Crestwood Behavioral Health, Inc.
Innovative Approaches to Real Workforce Challenges
Presenters:
Crestwood Behavioral Health, Inc.
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Introduction

• We know that our employees are in stressful situations everyday and we wanted to provide tools that they could use to help them with their daily life.

• We were seeing several self-injurious events from the staff.

• From these circumstances, the Organization Wellness Landscape (OWL) Project was developed.

• Additionally, we have introduced the Six Sigma methodology to measure implementation and outcomes.
Organizational Wellness Landscape (OWL) Project

- The OWL Project is a collaboration between the Copeland Center for Wellness and Recovery and Crestwood Behavioral Health to transform the wellness landscape of our organizational workforce.

- As part of this project, Crestwood has developed:
  - A WRAP Committee to include a Copeland Center Consultant
  - Crestwood Lead/ALWF
  - Health and Wellness Facilitator/ALWF
  - Wellness and Recovery Facilitator/ALWF
  - Home Office administrative support staff.

- The committee’s role is to oversee implementation and sustainability of the OWL Project.
What is Six Sigma?

- Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects in any process.
- It’s used when there is a problem and the root cause is unknown.

Diagram:
- Define
- Measure
- Analyze
- Improve
- Reflect

- Problems & Objectives
- What do we need to improve?
- Process & Factors of Influence
- Implement improvement
- Assure that improvement will sustain
Five Components of Six Sigma - DMAIC

- **Define:** What is the problem you are trying to solve?
- **Measure:** Do you have any way to measure the problem either quantitively or qualitatively?
- **Analyze:** Are there any trends in the data? Can the data be grouped in categories and counted?
- **Improve:** What changes or actions can be taken to affect an improvement?
- **Reflect:** How will you track your actions to see if they are effective? What changes to your improvement plans should be made?
Define the Problem

• We want to offer our employees tools for wellness in order to decrease their stress level at work and provide better service to the person served.
Measure

- Administrators noted an increase in callouts, a drop in retention and overall decrease in employee satisfaction.
Improve

• During the improvement phase, we came up with ideas on what wellness tools might be available.
5 Why’s Video

https://www.youtube.com/watch?v=BEQvq99PZwo
5 Whys: A true railroad story

• Does the statement, “We've always done it that way!” sound familiar?
  • A story....the US standard railroad gauge (distance between the rails) is 4 feet, 8.5 inches.
  • Why was that gauge used?
    • The first rail lines were built by Europeans who built the pre-railroad roads using that width
    • Imperial Rome built the first long distance roads for their citizens. The roads have been used ever since.
    • Roman war chariots formed the initial ruts, all others had to match to preserve their wheels
    • Since the chariots were made for Imperial Rome, they had the same wheel spacing
    • Imperial Roman war chariots were made just wide enough to accommodate the size of two war horses
Now the twist to the story

– The Space Shuttle had two big booster rockets attached to the sides of the main fuel tank. These solid rocket boosters are made at a factory at Utah.

– The engineers who designed the rockets would have preferred to make them a bit fatter, but they were shipped by train.

So, a major Space Shuttle design feature of what is arguably the world's most advanced transportation system was determined over two thousand years ago by the width of a horse!
Improve

• Working with the Copeland Center, we developed a WRAP program specifically for our employees.

• The OWL project was born and a schedule of trainings were set in motion to train the facilitators. These facilitators provide WRAP Seminar I to our employees.
## 2018 Trainings, Overviews, Site Visits and Mentoring

<table>
<thead>
<tr>
<th>WRAP Facilitated Processes</th>
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<tbody>
<tr>
<td>2-Day Seminar I Overviews</td>
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<td>5-Day Seminar II Facilitator Trainings</td>
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<td>Facilitator Refresher Trainings</td>
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<td>ALWF Mentoring Meetings</td>
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<td>Total WRAP Activities (Overviews, Trainings, Site Visits, Community)</td>
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The Process to Sustain Wellness at Crestwood

- Seminar I Overview Workshop – CEUs offered
- Seminar II Facilitator Training – CEUs offered
- Facilitator Refresher Course – CEUs offered
- Seminar III Advance Level WRAP Facilitator Course – CEUs offered
- Facilitator Shadowing, Mentoring and Coaching
- Campus Site Visits
- Campus WRAP Groups
- Campus Wellness Activities
- Monthly WRAP Conference Call (updates, campus reporting and support)
- Bi-monthly WRAP Cohort Call (coaching and support)
- ALWF Quarterly Mentoring Meetings (coaching, mentoring, review)
- Campus Cross-Cultural Mentoring
- Supporting the community in WRAP
Wellness Activities on Crestwood's Campuses

MEETINGS

- WRAP committee meetings (monthly or bi-monthly)
- Wellness debriefing after a crisis
- Wellness check-ins at the start of every shift/I will support myself by...
- Discussion of what’s working and what’s not
- Staff meetings (quick check-in/check-out)
- WRAP tips at staff meetings
Wellness Activities on Crestwood’s Campuses

WELLNESS TOOLS

- Introduce OWL project in day one of Seminar I
- Support from leadership
- Wellness toolbox in the staff breakroom
- Antigravity chairs in the breakroom
- Incentives for staff participation (i.e. gift cards)
- Employee Suggestion Box
WRAP Seminar I

• Two-Day (16 hour) Introduction Course

• This course is open to all staff who want to increase their understanding and knowledge of WRAP and mental health recovery concepts and skills.

• After this course, employees will have a personal understanding of how WRAP works and how to use it for themselves.
WRAP Seminar I
Two-day Course

WRAP Seminar I
2 Day Course Attendees
WRAP II

- Five-day (40 hour) Facilitators Certification

- Employees who have attended a Seminar I (two-day) may attend a five-day certification program.

- This intensive five-day training is designed to help the trainee become a powerful change agent/recovery educator as a certified WRAP facilitator.
WRAP Seminar II
Five-day Course
Certified Facilitators

WRAP Seminar II

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Sustaining our Wellness Program

• As a result of WRAP I and WRAP II trainings, Crestwood had 70+ Certified WRAP facilitators in 2018 who provided the opportunity to offer an evidence-based practice model for recovery and wellness throughout our 32 programs, on our 22 campuses.
An analysis was done at three of our campuses to compare the employee retention rate for those completing WRAP Seminar I vs. those who had not.

- A total of 416 employees were hired during the period
  - 97 completed WRAP Seminar I
  - 307 did not complete

- After 365 days from date hired:
  - 74.2% retention rate for those who completed WRAP Seminar I
  - 52.3% retention rate for those that did not participate

(data is statistically significant – results are not due to chance)
“I appreciate that Crestwood provides WRAP for staff. I appreciate participating in programs for my own development as a helper and to build strong relationships with my co-workers so we can support each other and do our jobs even better.”

“I think the information I learned in WRAP Seminar I is essential for my wellbeing. I need to be better at implementing the tools I acquired in my own life, and now I have what I need to create that change.”

“I love WRAP because it’s all about me and my wellness…it’s my plan. It has helped me to understand my triggers and early warning signs, come up with an action plan, and use my wellness tools. I now feel comfortable asking for support when I need it.”
Thank you and Wellness!

- Next Steps
- Questions?

crestwoodbehavioralhealth.com