

**Information Gathered for the GOC
on Dorothea Dix and Riverview
Staff, Safety, and Other Topics**

Presentation to the Government Oversight Committee of the 132nd Legislature
February 14, 2025

Maine Legislature Office of Program Evaluation and Government Accountability (OPEGA)

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Documents Provided for Committee Review

- Direct Care Staff Survey Results
- Departmental Data Compilation
- Management Responses

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Highlights

- Staffing** Most Survey Respondents Don't Find Staffing Adequate; Data Supports That There are Chronic Nursing and Mental Health Worker Shortages at Riverview.
- Safety** Many Respondents Do Feel Safe At Work. However, Injuries and Assaults Do Occur, Are a Concern for Workers, and Can Have Major Impacts.
- Training** Workers Feel Adequately Trained; But Have Concerns About the Training of Their Peers. Management Provided Information on Trainings.

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Highlights

- Injury Support** Workers Think There are Problems with Support Following Injuries. There May Be a Disconnect Between Management and Workers on This Topic.
- Culture** Workers at Both Facilities, But Especially Riverview, Have Concerns About Culture and Management.

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Staff Survey

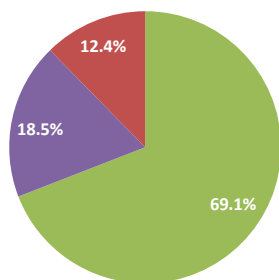
Overview

- Exploratory in nature; focusing on staff safety, staffing adequacy, management support, and staff retention
- Sent to direct care workers at Dorothea Dix (118) and Riverview (130)
- Up to 18 questions, including open-ended questions and scaled response questions
- Response rate of 64% at Dorothea Dix and 52% at Riverview

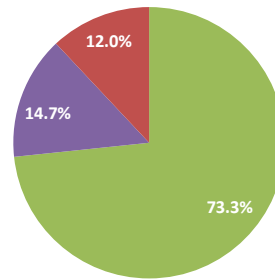
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Staff Survey- Continued

RPC: Injuries and Support (N=68)



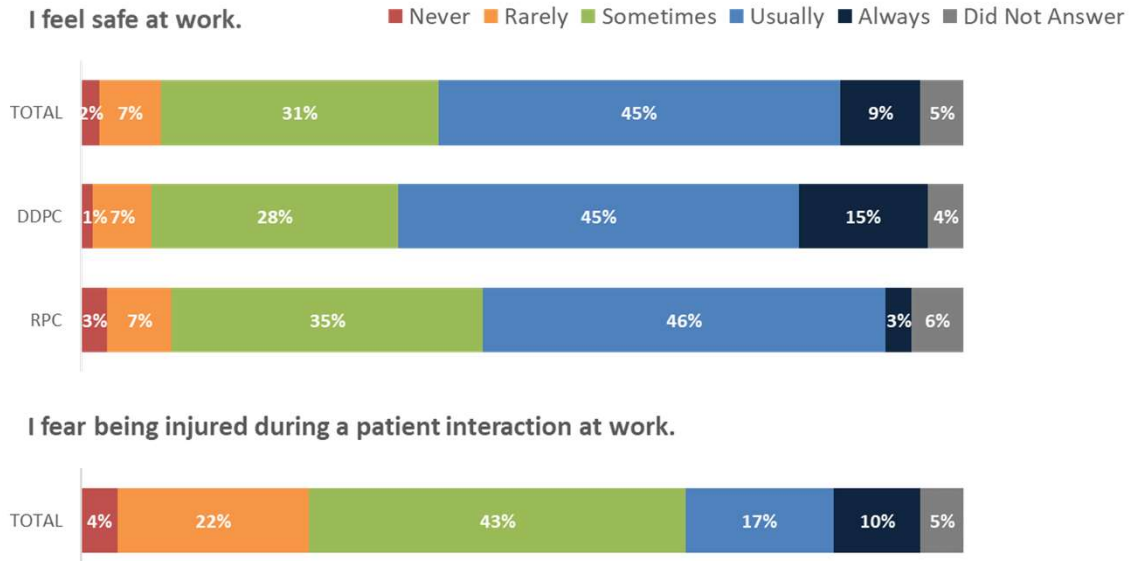
DDPC: Injuries and Support (N=75)



- Did not experience injury within the last year
- Experienced an injury and believe they received adequate support from management
- Experienced an injury and believe they received inadequate support from management

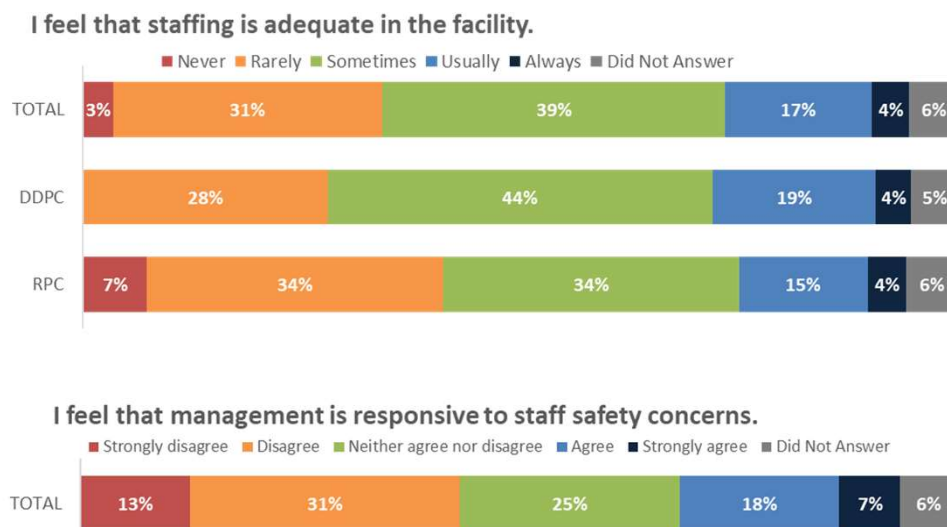
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Staff Survey- Continued

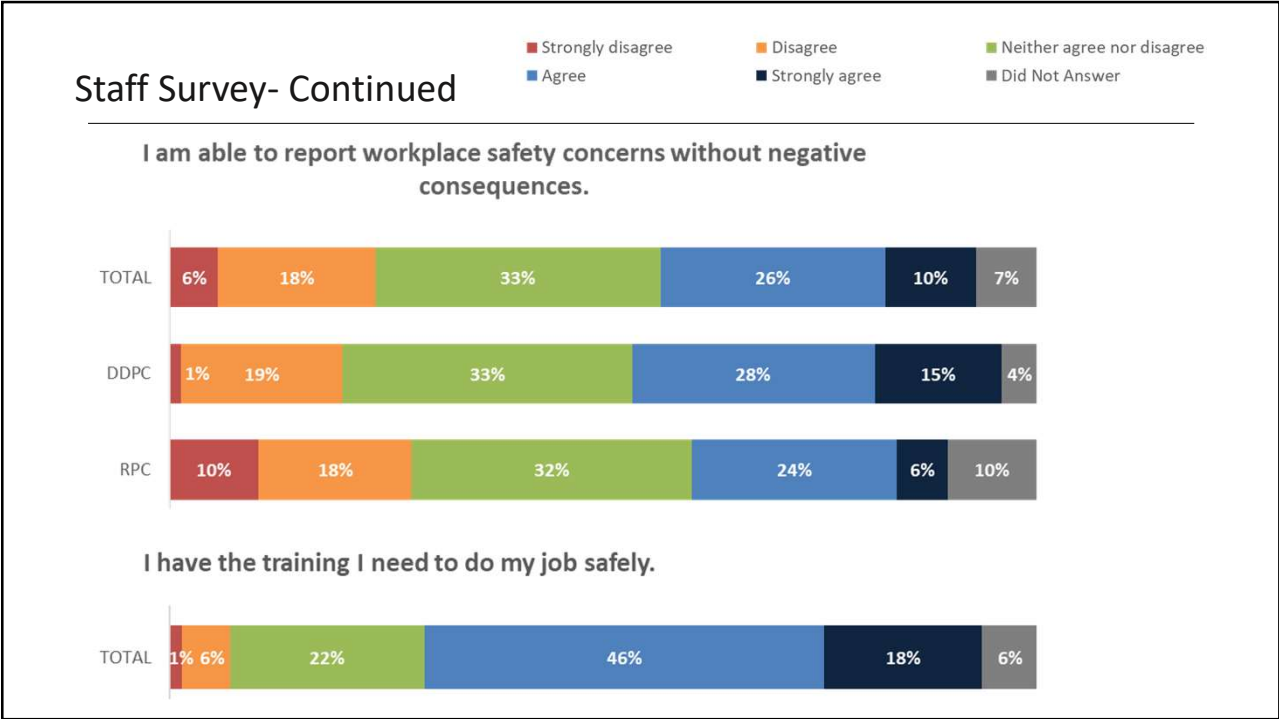


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Staff Survey- Continued



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Staff Survey- Open-Ended Questions

	Experiences with Workplace Injuries	Significant Challenges	Suggestions Related to Staff Safety
Injury Support	<ul style="list-style-type: none"> Adequacy of Support from Management After Injury 	<ul style="list-style-type: none"> Practice and Policy 	<ul style="list-style-type: none"> Practice and Policy
Staffing	<ul style="list-style-type: none"> Injuries Linked to Staffing 	<ul style="list-style-type: none"> Staffing Adequacy 	<ul style="list-style-type: none"> Staffing Training Wages and Benefits
Safety	<ul style="list-style-type: none"> Patient Population Includes Dangerous Individuals Risk of Workplace Injuries 	<ul style="list-style-type: none"> Patient Population 	<ul style="list-style-type: none"> DDPC Specific: Suggestions Related to Patients
Culture	<ul style="list-style-type: none"> Disconnect Between Direct Care Workers and Management 	<ul style="list-style-type: none"> Management Concerns Workplace Culture 	

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Staff Survey- Want Legislators to Know

Want Legislators to Know
<p>Themes Echoed From Other Questions</p> <ul style="list-style-type: none"> Adequacy of Staffing Feeling Unsupported and Unappreciated Concerns about Patient Population Challenges in Support After Injury
<ul style="list-style-type: none"> RPC Specific: Concerns about Management Difficult Job Provide More Benefits to Attract and Retain Staff

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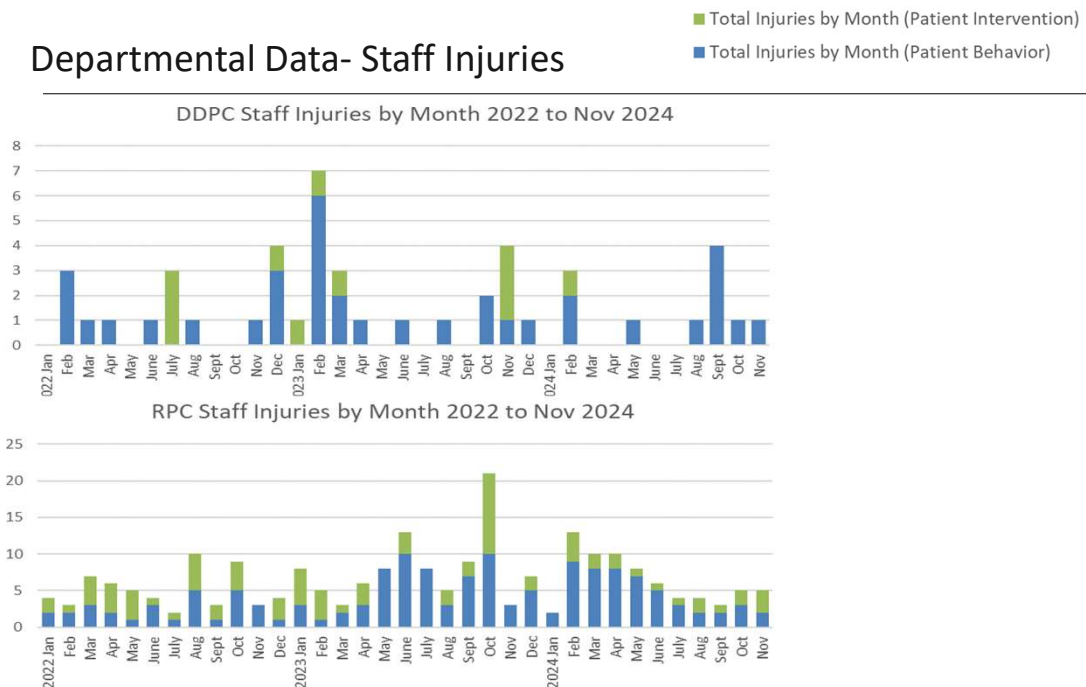
Departmental Data

Overview

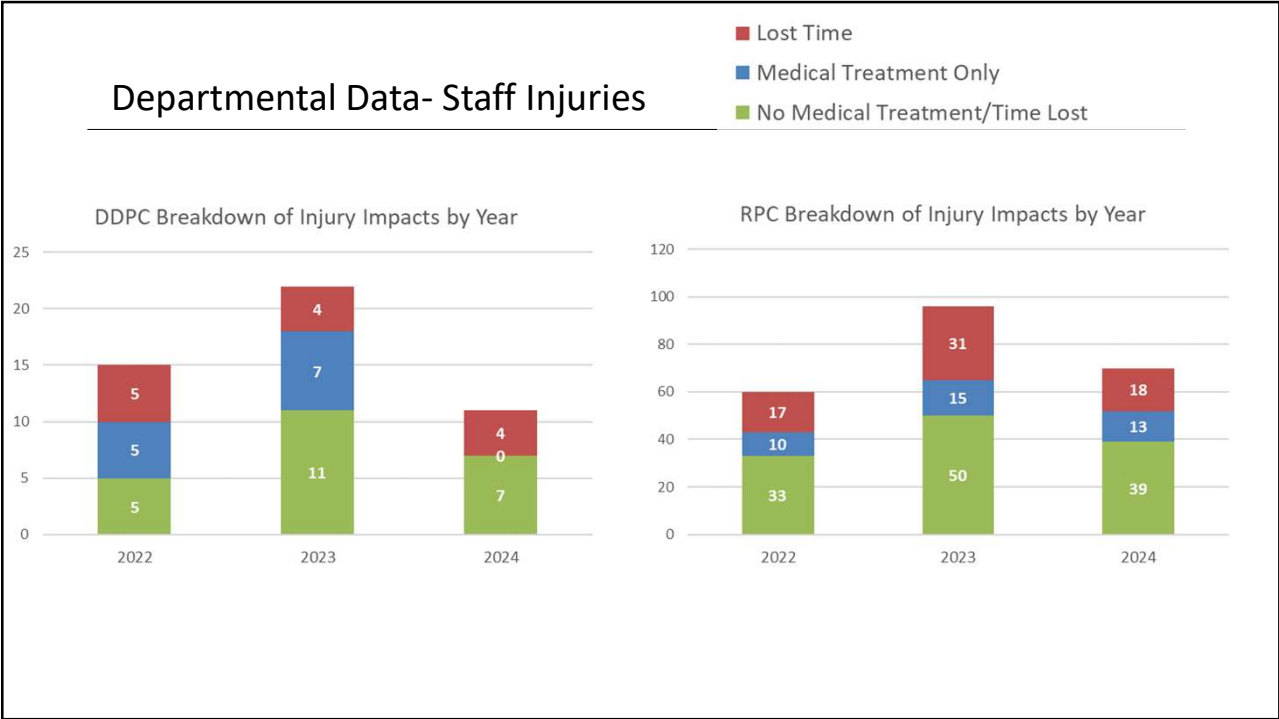
- OPEGA worked with DHHS, Dorothea Dix and Riverview management to obtain data responsive to Committee interests
- Data pertains to staff injuries related to patient interactions, staffing ratios, staff vacancies, and data on per diem and contract staff
- OPEGA did not independently verify the data

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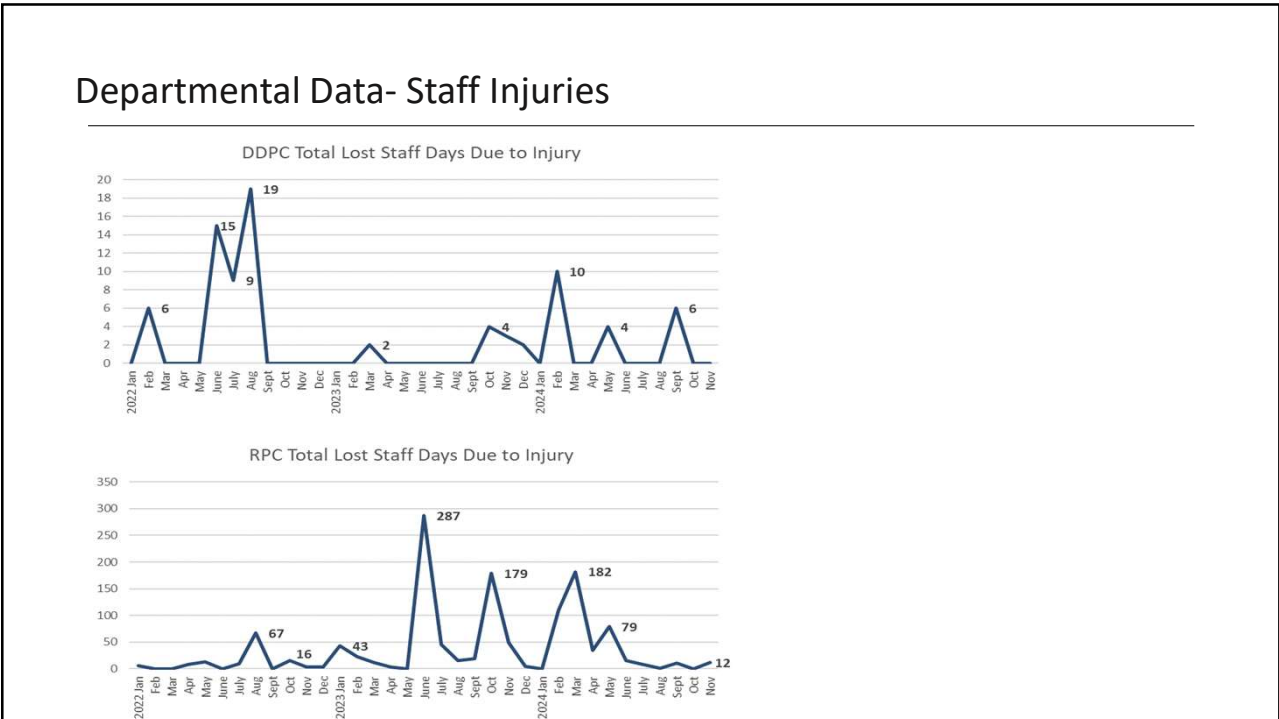
Departmental Data- Staff Injuries



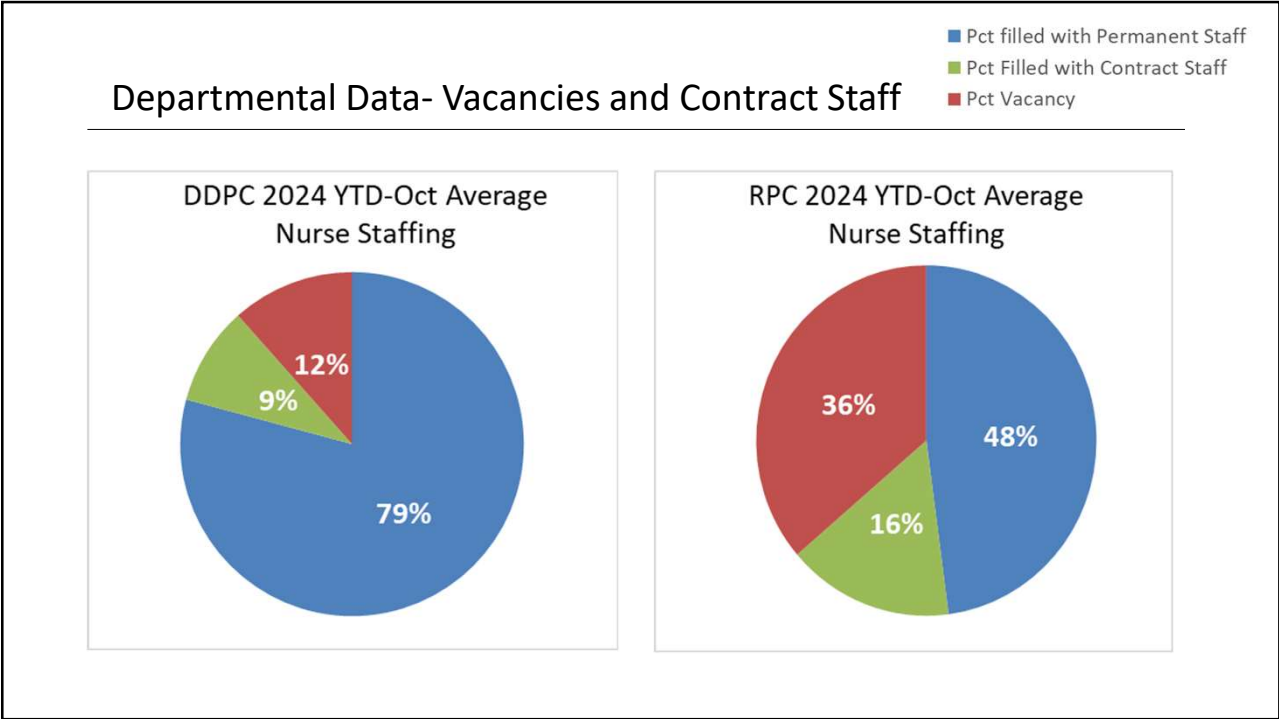
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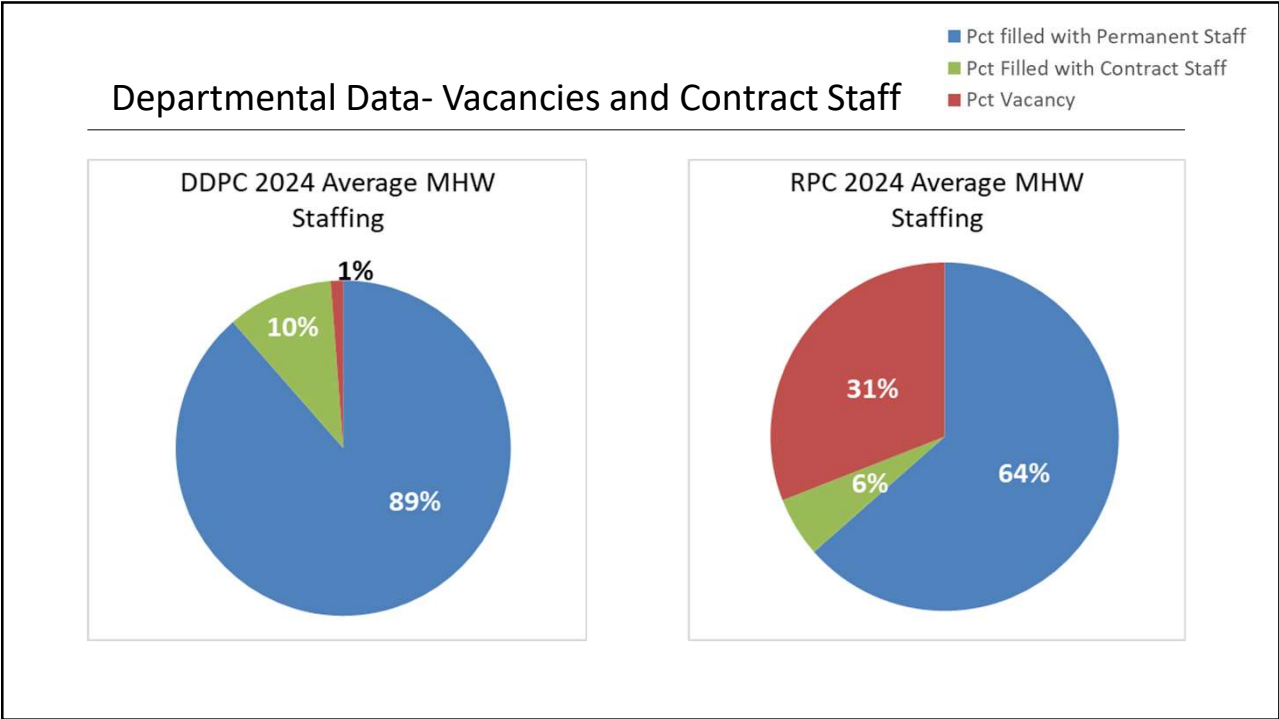
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Management Responses

Overview

- Document contains direct responses from Dorothea Dix and Riverview management
- Responses relate to injury prevention; support for staff following injuries; and staffing, vacancies and employee retention

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What Actions, Training, or Support Does Management Provide to Help Prevent Injuries?		
Dorothea Dix	<p>Trainings/Competencies</p> <ul style="list-style-type: none"> • New employee orientation, required staff competencies, Respond, Assess, and De-Escalate Behavioral Management Program, Commitment to a Just Culture <p>Response Teams/Committees</p> <ul style="list-style-type: none"> • RAD Leadership Committee, Patient Safety Program and Committee, Psychiatric Emergence Response Team (PERT), Administrator on Call <p>Tools</p> <ul style="list-style-type: none"> • Dynamic Appraisal Situational Aggression Tool (DASA), Hytera 2-Way Portable Radios, Overhead Paging System, Panic Buttons, Video Surveillance System, Seclusion and restraint, special observation for patients, psychiatric emergency medication intervention, staffing levels 	<p>Effectiveness Measured Through:</p> <ul style="list-style-type: none"> • Staff surveys, Superintendent morning meeting with department supervisors and select hospital staff, RAD leadership Committee makes recommendations for changes or improvements in behavioral management, Patient Safety Committee reviews processes and makes recommendations, staff debriefings after each event of seclusion and restraint, staffing levels are continuously monitored and assignments adjusted based to patient needs, Executive teams meets at least yearly with all departments to obtain feedback and discuss safety concerns, risk management tools are used to track and analyze all patient accidents or any incident not consistent with normal or usual operation.
Riverview	<p>Trainings/Competencies</p> <ul style="list-style-type: none"> • 80 hours of New Hire Orientation including a 16-hour training on Behavioral Response Options; annual refresher course which includes situational awareness, verbal methods of de-escalation and methods of physical engagement as a last resort. • Management provided a list of training descriptions and the Staff Development Plan. <p>Response and Feedback</p> <ul style="list-style-type: none"> • Documentation and video footage as available of each incident is reviewed and analyzed by risk management and feedback is provided to leadership and unit supervisors as appropriate. • Unit supervisors and leadership use information to provide additional coaching and education to staff and make adjustments to the environment or processes as appropriate 	<ul style="list-style-type: none"> • Effectiveness of training is measured through observation of staff responses, direct staff feedback, and through investigation of incidents and near misses. • All data is documented and on-going statistical reports are supplied to Executive Leadership, Advisory Board, and the Human Rights Committee.

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How Does Management Support Staff Following an Injury Related to Patient Interactions?		
	Supports Provided	Efforts to Monitor Effectiveness
Dorothea Dix	<ul style="list-style-type: none"> Initial assessment by nursing supervisor, who assures proper medical care and treatment is received. Provide support through debriefings of the event in a group, informal emotional support, phone calls to staff, provision of Living Resources program, checking on staff frequently during their shift. 	<ul style="list-style-type: none"> Monitor effectiveness of support through direct communication with staff, asking them how they are doing, and if there is anything else that management can assist with.
Riverview	<ul style="list-style-type: none"> Leadership makes in person contact with injured employees on the day of the injury, often at the event debriefing. Staff are offered immediate support and on-going employee assistance Living Resources. Human Resources are responsible for following the employees through the duration of the injury to ensure appropriate healthcare and return to work. 	<ul style="list-style-type: none"> Employee injuries and employees under workers' compensation are reviewed at weekly staffing meetings by Human Resources and Riverview leadership to discuss progress towards ability to return to work and ensure receipt of necessary support and treatment.

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What Concerns Does Management Have Around Direct Care Workers Staffing, Vacancies and Retention?		
	Concerns Identified	Efforts to Address Any Concerns
Dorothea Dix	<ul style="list-style-type: none"> Proud of the headway made in staffing the Annex unit, opened in January 2021, and filling the additional 48 state lines for the unit (in addition to vacancies at the time) Does not currently have critical concerns related to direct care staffing, vacancies, and retention Identifies similar challenges experienced by other healthcare facilities nationally with filling RN vacancies 	<ul style="list-style-type: none"> To close RN vacancies, offer creative work life balance schedules, attending job and career fairs around the state to recruit, contracting with local colleges and universities to host clinicals for several different clinical disciplines, and encouraging in-house RNs to become nursing school clinical instructors to promote psychiatric nursing as a career. Monitor effectiveness through monitoring turnover and vacancy rates
Riverview	<ul style="list-style-type: none"> Leadership at Riverview is concerned about the ongoing work force shortage, which is a nationwide issue, particularly with RNs Ongoing challenges such as offering competitive wages and shift differentials in a limited health care workforce market 	<ul style="list-style-type: none"> Continue to recruit and work to retain staff through strategies identified in document provided by management including targeted advertising, career fairs throughout the state, retention efforts to build engagement and morale, supplementing staffing through contract and per diem employment while implementing recruitment efforts, and efforts to improve hiring and onboarding. Continue to strive to highlight RPC as an employer of choice and a center of excellence in the healthcare market.

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Thank you.

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