



# Eldridge Press

## Special Edition

### Message from the Executive Director

On January 30, 2014 the Quarterly Governing Body Meeting occurred. Actions and information gathered between October 2013 and December 2013 was presented. The minutes from the Governing Body meeting are also available for viewing on the Intranet. The following information is being shared in this special edition so all staff and stakeholders can know about the progress of SDC.

The essential activities in the last quarter were to address the issues identified in Delmarva Foundation's Root Cause Analysis Report, to implement their Action Plan, and to meet the relevant deadlines, milestones and effectiveness measurements. Another continued major activity during the quarter was the hiring of staff into all classifications and to attempt a reduction in the use of mandatory/voluntary overtime. The attempt to reduce overtime was only partially achieved due to the amount of required training provided from October to December. Also, although the hiring has increased, it has been off-set by the number of separations, which also impacts SDC's use of mandatory/voluntary overtime. All Conditions of Participation (regulation) are addressed in detail by the various reports below. Staff in all departments and programs at SDC have worked collaboratively, and very hard and long hours to achieve this progress.



*Karen Faria  
Executive Director*

### Governing Body

- Continued progress has been made in the reporting to and accountability with Governing Body. Improved quality has been noted in the reports that come to formal executive committee, with more consistency in the reporting format and the quality of recommendations to the executive committee. The major addition to the review process for the executive committee this quarter has been the almost weekly review of the progress on the items within the action plan. Although previous improvements have been presented with graphic representation of data, reports need to be further improved by calculating data "per capita." The executive committee now receives a full array of reports covering all the key elements of SDC's operation and is continually striving for a total data-based management system. It should be noted that technology still remains a partial barrier to an efficient data-based management system. Every effort to accommodate the tracking, processing and analyzing of data through the use of spreadsheets and databases is being promoted.
- SDC's IT department, with the help of the Department of Developmental Centers' IT staff is working hard at improving data collection and the sharing of information through the use of improved servers, the implementation of Windows 7, the initiating of email accounts for all staff and more report access from Therap.
- Another issue impacting a data-based management system is the temporary nature of the current



*Aleana Carreon  
Clinical Director  
(newly appointed permanent)*

*continued next page*

# Special Edition

*Governing Body, continued from previous page*

action plan. It is anticipated that once the action plan has been fully implemented and the certification process completed, all needed information will be incorporated into the QA/QI, executive dashboard system and the committee review process.

## Client Protection

- Significant improvement for providing systems of protection from harm has occurred in this quarter. Continued staff training was provided, more analysis of General Event Report (GER) data did and continues to occur regularly, training activities for people to better understand their rights has been initiated and some individuals have been moved to residences that afford more protection from harm or increases their access rights.
- The timeliness of GER reviews has continued to improve. Abuse Prevention Training has been provided to everyone at SDC.
- The consent process continues to be monitored closely. The shortage of Clinical Social Workers, the number of staff who handle the consents and the number of committees who review the consents are a continuing challenge. The next major step SDC will be implementing to improve the tracking and maintenance of all consents is the immediate scanning of any new consent and incorporating it into the Web-Extender.



*Terri Sievers  
Director of  
Quality Assurance*



*Aaron Goulding  
Interim Commander,  
Office of Protective  
Services*

Client Protection Planning (CPP) meetings across the facility to coach and help improve the quality of the protection plans. Next quarter efforts will be to increase access rights, and opportunities for people to experience choices and exercise their rights.

- The Office of Protective Services (OPS) reports that due to better review by the OPS Interim Commander and improved investigation processes, there is a greater level of review of incidents. New this quarter

is that “all current investigations are completed within the required 30-day timeframe” and “all 2012 and 2013 police reports and investigations (except resident death investigations, which are pending Coroner documents) were brought current during December 2013.”

- Due to the work of the Administrative Services Director and IT staff, computers were approved and some have been installed in conference rooms of both the ICF and NF homes in order to more efficiently capture the discussion of plans, and to better share CPP and other information with relevant staff.



*Josh Jovanovich  
Staff Information  
Systems Analyst*

## Facility Staffing

- Much has changed since the last quarter for the Condition of Participation of Facility Staffing. Hiring continues to occur at an increased rate over the last quarter, with 25 Quality Appraisal Panels, 69 Selection Interview Panels, and 50.75 hires. We are within 3% of filled positions for Direct Level of Care (LOC), and overall we ended December with 1249.77 of all authorized positions. The bulk of the vacant positions remain in administrative services and SDC continues to



*Karen Clark  
Administrative  
Services Director*

face a challenge with the number of staff separating due to retirements and other types of separations. A staff retention survey was initiated for new employees, which is helping managers and supervisors understand when and why new staff might feel discouraged, frustrated or isolated.

- A Human Resource Liaison assignment was initiated and has proven to be helpful. All involved in the process believe that communication among Unit Supervisors, Nursing Coordi-



*Desiree Northrup  
Assistant to the  
Clinical Director  
[photo by JJ Fernandez]*

*continued next page*

Facility Staffing, continued from previous page

nators, exams staff and position control staff has improved and that special staffing issues are being addressed smoothly and timely.

- The number of undelivered staff continues to be a concern. During December a pilot was conducted with a revised attendance tracking system. In the next quarter, we will work with unions and Labor Relations to educate all staff about the rules and restrictions regarding unscheduled time off and that more scrutiny of time use will be employed. We are reviewing unscheduled days off just prior to or subsequent to holidays, days off and use of overtime.



*Teresa Murphy  
Assistant Administrative  
Services Director  
(Retired Annuitant)*

Additionally, a new process was implemented to monitor every single undelivered staff per person, per hour, per month and at each step of the various undelivered categories to ensure these staff have all the information they need for a healthy and speedy return to work.

- Key classification vacancies still remain for Clinical Social Workers, Psychiatrists, Neurologists, Teachers, Teaching Assistants, Occupational Therapists, Speech Pathologists, housekeeping/custodial, food service staff, Stationary Engineers, and other trades. Ten Office Assistants were hired and eight finished New Employee Orientation and placed in the ICF

homes during December.

- Training is another major component of this Condition of Participation. A Master Training Plan was completed with revised curriculum for both New Employee Orientation and Block Training. The most significant training provided during the quarter was Person Centered Planning (PCP) provided by H & W Consultants.

Nursing skills competency training was provided to all the ICF clinical RNs. Next quarter additional PCP training will be given to ICF level of care staff to further clarify concepts, practices and teaching strategies. Individual Program Coordinators (IPC) were provided several types of training to improve their skills, knowledge and implementation of monitoring services. Guidelines and samples were written and discussed for additional understanding.

## Active Treatment

- SDC continues to gain ground in the delivery of Active Treatment Services for people receiving ICF services, and has recovered most of the lost morning programming for the delivery of Quality of Life Service to the people who are receiving NF services.

- Four positioning and stimulation classes out of six in the NF homes have been reinstated and it is expected that the remaining two will be initiated in the next quarter because more Teaching Assistants are in the hiring process. Classes continue to rotate people in and out to provide overall services.



*JJ Fernandez  
Assistant to the  
Executive Director  
& Advocacy  
Coordinator*

- A new Active Treatment data review and collection process was implemented in October measuring staff knowledge, an appropriate active treatment environment, and staff's ability to demonstrate active treatment skills. Further training to Level of Care staff will be provided. Person Centered Planning will be the focus of training to improve services during the next quarter.
- The detailed Active Treatment Report indicates increased compliance with the Condition. Further effort will be made in the next quarter to have the Functional Residential Team members be the eyes, ears and models of Active Treatment services and to problem solve home specific issues.
- The Individual Program Plan (IPP) format has been completely changed to reflect Person-Centered-Planning (PCP) concepts, with all scheduled IPPs, semi's and special meetings following the new guidelines, and all "windows" documents revised for PCP com-



*Training Staff, L to R:  
Bill Quinn, PT Instructor (RA);  
Lyndsay Byers, RN Instructor;  
Rob Matteri, PT Instructor;  
Abraham Hill, PT Instructor.*

*Not pictured:  
Loretta Wilkinson, RN Instructor;  
Lynn Cotton, PT Instructor (RA);  
Jennifer Honig, Assistant  
Information Systems Analyst.  
[Photo by JJ Fernandez]*

*continued next page*

# Special Edition

*Active Treatment, continued from previous page*  
pliance.

- By mid-December, LOC staff and the people who live at SDC were involved in the following meetings: Individual Program Planning, Semi Annual Reviews, Special Team, Physical Nutritional Support, Transition Support, Client Protection Planning, and Rights Restoration. Assessments impacting these meetings were either rewritten or an addendum was added to reflect Person Centered Planning concepts, and new assessments now meet PCP expectations.

## Client Behavior

- The changes this quarter include that all individuals living at SDC have been through Whole Person Review. Additionally, the Human Rights Committees have community members and people who live at SDC participating. Periodic Drug Review and Drug Regimen Review meetings indicate that behavior-related medications are being thoroughly reviewed and fading plans are either initiated and/or appropriate rationales are provided in behavior support plans.



*Brad Backstrom, PhD  
Senior Supervising  
Psychologist*

- Behavior data indicates that approved restrictives have decreased significantly, as well as the need for approved restrictives. Psychologists have been providing person-specific behavior support training to Level-of-Care staff. Behavior support plans and better incorporation of behavior issues into the IPP have increased understanding of behavior support issues.

## Health Care Services

- For ease of understanding, reporting on this Condition of Participation has been divided into two sections: medical service issues and nursing service issues.
- Medical services have improved, not only from the outcome of Whole Person Review, but from specific reviews and reduction of different types of medication. All required committees have been conducted and full credentialing



*Carol Castillo, MD  
Medical Director  
(newly appointed  
permanent)*

process continues. However, SDC's complex credentialing process is under review and should be simplified in the next quarter. Drug Regimen Reviews are current.

- Dental services has been given extra attention, with changes in toothpaste flavor choices, small toothbrushes and the hiring of a Dental Hygienist to train staff in the next quarter on better tooth brushing techniques.
- A significant change for next quarter will be the implementation of contracted services for neurology and psychiatry for more hands-on oversight, and for increased collaboration with the primary physician.



*Marni Sager  
Assistant to the  
Medical Director  
[photo by JJ Fernandez]*



*Chris Gephart  
Coordinator of  
Nursing Services*

- Nursing Services saw the implementation of the Clinical RNs within each ICF home. This has improved the documentation of health issues, the quality of Health Care Objectives, and the completion of the Physical and Nutritional Support Risk Screenings. The Minimum Data Set Coordinators continue to provide review and data, as well as the coordination of health care services for people living in the NF homes. Overall, SDC could benefit from filled Health Service Specialist (HSS) positions, and more training to the Level-of-Care staff on all person-specific health care issues.

- The Physical and Occupational Therapists and Speech Pathologists have been conducting audits, repairing and performing preventative maintenance on all the assistive devices. A database is being updated to track this equipment, but more work needs to be done to bring the database current. The Physical Nutritional Support process is being fully implemented under the direction of Chris Gephart, Judy Curme and the Individual Program Coordinators.



*Judy Curme  
Senior Occupational  
Therapist  
[photo by JJ Fernandez]*

## Physical Environment

- Improvements noted in this quarter include some new furniture being delivered, painting of some of the ICF residences, the repair of the swimming pool, the implementation of the environmental rounds and the reorganization of the med rooms. We continue to experience some problems with infrastructure.
- Many staff have been retrained in infection control procedures. Another change for infection control is the switch to a more effective cleaning product, which is more aligned with CDC recommendations.
- SDC continues hiring efforts for more housekeeping/custodial staff and plant operations staff.
- There continues to be noted improvement by all staff with environmental rounds.



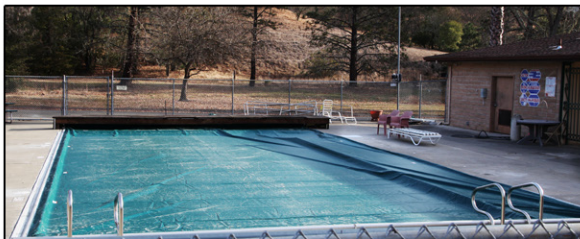
*Mario Pasquini  
Chief of Plant  
Operations III*



*Butler Pool being repaired  
last November*



*Butler Pool with completed repair work in January*



*Butler Pool with pool cover in place*

## Dietary Services

- Improvements this past quarter include the expansion of tours of residents in the main kitchen, and support to staff who are providing cooking classes for some of the men and women who live at SDC. Rounds are being made by Nutritional Staff, Occupational Therapists and Speech Pathologists to ensure that prescribed diets are being served correctly. All people receiving ICF services are being assessed for mealtime skills and teams are deciding if training on these skills is either “important to” or “important for” (Person-Centered-Planning concepts) the people living at SDC.
- Dietitians are revising their assessments to include Person-Centered-Planning elements and LOC staff have made all new dining cards. There have been some hires into the food service vacancies, but more are still needed.
- A vibrant newsletter by Nutrition Staff is produced monthly and is used as an education and activity tool for the men and women living at SDC.
- More needs to be done to ensure that LOC staff encourage independence, and provide appropriate coaching and teaching of meal time objectives.



*Joan McDonald  
Director of  
Dietetics*

## Last words from the Executive Director

I am extremely grateful and appreciative of the long hours and quality work of the executive committee members, the program and department managers, supervising staff and all staff of SDC. Everyone’s cooperative work reflects very well in the Governing Body Report. I am very impressed at the quality of work being performed and it clearly demonstrates just how far we’ve come.

*Thank you!*

# Special Edition

## Some Recreational Opportunities at SDC



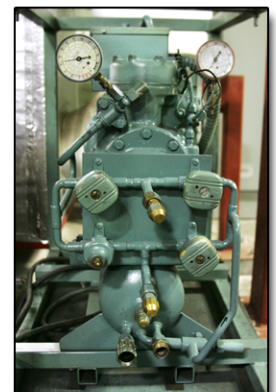
Left and below:  
Camp Via



Right:  
The Carousel

## SDC's Chiller Plant

Running a facility as large as SDC is more complicated than most of us realize. Below are photos taken in the facility chiller plant.



### Note:

If you would like to receive the *Eldridge Press* electronically, please e-mail your request to [Jorge.Fernandez@sonoma.dds.ca.gov](mailto:Jorge.Fernandez@sonoma.dds.ca.gov).

## Submitting articles to the *Eldridge Press*:

The *Eldridge Press* gladly accepts submissions of articles about events at Sonoma Developmental Center, news about the Center's departments and programs, employee recognition, and other information of interest to the Center's employees, consumers and other stakeholders. Articles may be edited for grammar, punctuation, and clarity. To submit your article, send it to the Office of Planning and Communications, Room 102, Sonoma Developmental Center, P.O. Box 1493, Eldridge, CA 95431. Since the *Eldridge Press* is published mid-month, deadlines are the 1st of the publication month (for instance, March 1, 2014 is the deadline for the March 2014 newsletter).

Eldridge Press  
Volume 10, Number 2, © February 2014

Published by:  
Sonoma Developmental Center  
P.O. Box 1493  
Eldridge, CA 95431

Edited by: Jorge (JJ) Fernandez  
Office of Planning & Communications

Photography & layout: Nancy Flack  
Central Program Services