DEPARTMENT OF HUMAN SERVICES
ADMINISTRATIVE ORDER 1:91
(Formerly A.O. 2008-01, or 8:01)

EFFECTIVE DATE: **May 21, 2008**
LAST REVISED: **May 29, 2008**

SUBJECT: **Ancora Psychiatric Hospital**

I. PURPOSE

The purpose of this Administrative Order is to maximize and realign existing resources to expeditiously deliver tangible improvements to Ancora Psychiatric Hospital (APH) and to indicate progress in achieving the State's mutually inclusive goals of ensuring that APH is a safe, secure and therapeutic state psychiatric hospital while complying with all applicable statutes, regulations and mandates of state and federal government.

II. SCOPE

This Administrative Order applies to the Division of Mental Health Services ("DMHS") and Ancora Psychiatric Hospital.

III. AUTHORITY

New Jersey Statute 30:1-12

IV. DEFINITIONS

Wellness. As used in this Administrative Order, "wellness" is defined as, "an active process of becoming aware of and making choices toward a more successful existence." (National Wellness Institute) Wellness is the process in which a person in recovery is empowered to make purposeful choices that lead to a more satisfying and healthy lifestyle. It includes physical, emotional, intellectual, social, environmental, occupational/leisure and spiritual dimensions,

and incorporates disease prevention and health promotion approaches. A wellness lifestyle leads to positive outcomes that can be measured in terms of improved health status, greater productivity, enhanced social relationships, and participation in purposeful activity – all of which provide meaningful opportunities for healing, personal growth, and an improved quality of life. (DMHS Wellness and Recovery Transformation Statement dated February 2006, citing M. Swarbrick, PhD, 1997 (2005)).

Recovery. As used in this Administrative Order, "recovery" is defined as "a deeply personal, unique process of changing one's attitudes, values, feelings, and goals, skills, or roles. It is a way of living a satisfying, hopeful, and contributing life even with the limitations caused by mental illness. Recovery involves the development of new meaning and purpose in one's life as one grows beyond the catastrophic effects of mental illness." (DMHS Wellness and Recovery Transformation Statement dated February 2006, citing W.A. Anthony (1993)).

V. POLICY

New Jersey has a long history in the delivery of mental health services for people with mental illness, and recognizes that those experiencing mental illness, as well as their families, are valuable citizens of this State.

The Department of Human Services (DHS) has responsibility for coordinating New Jersey's publicly funded, community-based and state psychiatric hospital system for people with mental illness. The goal of New Jersey's state psychiatric hospitals is to ensure the delivery of safe, quality care so that people with severe mental illness may recover and reintegrate back into their communities. Over the years, DHS has made significant strides in improving the overall safety, quality of care and census in its state psychiatric hospitals, and has identified improvements in safety, security and quality of care as a priority. Consequently, DHS is actively engaged in transforming New Jersey's mental health system, as articulated in the Division of Mental Health Services Wellness and Recovery Transformation Action Plan and Home to Recovery – CEPP Plan, so that people with mental illness experience the greatest opportunity to recover and participate fully in their community.

This Administrative Order will assist implementation of these policies at Ancora Psychiatric Hospital.

VI. PROCEDURE

A. Positive Outcomes and Quarterly Dashboard Report

The Division of Mental Health Services (DMHS), to effectuate changes at APH so that the hospital may provide a safe, secure and therapeutic environment for patients, staff and visitors, shall, at a minimum, achieve positive outcomes in the following areas:

- Provision of a safe and secure environment
- Reduced census
- Provision of best practices and active treatment
- Staff development

APH shall also produce a quarterly dashboard report to be posted on the DHS website that shall include performance improvement indicators consistent with these outcomes.

B. Wellness and Recovery

All hospital activities shall be consistent with evidence-based treatment practices and the principles of Wellness and Recovery. Accordingly, all patients shall be afforded the opportunity to participate fully in their treatment and enjoy a welcoming environment that is conducive to their wellness and recovery.

C. Table of Organization

In order to achieve the above outcomes, DMHS shall implement a re-structured table of organization for the hospital in order to ensure greater administrative accountability, clinical coordination, and efficiency of operations.

i. The new Table of Organization will consolidate operations into the two following tracks of care:

- Acute care: For recently admitted patients, operations will be organized to facilitate discharge directly from admission units, when clinically appropriate;

- Extended care: Operations will be organized to facilitate treatment and programming for patients who may need extended care.

ii. The hospital shall organize the following positions into the hospital table of organization:

- Chief Executive Officer (CEO)
- Deputy CEO for Support Services
- Deputy CEO for Clinical Services
- Medical Director
- Chief of Psychiatry (2)
- Director of Nursing (2)
- Director of Psychology (2)
- Director of Social Work (2)
- Director of Addictions (2)
- Director of Rehabilitation
- Director of Quality Assurance
- Complex Administrators (2)

iii. In addition, a Director of Staff Development and Director of Safety and Security will be established for DMHS in order to meet the needs in the respective areas for all of the state hospitals, beginning with APH.

iv. Peer Counselor positions will be established to work closely with treatment teams at the hospital in order to advocate for patients. The use of Peer Support is recognized as a best practice.

D. Treatment Mall

The hospital shall reorganize psychiatric rehabilitation programs into a Treatment Mall. The Treatment Mall shall be supervised by the Director of Rehabilitation under the clinical oversight of the Medical Director. In addition to programmed activities, the Treatment Mall shall include a self-help center operated mutually with DMHS-contracted self-help centers in the counties that admit to APH.

E. Training Unit

As part of a staff development plan for the hospital, the hospital shall create a Training Unit to which new employees will be assigned prior to deployment in the hospital.

F. Strategies for Improvement

DMHS shall work with APH to identify additional strategies for improvement.

i. In conducting its analysis and developing its recommendations, DMHS shall review and consider opportunities to:

a. Improve safety and security
b. Enhance training and staff development
c. Identify models of staffing
d. Address capital needs of the facility
e. Address Levels of Supervision of patients

f. Improve communication within the hospital and with outside interested parties, while complying with applicable privacy laws
g. Implement best practice approaches to treatment; and

ii. DMHS shall note the opportunities identified in i. through vii. above that can be accomplished under existing statutory and regulatory authority and those that require statutory or regulatory amendments.

G. Working with Interested Members of the Public

DMHS may form committees and work with interested members of the public that include individuals and entities with experience in operating in-patient mental health programs, developing meaningful affordable housing opportunities, as well as with constituent groups who have regular contact with DMHS.

H. Working with Other State Departments

DMHS shall meet with the Department of the Treasury, Office of Management and Budget and the Department of Personnel to discuss necessary reorganization strategies relevant to their involvement in the implementation of this Administrative Order.

I. Quarterly Meetings with Stakeholders

APH shall establish and convene a quarterly meeting with stakeholders to discuss progress and solicit recommendations for continued improvements.

J. Community Relations Committee

APH shall continue its Community Relations Committee with local officials to facilitate communication with local municipalities.

K. Community Notification System Testing

APH shall conduct weekly testing of the Community Notification System.

L. Support of Senior Staff

Senior staff within DHS shall provide sufficient and adequate resources to DMHS to ensure its efficient and effective reforms for Ancora Psychiatric Hospital.

M. Progress Reports

APH shall produce for public review a progress report of activities related to the hospital by July 31, 2008 and December 31, 2008.

N. Effective Date and Procedural History.

This Administrative Order became effective May 21, 2008 and was initially issued as Administrative Order 2008-01 (8:01). Due to administrative and archival concerns, the Administrative Order was re-formatted and re-numbered in this revised form on May 29, 2008.

Date: May 29, 2008

Jennifer Velez, Commissioner