March 17, 2005
The United States Department of Justice (DOJ) notified Governor Rick Perry of its intent to commence an investigation of the Lubbock State School (LbSS), pursuant to the Civil Rights of Institutionalized Persons Act (CRIPA).

April 11, 2005
Department of Aging and Disability Services (DADS) state office staff conducted a previously scheduled quality enhancement review of the LbSS.

April 15, 2005
DADS appointed a LbSS team (the “review team”), consisting of facility and state office staff to develop a plan of improvement (POI).

April 2005
DADS review team developed a POI for LbSS and returned to LbSS throughout the month to assist in the implementation of the POI.
May 24, 2005
DADS contracted with The Columbus Organization (Columbus) to conduct an external review of LbSS.

June 13, 2005
The DOJ conducted its onsite investigation of LbSS.

June 28, 2005
DADS revised the POI based on recommendations from Columbus.

September 1, 2005
DADS developed and implemented a client care target system.
October 2005
DADS appointed a team (the “implementation team”) to move the POI forward.

October 11, 2005
DADS appointed an interim management team to replace key management staff, including the superintendent, assistant superintendent of programs, assistant superintendent of administration.

January and February 2006
DADS reviewed and revised the POI. LbSS hired a chief nurse executive.
Initiatives

February 2006
  DADS Hired an onsite Program Compliance Coordinator to provide ongoing reviews.

March 27, 2006
  The implementation team conducted a progress review of the POI.

April 2006
  LbSSs Quality Enhancement Department began submitting formal monthly reports.

July 2006
  The Program Compliance Coordinator began submitting formal monthly reports.
November 27, 2006
The implementation team conducted a progress review of the POI.

December 11, 2006
The DOJ findings report was issued.

February 2007
Columbus conducted a review of the implementation of the POI.

Ongoing Activities
Implementation, review, and monitoring of the POI and service delivery of LbSS.
Health Care Services
Medical and Nursing

**ACTIONS & ACHIEVEMENTS**

**Improvements Implemented/Revised**
- Infirmary closed/Expanded number of people receiving 24-hour nursing services in their homes for those people moved
- Risk prevention screening tool
- Quarterly health reviews
- Adjustments to physician caseloads
- CPR drills
- Hospital visits
- Clinical death reviews

**Partnerships**
- Texas Tech University Health Sciences Center
- South Plains College School of Nursing
- Lubbock Christian University
Health Care Services  
Medical and Nursing

**ACTIONS & ACHIEVEMENTS**

**Contracted**
- Locum tenens medical services
- In-home hospice services
- Medical transcription services

**Created the following new positions:**
- Liaison/ Preventive Care Nurse
- Infection Control Nurse
- Nursing Case Managers
- Physician Assistant
Health Care Services
Medical and Nursing

ACTIONS & ACHIEVEMENTS

Skin Integrity Improved
28 in December 2005 reduced to 6 in December 2006

![Graph showing decrease in pressure sores from 2005 to 2006]
Health Care Services
Medical and Nursing

ACTIONS & ACHIEVEMENTS

Respiratory Infections Decreased
83 in May 2006 reduced to 24 in January 2007

![Graph showing decrease in respiratory infections from May 2006 to January 2007](image-url)
Health Care Services
Medical and Nursing

ACTIONS & ACHIEVEMENTS

Eliminated use of Mellaril/Atarax

![Graph showing the elimination of Mellaril/Atarax use from 2005 to 2007.](image)
Health Care Services
Pharmacy, Psychiatric and Neurological

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised
• Psychiatrist attends neurology clinics
• Use of Monitoring of Side Effects Scale (MOSES) and Dyskinesia Identification System: Condensed User Scale (DISCUS).
• Reduced emergency use of medications
• Comprehensive psychiatric assessments
• Psychiatric clinics

Contracted
• Two neurologists
Health Care Services
Pharmacy, Psychiatric and Neurological

ACTIONS & ACHIEVEMENTS
Outside Counseling
More than doubled

![Bar chart showing people receiving outside counseling](chart.png)
Health Care Services
Pharmacy, Psychiatric and Neurological

ACTIONS & ACHIEVEMENTS

Reduction of Polypharmacy
February 2007-168 people prescribed psychoactive medication

Number of People with 3 medications

Number of People with 4 medications
Health Care Services
Pharmacy, Psychiatric and Neurological

ACTIONS & ACHIEVEMENTS

Increased the number of individuals who have reduced/discontinued psychoactive medications
June 2005 to December 2006:
12 percent reduction in the number of persons taking any psychoactive medications
28 percent reduction in the total number of psychoactive medications

Number of Individuals who have Reduced/Eliminated Psychoactive Medications

June 2005 to December 2006
Cumulative Data
Health Care Services
Pharmacy, Psychiatric and Neurological

ACTIONS & ACHIEVEMENTS

Created the following new positions:

- Program Auditor/Assistant to Psychiatrist
- Clinical Pharmacist
Health Care Services
Occupational/Physical/Speech Therapies

ACTIONS & ACHIEVEMENTS

Improved Assessments, Screenings, and Meal Planning
• 324 Integrated OT/PT assessments
• 372 Comprehensive speech assessments
• 322 Nutritional Management screenings
• 132 Dining Plans
• 58 Modified seating systems
Health Care Services
Occupational/Physical/Speech Therapies

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised

- Monitoring schedules - Physical and Nutritional Management Plans (PNMPs)
- Monitoring schedules - meal times
- Caseload system for therapists
- Skin integrity workgroup
- Protocols – lifting, dining, and more
- Databases - medical high risk, nutritional management, and more
- Additional speech therapy hours

Created the following new positions:

- Additional Occupational Therapist
- PNMP Coordinators
EXECUTIVE SUMMARY

Health Care Services
Dental

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised

• Dental assessments
• Use of suction toothbrushes
• System for provision of supports and sedation

Created the following new position:

• Dentist
Protection from Harm
Incident Management

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised

- Levels of Supervision Committee
- Unit meetings
- Incident Management meetings
- Crisis Intervention reports
- Facility Safety Committee
- Staffing resources
Protection from Harm
Quality Enhancement

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised

- CPR drill analysis
- Follow-up to unusual incidents
- Lifting and transfer data analysis
- Clinician Work Station (CWS) injury analysis
- Level of supervision monitoring

Created the following new position:

- Program Auditor/ Assistant to Psychiatrist
Protection from Harm
Incident Management

ACTIONS & ACHIEVEMENTS

Reduced injuries

Injuries per Month

Actual Number of Injuries

Texas Department of Aging and Disability Services
Protection from Harm
Incident Management

ACTIONS & ACHIEVEMENTS

Reduced average number of injuries from falls since 2004

![Injuries from Falls Graph](image)

Number of Injuries from Falls (average per month)

- FY 2005
- FY 2006
- FY 2007
Protection from Harm
Incident Management

ACTIONS & ACHIEVEMENTS

Reduced fractures since 2004

Fractures (average per month)

Number of Fractures

FY 2005 FY 2006 FY 2007
Protection from Harm

Incident Management

ACTIONS & ACHIEVEMENTS

Reduced number of abuse and neglect allegations

![Graph showing the reduction in average number of allegations of abuse/neglect from FY 2005 to FY 2007.]
Behavior Programs, Restraints, and Habilitation

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised

• Positive behavioral supports
• Functional Assessments and Behavior Support Plans
• Duties of Qualified Mental Retardation Professionals
• Active treatment monitoring
• Day supports/Work away from home
• Meal preparation weekends
• Person-Directed Planning
• Reduced use of helmets/bedrails
Behavior Programs, Restraints, and Habilitation

**ACTIONS & ACHIEVEMENTS**

**Improved/Increased Training**
- 676 staff trained on Positive Behavior Supports
- All direct support staff trained on revised Active Treatment curriculum including 133 staff trained during Active Treatment Workshops
- 495 staff are trained in treatment recognition and working with people with dual diagnoses

**Created the following new positions:**
- Behavior Analyst
- QMRP Coordinator
- Master Trainers
- Additional direct-support staff
- Additional night shift Supervisors
Behavior Programs, Restraints, and Habilitation

ACTIONS & ACHIEVEMENTS

Reduced Restraints
Contingent, emergency, and protective mechanical restraints
In April, July, August, and September 2006 there was only one use of emergency personal restraint.
Behavior Programs, Restraints, and Habilitation

**ACTIONS & ACHIEVEMENTS**

**Reduced Restraint**
Reduced emergency medications

![Emergency Medication Use Graph](image)
### ACTIONS & ACHIEVEMENTS

**Increased Values Outcomes**

<table>
<thead>
<tr>
<th>Values Outcomes</th>
<th>June 2005</th>
<th>Jan. 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people with bedrails</td>
<td>100</td>
<td>89</td>
</tr>
<tr>
<td>Number of people with helmets</td>
<td>46</td>
<td>25</td>
</tr>
<tr>
<td>Number of people with crib beds</td>
<td>20+</td>
<td>0</td>
</tr>
</tbody>
</table>

- Monitoring indicators reflect better performance in staff ensuring that people are afforded privacy
  - 47.1% to 94.9% in the past calendar year
Behavior Programs, Restraints, and Habilitation

ACTIONS & ACHIEVEMENTS

Number of Emergency Mechanical Restraints
Number used in the past 12 months:

0
Serving People in the Most Integrated Setting

ACTIONS & ACHIEVEMENTS

Improvements Implemented/Revised
• Training and work outside the home
• Community options
• Hearts and Hands
• Self-advocacy
• Organizational decision-making
• More community work
• More time in community
• Encouraging value-based culture
• Environmental improvements

Partnerships
• Texas Tech University School of Architecture
Serving People in the Most Integrated Setting

ACTIONS & ACHIEVEMENTS

Increased community integration

• Since June 2005, 22 people moved to the community
• Increased number of people employed while at LbSS:
  – 22 people in supported employment
  – 12 people in community jobs
Serving People in the Most Integrated Setting

ACTIONS & ACHIEVEMENTS

New Training Initiated
• 555 staff trained in Person First Language
• 782 staff received Values training
• Expert provided training on Dignity and Respect, Choice, and Community Inclusion

Created the following new positions:
• Full time rights officer
• Director of Social Services
Health Care Services
Medical and Nursing

NEXT STEPS

• Hire a Medical Director
• Recruit for Nursing vacancies
• Improve service delivery
• Improve documentation
• Improve systems design
Health Care Services
Pharmacy, Psychiatric, and Neurological

NEXT STEPS

• Interface with medical and nursing departments
• Improve medication error system
• Increase psychiatric service hours
• Continue to decrease polypharmacy
• Improve systems related to seizures
Health Care Services
Occupational/Physical/Speech Therapies

NEXT STEPS

• Continue recruitment efforts
• Continue to utilize the state office consultant
• Develop additional custom seating systems
• Increase utilization of augmentative and alternative communication devices
Health Care Services
Dental

NEXT STEPS

• Continue to provide enhanced dental assessments
Protection from Harm

NEXT STEPS

• Continue to improve documentation and timely reporting of unusual incidents
• Continue to improve systemic trend identification
NEXT STEPS

- Provide additional training and assessments
- Continue to improve behavior support plans
- Further reduce restraints
- Continue to increase opportunities for work, day supports, and meaningful use of time for active treatment improvement
NEXT STEPS

• Providing people and their families with education about working, living, and leisure choices