MANAGING THE MILIEU FOR ACUTELY ILL PSYCHIATRIC PATIENTS: SAFE AND RESPECTFUL PERSON CENTERED CARE

THE SPEAKERS HAVE NO CONFLICTS OF INTEREST TO DISCLOSE

Learning Objectives

1. Describe the theoretical framework that supports the milieu manager role.
2. Define key therapeutic interventions that create a safe and trauma informed care environment.
3. Identify improvements in patient/staff satisfaction and fiscal savings.
4. Describe key elements for successful replication.

You should remember constantly that you are dealing with types of disease so serious and so numerous as to fill more hospital beds than are required for any other kind.

1916 Psychiatry Nursing Procedures Manual for the Phipps Clinic
Effie Taylor 1874 - 1970

Unit Descriptor

- Physical
  - 22 bed inpatient unit in an urban teaching hospital
  - Two-long parallel halls with common areas
- Patients
  - Adults 18 years and older
  - Acutely ill, mostly admitted through our Psych ED
  - Recent violence history
  - Diagnoses schizophrenia, bipolar, substance abuse, etc
  - Voluntary and involuntary patients
- Staff
  - BS prepared
  - Cross-trained to cover three distinct physical areas
  - One to two Clinical Technicians on each shift
  - Per Diem staff can be flexed in.
Definitions

- Constant Observation
- 1:1
- IPO: Intensive Psychiatric Observation

Non-suicidal patients on Observation

- Safety Risk to Pts/Staff
- Elopement Risk
- Fall Risk
- Behavioral
- Medical Reason

Impact pre MM System

- Multiple non-suicidal patients on constant observation
  - $45,000 - $50,000/month average
  - Noise
  - Moving target
  - Coordination of care
  - Bed closures
  - Physician concern

Impact pre MM Patient

- Least trained people
- Passivity of care
- Psychosis
- Trauma informed care

Literature

- Decision making
  - Rochefort et al 2012
- Efficacy
  - Muralidharan & Fenton 2006
  - Boswell, Ramsey, Smith & Wagers 2011
- Patient response
  - Manna 2009
  - Bowers & Park 2001
Staff’s vision

◦ Calm milieu with individual support and monitoring when indicated
◦ Staff joined with patients to meet their needs and engaged to the degree they could tolerate
◦ Better served by focused monitoring
  ▪ During times of increased symptoms or stress
  ▪ In milieu
  * Know the patients’ needs

**Patient Centered Monitoring**

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**Patient Centered Monitoring**

• Active management of the milieu through interactions with patients
• Fluid where you need to be
• Stabilizer - multiple admissions and high acuity
• Proactive Prevention

*Milieu Manager*

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**Peplau (1909 – 1999) “Mother of Psychiatric Nursing”**

The milieu has both structured and unstructured components
Diverse interactions between patients, staff and visitors that take place throughout the hospitalization

*Hildegard Peplau*
Peplau
Structured
- Organizing
  - Community meetings, social and therapeutic groups
- Planned activities
  - Arts/crafts
- Unit structure, boundaries, rules
- Orientation to reality
- Adequate staff to patient ratios
- Physical environment that is safe, attractive, livable and functional

Unstructured
- The patient's difficulty
- How it is manifested
- Underlying dynamics
- Personal growth
- Social competence
- Relationships
- Function more effectively in the world

Dr Dorothy Gregg
“Fluid Group” 1979
- Application of psychotherapeutic knowledge, skills and principles to brief clinical encounters that occur spontaneously
- Facilitate interpersonal competencies and learning in informal around the clock contacts with pts

Fluid Group
- Patient’s here and now
- On the spot therapeutic interventions
- Provide subtle cues regarding appropriate limits and ways to relate to others
- Redirect unhealthy aspects and problematic interpersonal interchanges
- Social competencies and interpersonal awareness
- Maximize healthy parts and exchanges
Milieu Manager

Expectations for the RN
- Professional
- Communication
- Team work
- Engagement
- Hourly support rounds
- More frequent checks with PCM
- Monitor environmental safety

PCM identified patients
- "Unscripted interventions"
- Frequent monitoring
- Aware of patient support needs
- Prevention
- Deal with crisis of moment

Observer Expense

Mayer 3 - Patient Observer Expenditures

Bed Closures Decreased Drastically

Mayer 3
Meyer 3’s Occupancy Increased as Bed Closures Decreased (Unit A)

Monthly Occupancy Trend: Units A and B

Press Ganey

Meyer 3- Overall rating of care question

Meyer 3- % PG Ranking Patient Satisfaction Increased

Nursing Engagement Scores
### Unexpected Benefits
- Team work
- Support for new staff members
  - “Seasoned” nurses in milieu are role-modeling interventions,
- Civility
- Improved partnering with physicians

### Replicate in Your System
- Culture of safety
  - Partnering with patients
  - All staffs' observations are respect and solicited
- Communication between staff
  - Milieu rounds
  - Support sheet
  - Patient safety plan
  - Shift report
  - Huddles
- Leadership person encouraging staff critical thinking
- Proactive / Prevention
- Engagement / Enthusiasm

### Helpful Forms
- Milieu/observation sheet
- Patient Support Sheet
- Individualized Patient Safety Plan
- Report sheet
  - PCM list of patients with brief reason.
  - Reviewed in milieu rounds.
  - Brief target symptoms, daily updates.
Staff Comments

- “Patients are more engaged in activities”  RN
- “Patient needs are met quicker”  Clin T
- “Milieu Manager is a good resource”  Patient
- “MM was on it when the pt flooded the BR”  Support Associate
- “I’m OK with her being off CO as long as you have the MM”  Physician