Health Improvement Through Employee Control (HITEC) Project

Manson Youth Institution Design Team

Presenter: Aaron Lichwalla
August 1, 2019
Implementation of Design Team

- Identify Facility
- Recruit members for the Design Team
- Coordinate logistics: day, time, meeting area
- Training on IDEAS process
## Manson Youth Institution Design Team

<table>
<thead>
<tr>
<th>Meeting Location</th>
<th>Maloney Center for Training and Staff Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Design Team Focus</strong></td>
<td><strong>Identify and Mitigate Work Stress Factors</strong></td>
</tr>
<tr>
<td><strong>Structures</strong></td>
<td>The Design Team consists of 9 NP-4 Correctional staff members who participate in 2 hour meetings twice a month, co-facilitated by two of their members and advised by UConn Staff. The Facility Steering Committee consists of supervisors (Wardens, Deputy Wardens and Captains), Union Representatives and the DT Facilitators.</td>
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<tr>
<td><strong>Consultation with Clinical Expert</strong></td>
<td>Video Conference with Clinical Psychologist Dr. Monnica Williams (April 18th 2018)</td>
</tr>
</tbody>
</table>
| **Timeline** | **Orientation:** Dec 21, 2017  
IDEAS Training: Jan 19, 2018  
First Design Team meeting: Jan 24, 2018  
Presentation to Facility Steering Committee: Nov 19, 2018 |
Intervention, Design, and Analysis Scorecard: a participatory intervention planning method

Designing interventions with IDEAS is an iterative process

Step 1
Understanding the problem

Step 2
Creating full set of possible solutions

Steps 3, 4
Analyzing costs, benefits, barriers
Formulate alternatives

Step 5
Rating, selecting best option

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Step 1: Fishbone Diagram: Identify Health & Safety Problem/Issue and Contributing Factors

- Inefficient report writing
  - Lack of computers to submit reports
  - Lack of space with resources

- Lack of Space for Decompression/report writing
  - Feasible location
  - Essential equipment/amenities
  - Square footage/space
  - Proximity to post

- Lack of policy
  - Lack of time for incident documentation
  - Lack of decompression space

- Post incident decompression time

Identify Work Stress Factors that impact staff

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Step 2:
- Create a major health and safety objective: *Mitigate Work Stress / Post-Incident Stress Exposure*
- Develop solutions and specific activities

Step 3:
- Identify criteria for selection and evaluation of activities

Step 4:
- Evaluate the solution and activities (Step 2) with the selection criteria (Step 3)
Intervention Package

1. Create a space for decompression:
   Build or lease a new structure in a central location that includes:
   - Computers with secure internet and printers
   - Feasible location closer to post and response location
   - Bathroom and Kitchenette
   - Space for table/chairs and couch
   - Efficient and relaxing set up with nice decorations
   - TV to be connected to outside world

2. Improve post incident decompression and recovery time
   - Strategies/tools for post incident stress
   - Training and education about incidents
   - Create policy to address decompression time

3. Create an efficient area for report writing
   - Training for supervisors and staff for report writing
   - Policy to relieve officers for report writing
IDEAS Steps 5B-7

Step 5B:
- Facility Steering Committee rates the proposed interventions

Step 6:
- Design Team works with Steering Committee to Implement the interventions (ongoing)

Step 7:
- Develop and Evaluation Plan (ongoing)
Challenges and Successes

Challenges
- Changes in Design Team and Facility Steering Committee membership
  - Recruitment and retraining of new members
- Change focus half way through because of incidents

Successes
- Agency and Facility buy in
- Facility Mental Health Wellness Fair
- Development and implementation of a pre-intervention survey (N=166 of 283 staff members)
Which of the following resources could benefit report writing at your facility?

- Training
- Designated location close to post
- Relief coverage
- List of specific phrases posted
- Spell check

% Response

<table>
<thead>
<tr>
<th>Resource</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>70</td>
<td>30</td>
</tr>
<tr>
<td>Designated location close to post</td>
<td>90</td>
<td>10</td>
</tr>
<tr>
<td>Relief coverage</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>List of specific phrases posted</td>
<td>80</td>
<td>20</td>
</tr>
<tr>
<td>Spell check</td>
<td>70</td>
<td>30</td>
</tr>
</tbody>
</table>
Design Team Survey Results

Decompression Time following Critical Incidents

<table>
<thead>
<tr>
<th>Incident</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Assault</td>
<td>40%</td>
<td>60%</td>
</tr>
<tr>
<td>Inmate Suicide or Homicide</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Code Blue</td>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
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Expectations for a Decompression Area

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Location</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>Bathroom</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Relaxing Environment</td>
<td>95%</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
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“There is no designated area to write the report...couple of places that have become common, but these don’t always have a computer or other resources to write them.”

“More often than not, inmates seem to take precedence over staff...”

“...the phone rings constantly after a code... you’re not completely thorough with your incident report because of the pressure to finish”
“We have to just continue on as if nothing transpired, strange human reaction to ignore.”

“...codes are called and/or cleared school continues and we at times have to work in an area contaminated after use of chemical agent”

“...still movement within the facility which allows for more codes and stressors of having to respond in the right state of mind.”
Contacts & Acknowledgements

University of Massachusetts Lowell
Sandy Sun, Center Administrator
Email: Sandy_Sun@uml.edu
Tel: 978-934-3268

CPH-NEW general email: cphnew@uml.edu

CPH-NEW main website: www.uml.edu/cph-new

Healthy Workplace Participatory Program Website: www.uml.edu/cphnewtoolkit

University of Connecticut
UConn Health, Farmington, CT
UConn Storrs, Mansfield, CT

University of Connecticut
CPH-NEW website: http://h.uconn.edu/cph-new
Contact: Matt Brennan, Project Manager
Email: brennan@uchc.edu
Tel: 860-679-2110

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