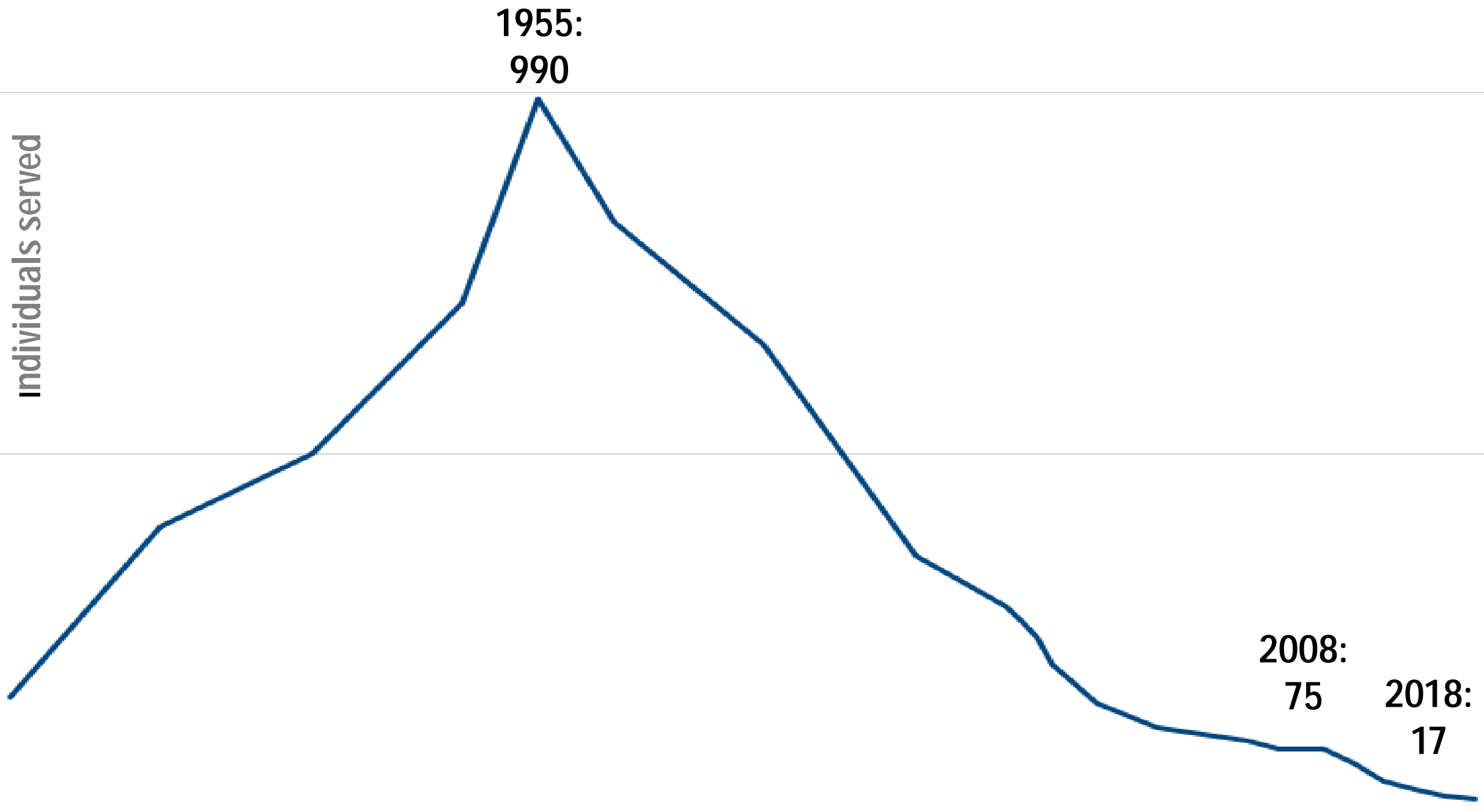


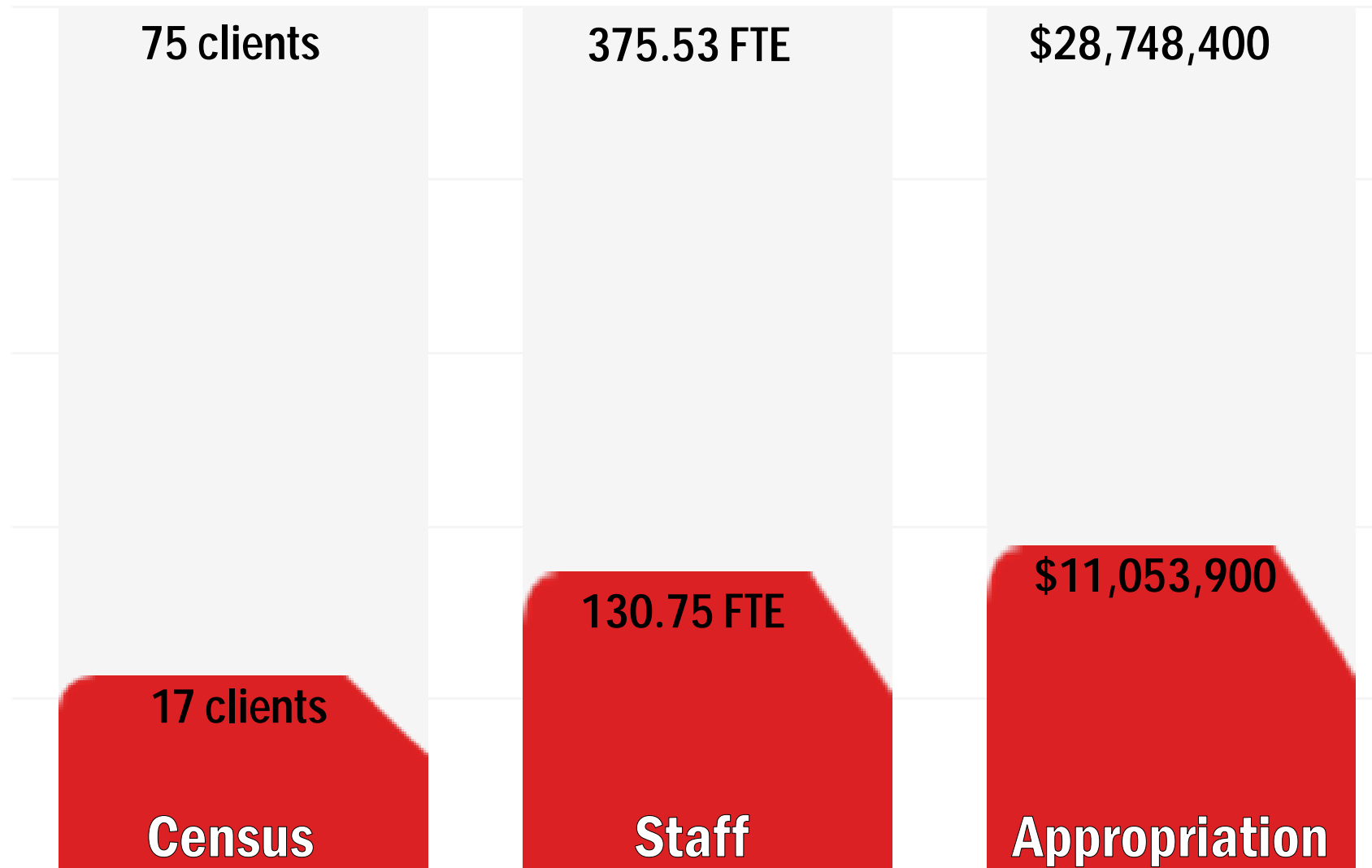
Southwest Idaho Treatment Center







SWITC's population, staff, and budget have shrunk 60–80% from 2008 to **2018**.





SWITC's transformation occurred without a coherent long-term vision for crisis care.





Recommendation

The Legislature should provide policy guidance for a long-term vision for crisis care in Idaho, and direct the Department of Health and Welfare to develop a long-term vision and SWITC's place in that vision.

Background check process is incomplete

Unlicensed individuals who abuse, neglect, or exploit vulnerable adults are not excluded from employment as a caregiver.



Recommendation

The Legislature should consider steps to ensure that accusations of abuse of vulnerable adults are investigated and that perpetrators of abuse are excluded from employment with vulnerable adults.



Priorities for Program Improvement

Staff trauma and injury

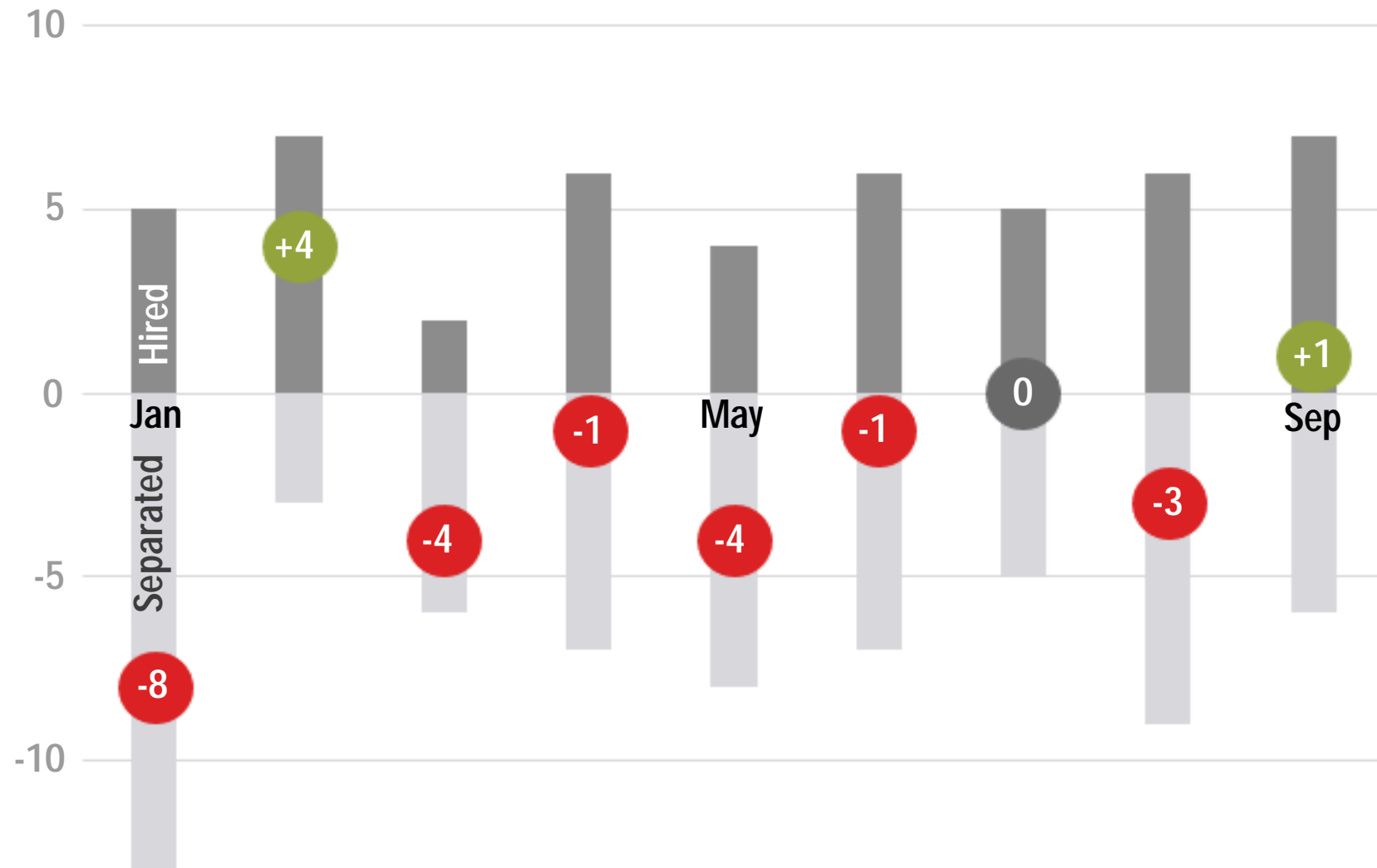
1 workday in **10** lost to injury.

Medical layoffs, turnover from fear
of injury.

Unaddressed psychological trauma.

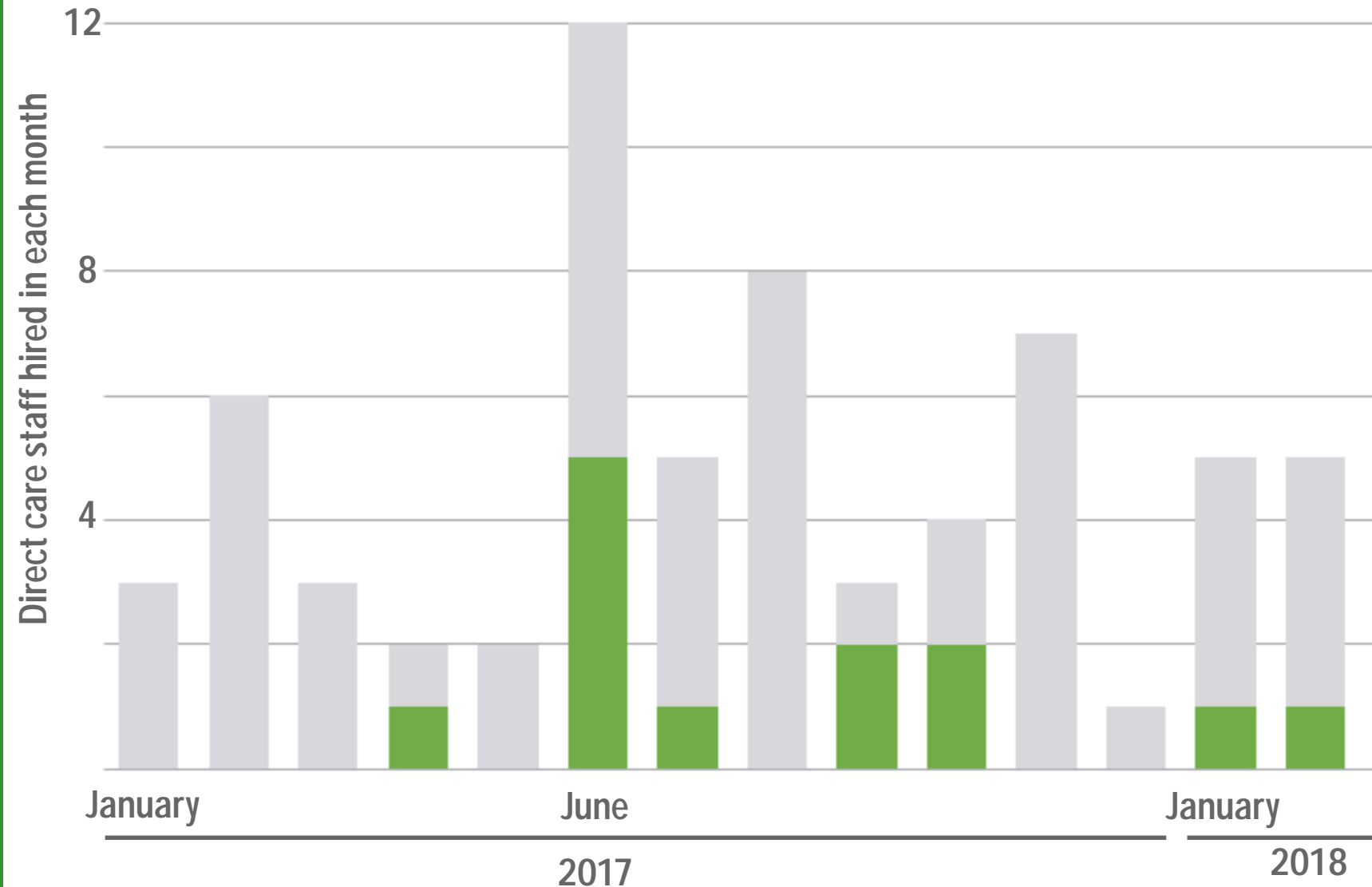
Staff hiring and retention

SWITC **lost more employees than it hired** in six of the first nine months of 2018.



Staff hiring and retention

By September 2018, few direct care staff hired in 2017 and early 2018 were **still employed** by SWITC.



Importance of direct care staff

The subject matter expert on clients' daily life.

Unaddressed stress and trauma leads to co-dysregulation with clients.

Understaffing can lead to a downward spiral.



Recommendation

The Legislature should consider extending early retirement to staff at high risk of injury.

Reactive approach to treatment

Lack of activities leaves clients without daily structure.

Lack of tools reinforces lack of activities.

Lack of tools and activities reduce opportunities for positive reinforcement.

Continued gaps in training

Improvements reported from a 12-15 day new-hire training.

Trainings don't match desired format of staff.

Knowledge retention not assessed.

Training and communication with clinical staff and direct care supervisors

**Some in supervisory or clinical
positions 'winging it.'**

Supervisors well regarded by staff.

**Concerns with communication from
management.**

Discharge process

Overcome stigma of admission by:

Clearly identify needs keeping client out of community and focus on those.

Be a resource for client and community provider during and after discharge.



NAMPA
STATE
SCHOOL

RECEPTION
OFFICE

KEEP
RIGHT
SPEED
5
MPH



SWITC Management and Leadership

Lack of long-term vision and haphazard downsizing contributed to operational issues.

Concerns with management and leadership must not be subsumed under long-term vision.



SWITC Management and Leadership

Efforts over the past year and a half to address

Training

Pay

Expertise

Career ladder

Relationship with adult protection

Advisory Board

Organizational trauma

Symptoms:

Closed boundaries between the organization and external environment

Focus on insider relationships and a mistrust of outsiders

Loss of faith in organizational identity and purpose

Stress and anxiety contagion

Depression expressed through fear or anger

Despair and loss of hope

A flawed approach to problem solving

Constant sense of crisis

Chronic nature of problems

Staff mistrust and lack of buy in

Insufficient ownership and follow through

Unclear responsibilities and inexperienced leadership

Lack of measurement and systems perspective



Recommendation

The department should develop a strategic plan for SWITC and present the plan to the Health and Welfare committees at the start of the 2020 legislative session.



Recommendation

The department should develop a formal quality improvement process at SWITC.

Southwest Idaho Treatment Center