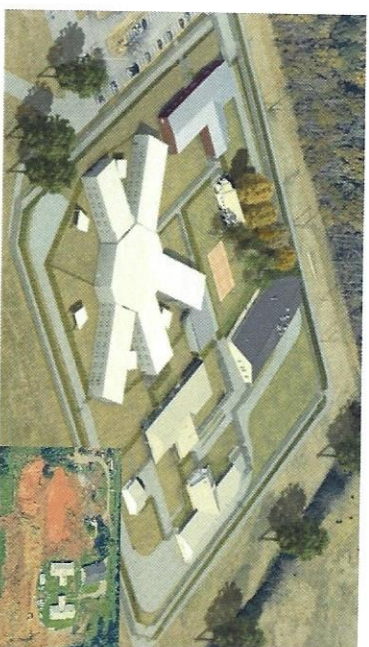


Florida Civil Commitment Center  
(2006-2009)

## Public Financing



Montgomery County Mental Health Treatment Facility  
(2009-2011)



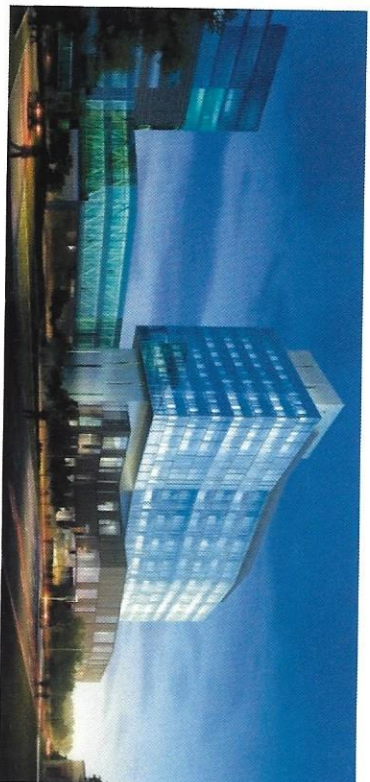
South Carolina Civil Commitment Center  
(2016-2018)





**JE Dunn**

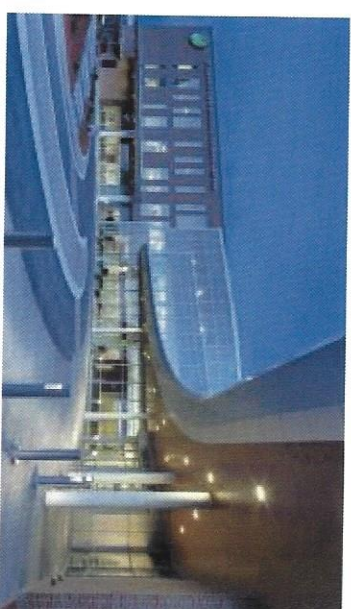
- ▶ Based in Kansas City
- ▶ 90-year history
- ▶ 10<sup>th</sup> largest general building contractor in the United States
- ▶ Integrated Healthcare Group
- ▶ Numerous local projects



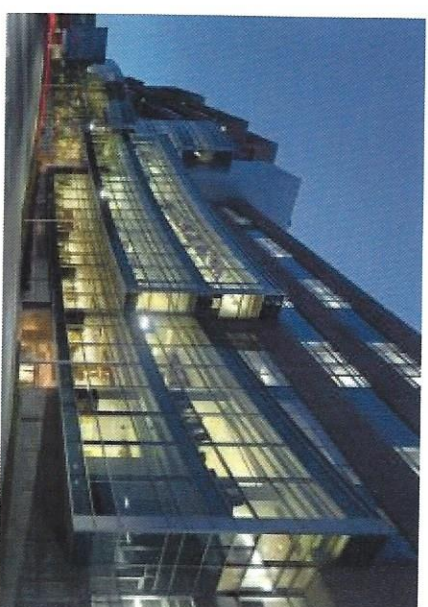
**TUK Cambridge Tower**  
Kansas City, KS



**JE DUNN**  
CONSTRUCTION



**HCA Overland Park Regional Medical Center**  
Overland Park, KS



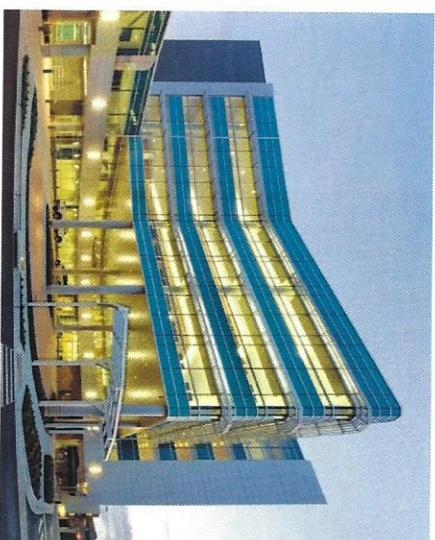
**University of Kansas Hospital Center for Advanced Heart Care**  
Kansas City, KS



# CannonDesign

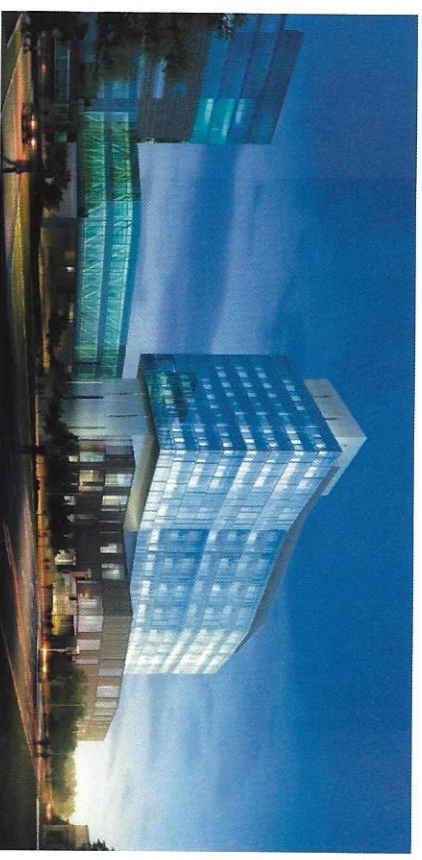
- ▶ 70-year history
- ▶ Top 5 ranked healthcare practice for past 20 years
- ▶ Integrated practice with 900+ professionals (550 healthcare staff) in 15 offices
- ▶ Internationally recognized for behavioral health expertise
- ▶ #1 in programming, planning and design of behavioral health facilities in last 10 years
  - ✓ ~3,500 new beds
  - ✓ 10Msf+ in behavioral healthcare design
  - ✓ Opened 2Msf of behavioral healthcare facilities in the last year

**CANNONDESIGN**



**TUK Hospital Medical Building**

Kansas City, KS



**TUK Cambridge Tower**

Kansas City, KS

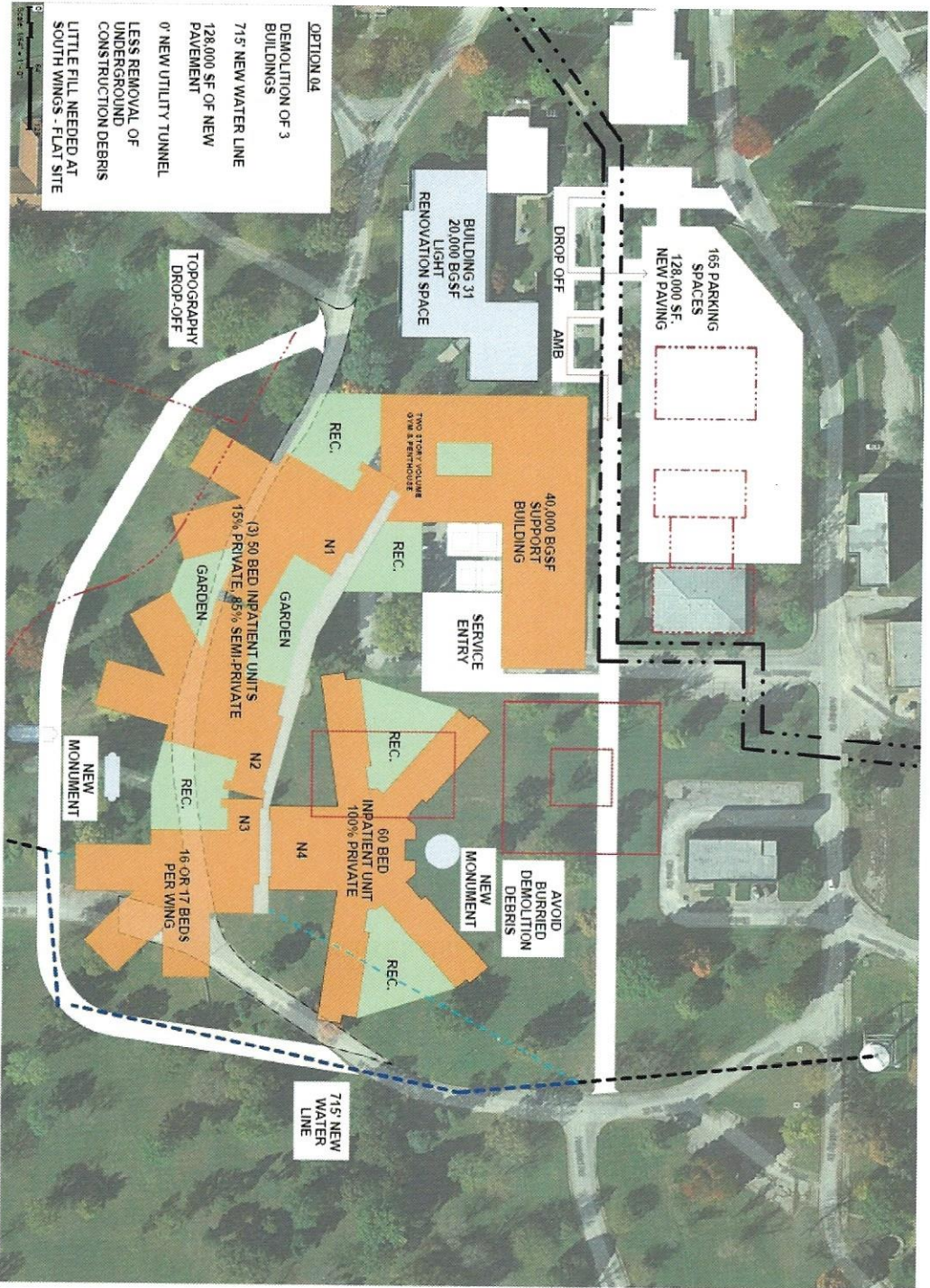


# Current OSH Campus





# Future OSH Campus



*210 beds  
New Construction  
Adapt might  
be required.  
URS certified.*



# Remaining Schedule

- ▶ Tour
- ▶ Q&A with CCS Leadership and SFSH Executive Management Team
- ▶ Lunch
- ▶ Q&A with SFSH staff
- ▶ Wrap-up
- ▶ Depart for Airport

