

Change Model

A change model represents an ideal system and identifies elements that must be addressed in order to redesign the current system so that it mirrors the ideal. The six components that must be addressed to provide an ideal, restraint-free environment are:

- Community
- Care Planning
- Assessment
- Treatment
- Monitoring and Reassessment
- Organizational Commitment

These six components are represented in the following graphic. Key improvement strategies and changes for each of the six components are listed in Table 1.

Change Package for Supporting a Restraint-Free Environment

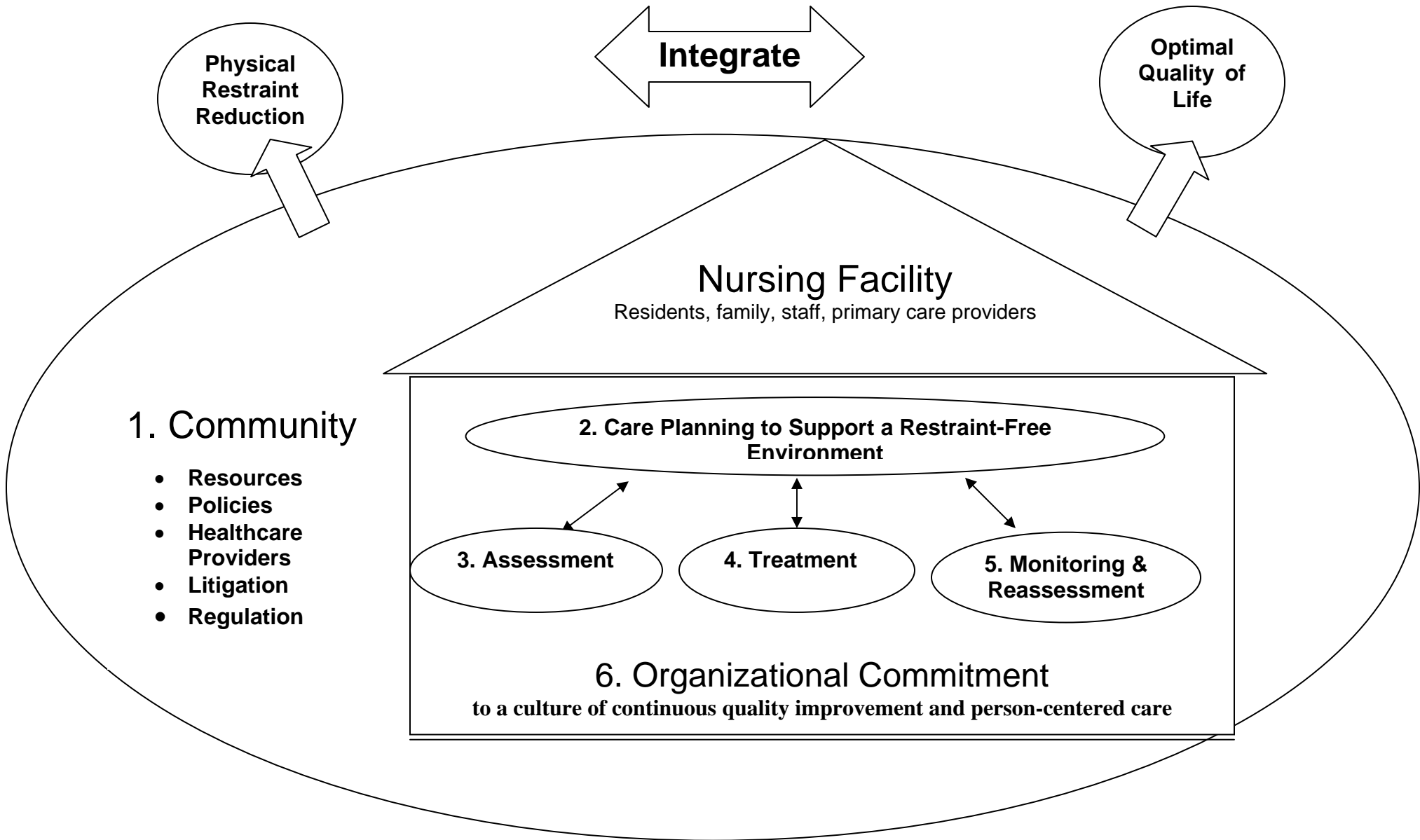


Table 1: Key Improvement Strategies and Changes

Improvement Strategy	Key Changes Supporting a Restraint-Free Environment in the Long-Term Care Setting
1. Community	<p data-bbox="394 370 1795 438">Instill principles of person-directed care such that residents and families understand a) the risks and consequences of physical restraints and b) the facility’s commitment to a restraint-free environment.</p> <p data-bbox="394 479 1879 584">Work actively with other healthcare organizations (e.g., with other nursing homes, hospitals, home health, medical transporters, adult day care, assisted living facilities, etc.) to reduce physical restraint use across clinical settings.</p> <p data-bbox="394 625 1911 803">Use local and regional networks of healthcare organizations (e.g., Quality Improvement Organizations, corporate resources, long-term care ombudsmen, state survey and certification agencies, long-term care trade associations, long-term care advocacy groups, professional healthcare associations, low restraint-use states, and successful restraint-free nursing facilities) as resources for supporting a restraint-free environment.</p> <p data-bbox="394 844 1921 917">Use community-based restraint alternative expertise (e.g., recreational therapists, occupational and physical therapists) to augment facility resources if needed.</p> <p data-bbox="394 958 1816 1023">Mobilize community resources and engage families and volunteers to meet the daily activity needs of residents.</p> <p data-bbox="394 1063 1942 1128">Include personal injury defense attorneys, insurance company attorneys, and/or risk managers in redesigning policies and procedures that support a restraint-free environment.</p>

Table 1: Key Improvement Strategies and Changes, continued

Improvement Strategy	Key Changes Supporting a Restraint-Free Environment in the Long-Term Care Setting
2. Care Planning	<p data-bbox="369 315 1835 386">Offer adequate activity and exercise for all residents in an environment that provides frequent structured supervision.</p> <p data-bbox="369 427 1797 459">Designate responsibility and accountability for care plan development, implementation, and oversight.</p> <p data-bbox="369 500 1898 571">Ensure that the care plan adheres to accepted clinical guidelines that include both pharmacological and non-pharmacological interventions and addresses resident-specific goals and actions.</p> <p data-bbox="369 612 1902 677">Develop individualized, targeted interventions and goals related to providing the highest functional status and least restrictive environment.</p> <p data-bbox="369 717 1961 789">Integrate approaches for restraint elimination and prevention of complications (i.e., contractures, skin breakdown, and incontinence) in care plans.</p> <p data-bbox="369 829 1927 901">Implement an interdisciplinary team approach (including CNAs, nurses, and other facility staff who interact with residents) for achieving the goals on the care plan.</p> <p data-bbox="369 941 1881 1013">Involve the resident and family in development of an individualized care plan to meet the specific social and personal needs of the resident.</p> <p data-bbox="369 1053 1887 1125">Use an interdisciplinary approach and, as appropriate, add orders from primary care provider, therapist, and other professionals to care plan.</p> <p data-bbox="369 1166 1845 1237">Address individual needs for staff assistance and equipment during toileting, transfer, ambulation, and all activities of daily living to promote safety.</p> <p data-bbox="369 1278 1948 1349">For residents with additional unsafe behaviors, include general behavior management strategies and specific individualized strategies to reduce risk of injury, increase comfort, provide assistance, and increase surveillance.</p> <p data-bbox="369 1390 1314 1422">Incorporate assessment data/information into resident plan of care.</p>

Table 1: Key Improvement Strategies and Changes, continued

Improvement Strategy	Key Changes Supporting a Restraint-Free Environment in the Long-Term Care Setting
3. Assessment	<p data-bbox="428 350 1856 415">Screen residents for fall risk, behavioral symptoms, medical treatments that increase fall risk, and any other associated resident care issues at each of the following times:</p> <ul data-bbox="474 435 1150 610" style="list-style-type: none"><li data-bbox="474 435 1150 464">▪ Within 24 hours of admission or readmission<li data-bbox="474 472 905 501">▪ After a change in condition<li data-bbox="474 509 926 539">▪ After a change in medication<li data-bbox="474 547 667 576">▪ After a fall<li data-bbox="474 584 646 613">▪ Annually <p data-bbox="428 634 1318 664">Designate responsibility and accountability for risk assessment.</p> <p data-bbox="428 727 1919 792">Empower all members of the interdisciplinary team to continually assess the residents currently restrained or being considered for restraints.</p> <p data-bbox="428 855 1892 920">Empower all members of the interdisciplinary team to continually assess problems, such as fall risk, that may lead to restraint use.</p> <p data-bbox="428 984 1871 1049">Ensure assessment tools capture the necessary data to address risk factors related to falls, behaviors, and related resident care issues.</p> <p data-bbox="428 1112 1898 1177">Obtain information from resident, family, or caregivers regarding the resident's previous life experiences, interests, and social patterns in order to provide an individualized approach to restraint-free care.</p>

Table 1: Key Improvement Strategies and Changes, continued

Improvement Strategy	Key Changes Supporting a Restraint-Free Environment in the Long-Term Care Setting
4. Treatment	<p>Determine which alternatives to restraints might be successful in each situation, and implement the alternative method.</p> <p>Individualize seating for residents to improve positioning and comfort, ensuring correct fit to meet both the resident’s care and quality of life needs.</p> <p>Modify the environment to accommodate special needs and limitations of residents.</p> <p>Assure that treatment is addressing the true root of the problem.</p> <p>Standardize processes for communicating treatment plans to all members of the interdisciplinary care team, resident, and family members.</p> <p>Provide meaningful individualized activity and exercise for residents.</p>
5. Monitoring and Reassessment	<p>Regularly inspect and repair environmental safety hazards (clutter, poor or insufficient lighting, unstable furniture, hard-to-reach personal items, unsafe flooring) in all resident rooms, bathrooms, hallways, and common areas.</p> <p>Regularly inspect and repair all wheelchairs, canes, walkers, and other equipment such as gerichairs and lifts.</p> <p>Provide a supportive structure to staff, family, and residents to allow for feedback on care planning, environment and equipment, safety, and satisfaction.</p> <p>Reassess residents and modify care plans until residents are achieving the highest level of functioning in the least restrictive environment.</p> <p>Incorporate assessment data/information into resident plan of care.</p> <p>Standardize processes for monitoring and documenting the resident’s response to the plan of care and for care plan revision.</p>

Table 1: Key Improvement Strategies and Changes, continued

Improvement Strategy	Key Changes Supporting a Restraint-Free Environment in the Long-Term Care Setting
6. Organizational Commitment	<p>Establish a facility-wide commitment to developing and maintaining a restraint-free environment.</p> <p>Consistently assign staff to resident or unit to encourage learning resident routine and preferences.</p> <p>Articulate a vision of a high quality, restraint-free environment.</p> <p>Provide stable administrative and clinical leadership committed to a high quality, restraint-free environment.</p> <p>Identify a team of key staff from various roles and skill levels to participate in interdisciplinary physical restraint elimination.</p> <p>Embed physical restraint guidelines and accepted practices into daily procedures.</p> <p>Continually evaluate the effectiveness of the physical restraint elimination program.</p> <p>Provide effective ongoing training on physical restraint elimination for staff, volunteers, family members, and residents.</p> <p>Consistently provide the number and skill-mix of staff and resources necessary to implement high quality, restraint elimination processes and activities 24 hours a day, 365 days a year.</p> <p>Consistently provide rewards and incentives in recognition of physical restraint elimination quality improvement to staff volunteers, family members, and residents.</p> <p>Actively seek out improvements in physical restraint elimination and spread them throughout and beyond the organization.</p>

Table 1: Key Improvement Strategies and Changes, continued

Improvement Strategy	Key Changes
	Supporting a Restraint-Free Environment in the Long-Term Care Setting
6. Organizational Commitment (cont.)	Implement policies and protocols related to restraint-free environment. Incorporate general and specific behavior management strategies, comprehensive falls management, and appropriate fall-response techniques into new employee orientation and annual training for all staff.