



# MENTAL OUTLOOK

A Publication of Mississippi State Hospital Spring 2013 Volume 22 Number 1

## Highlights

AmeriCorps VISTA  
Page 4

Farmer Jim Neal Golf Classic  
Page 5

Friends Legislative Luncheon  
Page 8

## LEAN THINKING AT MISSISSIPPI STATE HOSPITAL



L to R: Front Row - Patra Williams, Amy Carruth, Tiffany Youngblood, Erica Brown, and Rodgerick Bridges. Back Row - Don Rae, Marcus Bailey, Denorris Skinner, Joey Crain and Billy McCarty.



L to R: Front Row – Valerie Robinson, Virginia Perry, Audrey Washington, Jenny Pittman, Linda McLaurin, Rhonda Potter, Danny Brooks, and Debra Newell. Back Row – Candace Larkin, Eddie Horton, Terry Hudson and Roger Simmons

A pilot project first implemented in late January is already bringing gains to Mississippi State Hospital.

Earlier this year, MSH engaged Kaufman Global, an Indiana-based consulting firm that describes itself as a proven implementation partner that focuses on accelerating performance, to implement Lean Methodology at the hospital. Applicable to many different industries, Lean Methodology is a quality improvement approach that focuses on using standardized methods to reduce waste across all levels of an organization and create an environment in which every employee focuses on continued improvement. In only a few months, its implementation has made a lasting impact.

“I was so impressed with the work of both Rapid Improvement Event teams,” MSH Director James G. Chastain said. “Their implementation of the action plans developed through the Lean Daily Management System is impressive and greatly appreciated. The Male Receiving staff is demonstrating their commitment to improving their work processes and the quality of the care they provide to their patients.”

MSH employees began implementation of lean methodology by holding a Rapid Improvement Event the week of January 28. The RIE is a one week, highly-facilitated workshop that helps a small team focus on waste and implement immediate improvements in a specific area. Another group held a different RIE in late February, but both groups were looking specifically at issues on the hospital’s Male Receiving Unit.

“This is an opportunity to get people into a room to look at a problem from a diverse viewpoint,” said Marcus Bailey, Director of the MSH Male Receiving Unit. “This is a group of several people, with at least

one of those people having little to nothing to do with the problems at hand on a daily basis. That person is your fresh set of eyes looking at the problem for the first time.

“They tend to look at it from a totally different approach, and they don’t have preconceived notions like the rest of the people in the room do, and they have a different perspective from the other stakeholders looking at the problem.”

Under the Lean Daily Management System used by Kaufman Global, waste is defined as anything that uses resources but doesn’t add real value to the processes or services offered. That could be calling back and forth between buildings to provide shift coverage, waiting for a patient to be transported, or writing out the same information on a form several times a shift when the information never changes.

The team concentrated on ideas in this unit for how to better retain Mental Health Technicians, direct care staff members who work with patients on a daily basis. They also focused on how to improve morale and increase the quality of patient care, setting a goal to increase employee retention by 20% by April 30.

After analyzing the data and getting feedback from the MHTs on the unit, the RIE team applied Lean problem solving tools that they had learned during the week. Solutions were then developed and voted on to determine which ideas would have the greatest impact on employee retention. Bailey said that employee scheduling was the second most targeted issue employees had about their experience working on the Male Receiving Unit. The first most targeted complaint was getting pulled from a regular building and being assigned elsewhere.

continues on page 3



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## MISSISSIPPI STATE HOSPITAL

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### PRODUCTION

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### MISSION

Mississippi State Hospital facilitates improvement in the quality of life for Mississippians who are in need of mental health, chemical dependency or nursing home services by rehabilitating to the least restrictive environment utilizing a range of psychiatric and medical services which reflect the accepted standard of care and are in compliance with statutory and regulatory guidelines.

### VISION

We will be a customer-driven organization.

### CORE VALUES

Respect - Teamwork - Trust  
Communication - Commitment

### MEMBER OF

Mississippi Department of Mental Health  
American Hospital Association  
Mississippi Hospital Association  
Southern States Psychiatric Hospital Association

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## A LETTER FROM THE DIRECTOR...

Hello, and welcome to the Spring 2013 issue of Mental Outlook. As usual we have hit the ground running and had a very busy first few months of the year. We hosted two major events for two very important groups of people before February was over. Our annual legislative appreciation event recognized our supporters in the Mississippi Legislature on January 29, and our Employees of the Year program recognized our outstanding employees

later that same week. These two groups mean more to us than we can say. Our employees are caring and devoted to providing quality service, and the support of our friends in the Legislature helps them to deliver that service. If you happen to know any of them, then please share your thanks with them. You will see in this issue a story about the implementation of Lean Methodology at the hospital. This is just one way our employees are continuing to provide quality care to our patients, and I would encourage you to read the article.

We also just got done hosting the 12th Annual Farmer Jim Neal Golf Classic. Farmer Jim was a great supporter of Mississippi State Hospital and what we do, and we're extremely proud to further his legacy through this event. Our supporters always help make this event a success, and this year was no different. Thanks to everyone who supported Friends of Mississippi State Hospital in their major fundraising event of the year. Your dedication to our volunteer group makes a difference in the lives of the patients and residents we serve.

Before you continue reading this issue, I'd like to point out that May is National Mental Health Month. It is a great time to find out how you can get involved in the lives of those we serve. Your service is always appreciated.

Sincerely,

James Chastain

Friends of MSH, Inc. would like to say

*Thank You* to our  
CORPORATE SPONSORS.

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“Getting pulled is a result of scheduling and call ins,” Bailey said. “So the top issues employees had all kind of fed into each other, so that’s why we addressed that area.”

The team’s actions resulting from the RIE has included piloting a new schedule that will include Monday – Friday shifts as well as three-day compressed shifts on the weekends. Other improvements include a central call-in location, reduction in staff being pulled to and from a unit, a patient information binder and improving the clinical review process of observations.

These are all relatively simple actions that can be taken quickly and without a restrictive level of effort, but they are also all ideas that help reduce or eliminate waste.

As the Lean Leader, Amy Carruth’s role is to continue the initial excitement and momentum in achieving the hospital’s current goals while the team continues to develop new goals and solutions to everyday problems.

“Lean tools are being used to develop daily measurable tasks for our MHT staff by their shift leaders and charge nurses. We have developed teams to correspond with the shift/schedule they work. We have 5 teams on Male Receiving working on different shifts with the same outcome. Our first priority is to provide the best patient care through the use of lean management processes.”

After the RIE, her team has focused on continuous improvement, an ongoing effort to improve products, services or processes. At Mississippi State Hospital, that means making incremental changes that have a positive effect on the delivery of patient care. Small improvement ideas are less likely to require major capital investment, and they come from the existing staff members, making them easier to implement since they have daily experiences with which processes work the best.

Using the Lean Daily Management System allows small, intact workgroups to focus on and continuously improve their day-to-day work processes. The purpose of LDMS is to improve communication, use data to make decisions, utilize visual controls to simplify work, and enhance employee performance by eliminating waste. It offers a way to measure work and identify opportunities to improve patient care. All shifts or all six teams in Male Receiving are utilizing LDMS currently, and it was also implemented on Building 43.

One of the elements of LDMS is the Kaizen Action Sheet. These sheets are available to any member of the unit staff to fill in with their improvement ideas. Often these ideas are best practices and can be used across several areas of the organization. For instance, after the Male Receiving Unit implemented a new patient info binder, Building 43 implemented one of its own due to the success it had on the receiving unit.

“This has opened up a line of communication between executive management, middle management, and frontline staff members,” Bailey said. “Employees are able to submit the kaizen action sheets, they’re reviewed by their peers, and if they’re approved and can be done without some kind of large investment, the employees’ recommendations can be put into place immediately.

Carruth said she works with the staff daily to understand their roles and listen to their ideas on areas that need improvements.

“It may seem like a conversation, but they are brainstorming solutions to everyday problems,” she said. “We then share the idea through the Kaizen Action Sheet system and discuss it with the other shifts/teams. Once the idea has been through the process, I share it with the Executive Steering Committee for feedback and support. This keeps the Committee in the information loop so they are aware when they make administrative rounds of any new ideas or solutions.”

In late February, another RIE on Male Receiving included shift leaders and charge nurses who formed part of a team to help improve employee retention, standardize operations between buildings 201 and 203, and look for ways to improve employee morale by providing more active supervision.

The alternate shift leaders and the coordinator of unit operations also participated and provided additional feedback on areas of potential improvement. The Director of Safety & Investigative Services, Evening Administrator, Nurse Administrator, and CUO from Building 23 were also on the team. This second Rapid Improvement Event was successful in bringing together the unit leadership to discuss common issues and find resolutions.

Initial findings highlighted several differences between the two buildings, job functions that were not clearly defined, and staffing shortages that affect the shift leader’s ability to carry out supervision roles, which include providing employee recognition and training.

The group also identified several issues that could be easily fixed, such as mental health technicians not participating in treatment team meetings. Standardization between the buildings was a key focus, as well as emphasizing information sharing among the staff.

In a very short period of time, the team was able to generate 53 improvement ideas that should impact the operation of the units. Including MHTs in treatment team meetings, repairing or replacing equipment and increasing TV and telephone time for patients are solutions that will benefit the morale of patients and employees by simplifying tasks and eliminating frustration.

According to the data collected by the Staffing Coordinator, call ins on the Male Receiving Unit were reduced by 34% in February compared to previous months, showing the implementation of lean methodology was having a direct impact. Additional data is being tracked at the unit level and by the Executive Steering Committee to measure improvements.

“I want the staff to understand the importance of data and how data can be used to make decisions,” Carruth said.

“My goal with the new schedule is to improve morale and retain our most valuable investments - our employees. I believe that by using the Lean processes and embracing new ideas, the staff on Male Receiving will lead the campus into the future.”

## MAKING A DIFFERENCE THROUGH SERVICE AMERICORPS VISTA MEMBERS JOIN MSH COMMUNITY SERVICES



Jennifer Harris, Akannie Shelton, and Adriane Vann

Mississippi State Hospital and its clients are benefiting from a group of people who are dedicated to serving their communities. Three members of the AmeriCorps VISTA program joined the Community Services Division and one more was scheduled to begin in April.

AmeriCorps is a national service program designed specifically to help fight poverty. It is estimated that more than 46 million Americans live in poverty. The VISTA program – Volunteers In Service To America - engages Americans of all ages and backgrounds in helping to fight that problem. At Mississippi State Hospital, the VISTA members are currently developing an evidence-based supported employment program designed to assist individuals with mental illness acquire competitive employment in order to better obtain and sustain a healthy and independent lifestyle.

“I was informed about the great benefits of AmeriCorps VISTA by a friend,” said Akannie Shelton, one of the VISTAs who has joined Community Services. “I proceeded to do my research in regards to finding out how I could make a difference through the AmeriCorps VISTA program. While doing my research, I found the Supported Employment Research service project at Mississippi State Hospital, under the supervision of Dr. Cynthia Johnson. I was thrilled about finding such a great opportunity through AmeriCorps VISTA to make a difference and to also aid in my growth professionally.”

A graduate student at Jackson State University, Shelton said finding a service project around the area was important to her. Jennifer Harris and Adriane Vann have similar feelings. Harris said she was drawn to the program because of its mission of “Fighting Poverty with Passion.” Vann said he was looking for a volunteer program that he knew would make a difference, and his interest was immediately captured when he

heard about this program.

The VISTA members working with Community Services are a mere fraction of those across the country who are serving their communities through AmeriCorps VISTA. Each year AmeriCorps gives thousands of opportunities to serve through local and national groups. Since 1965, more than 175,000 VISTAs have served America, including people who later became members of Congress, leaders of Fortune 500 companies, and social entrepreneurs.

The impact of their service is reflected in the hundreds of programs that VISTA has helped launch over the decades, including the Head Start program, Upward Bound, the credit union system, Habitat for Humanity, and the Neighborhood Watch.

Across the country, VISTAs are helping to combat poverty through initiatives to design city-wide literacy campaigns, expand access to affordable healthcare, recruit and train mentors for children, and develop rural community technology centers, to name just a few.

With passion, commitment, and hard work we build communities by mobilizing local resources and giving people in poverty the tools they need to help themselves.

Shelton, Vann and Harris said that through VISTA, they can use their knowledge and skills to help others in disadvantaged circumstances turn their dreams into reality, while at the same time find fulfillment for themselves in knowing they made a tangible difference in people’s lives.

All three VISTA members, Jennifer Harris of Louise, Akannie Shelton

continues on page 5

of Gunnison, and Adriane Vann of Jackson, are Mississippians. An additional VISTA member, Alisha Smith of Olive Branch, Miss. will be joining the team in April.

“Being from Mississippi, I wanted to make an impact at home,” Harris said. “There is such a great need for improvement here I don’t see any reason to serve anywhere else as of yet.”

The VISTA members will be developing the protocols for the supported employment program as well as curricula designed to enhance the skill sets of the individuals who choose to participate. The VISTA members are also conducting consultations with local professionals in the disability and employment professions and reviewing literature in regards to the best practices for successful program implementation.

The development and initial stages of the program may take up to three years with implementation hopefully to take place following the completion of the AmeriCorps grant cycle.

“Supported Employment helps people with mental illnesses find and keep meaningful jobs in the community,” Shelton said. “The jobs exist in the open labor market, pay at least minimum wage, and are in work settings that include people who are not disabled.”

Supported Employment Specialists will closely coordinate with other rehabilitation and clinical treatment practitioners to create a comprehensive treatment program, and in addition to helping them find jobs,

they will help individuals understand how benefits like Social Security or Medicaid are affected by working. They will also continue to provide individuals with support as it is needed, even after a job is found.

The VISTA members are currently developing manuals and curriculums for the Supported Employment Program. The curriculum will include sections on basic job skills everyone needs to have in this day and age, such as how to complete a resume, proper social skills, and basic computer skills.

They have also been consulting with job centers to gather information about the services they offer and creating a directory for sorting through potential professionals for its advisory committee. They are looking forward to getting the program in place, even though it may take a couple of years to get it fully implemented.

“I am so grateful for this opportunity to serve at the Mississippi State Hospital Division of Community Services through AmeriCorps VISTA,” Shelton said.

She said she knows her time at MSH will end up being a great investment in her life. More service to their communities is in their futures.

“I plan to take all the skills and knowledge I’ve gained over the past two years as an AmeriCorps VISTA member and continue implementing programs in my community,” Harris said.

## THE 12TH ANNUAL FARMER JIM NEAL GOLF CLASSIC



Dozens of people teed off in support of Friends of Mississippi State Hospital on Friday, April 12 as they played in the 12th Annual Farmer Jim Neal Golf Classic.

The tournament is the largest fundraiser of the year for Friends of Mississippi State Hospital. It is named after Farmer Jim Neal, a popular radio personality and Mississippi legislator who was dedicated to community service. Before passing away in 2006, he was a longtime sup-

porter of Mississippi State Hospital. With the support of his family, the tournament continues in his name each year.

The funds raised through the tournament benefit the Friends organization, a volunteer organization that supports the hospital’s mission of educating the public about mental illness while also sponsoring events and activities that help improve the lives of the hospital’s patients.

Friends of MSH was founded in 1987, and has grown into a large organization of employees, families, community leaders and sponsors that enable it to educate others about mental illnesses and the needs of the mentally ill. Title sponsors of this year's event were BankPlus and Valley Services, birdie sponsors were Mississippi Hospital Association

and Ergon, and the cart sponsor for the tournament was Brentwood Behavioral Healthcare.

For more information about Friends of Mississippi State Hospital, contact Mississippi State Hospital Public Relations at 601-351-8018.





## FRIENDS OF MISSISSIPPI STATE HOSPITAL AND HUDSPETH CENTER THANK LEGISLATORS FOR SUPPORT



Pictured are (l to r) Rankin County School District Phase 2 teacher Jane Smith, Hudspeth Center client Patrick Graves, Fairland Treatment Center Director of Treatment Shane Garrard, Mississippi State Hospital Director James G. Chastain, and Hudspeth Regional Center Director Mike Harris. Garrard and Graves spoke at a legislative appreciation event on Tuesday, Jan. 29 that thanked Mississippi legislators for their support of the state's public mental health system.

More than 150 volunteers, supporters, and employees of the state's public mental health system gathered at Galloway United Methodist Church on Tuesday, January 29 for an annual show of appreciation to Mississippi's legislators.

Hosted by two volunteer organizations, Friends of Mississippi State Hospital and Friends of Hudspeth Center, the appreciation luncheon honored and thanked the state's legislators for their support of the Department of Mental Health each legislative session. The volunteer groups are both active throughout the year promoting understanding of mental health and intellectual and developmental disabilities, but they take time early each year to thank Mississippi's legislators, whose support helps the Department of Mental Health provide services to residents across the state.

"Our Friends groups host this event every year because they believe it is very important to do one simple thing, and that is to say thank you to the people who support us in our work. We have no better group of supporters than the members of the Mississippi Legislature," MSH Director Bo Chastain said.

"We thank you today on behalf of the thousands of individuals and families who have received services from us with your support, and we thank you on behalf of the very talented staff who work every day in our programs to help individuals along the road to recovery. I can tell you they all appreciate your support."

The legislators in attendance had the opportunity to hear firsthand from

several Mississippians who have been positively impacted by the services available through DMH. Shane Garrard, Director of Treatment at Fairland Treatment Center in Clarksdale, spoke about his struggles with chemical dependency and how he once received treatment at the center where he now works.

"I didn't start using substances because of anything my mom or dad did. I had the most loving, caring, extended family. There was no reason for me to be an addict," Garrard said. "It didn't seem like a big deal. I'd have fun, hang out with friends, and smoke some marijuana. The only problem was I just couldn't stop. My friends stopped and became productive members of society. I didn't."

"My drug use continued. It was a snowball that just kept rolling down a mountain and I didn't have any control over it. I truly believed that I was only harming myself, but we all know I was destroying everyone's life, including my own," he said.

When he finally realized he had to get clean, Garrard said he didn't want to leave the treatment center because he only knew people who abused substances. So he took a job at the treatment center, eventually becoming a counselor and then moving on to finish his bachelor's degree and obtain his master's degree.

"I love working in the mental health system," he said. "It gives me my fire and it gives me my hope. I know when I'm working with those hard-to-work-with people that I'm working with myself. I was that person, but there is hope behind that."



Attendees listen as Patrick Graves shares his story with the crowd during the Friends Legislative Appreciation Luncheon in January

“That’s what the state hospitals give, and that’s what the community mental health centers give, and that’s what you give when you support these programs.”

Legislators also heard from Jane Smith, a teacher with the Rankin County School District, and Patrick Graves, a client served through Hudspeth Regional Center. Smith has worked with Graves in a transitional program called Phase II that helps individuals with intellectual and developmental disabilities develop social, recreational and job-related skills that aid in the successful transition to the working world.

“One of my students I had the great privilege of teaching is Patrick

Graves,” Smith said. “He’s a great worker, has developed great work skills and self-esteem. Most importantly, Patrick is happy, he has friends, and he’s a productive member of society.”

Graves shared his story, making sure to note the accomplishments he has been able to achieve through the help of programs like Phase 2 and Hudspeth Center. He noted that he has his own job, his own apartment, his own bank account, and more.

“With the help of Phase 2, I got my own job, which helped me gain more skills, and now I can do anything I want to do in life,” he said.