

CRISIS MANAGEMENT GUIDELINES

The intent of these guidelines are to provide the techniques that may be used in LADD programs to ensure the safety of all individuals and interventions that can be used before, during and after an incident in which a person served is very upset and may be verbally and physically acting out; sometimes called “challenging behaviors”.

It is the policy of LADD that everyone within the organization should be proactive in preventing situations in which a person that is upset may begin to escalate to the point of danger for the person served, other people around the upset person, or extensive damage towards property. Prevention includes creating a culture of gentleness which starts from within LADD and you. Following our LADD values of P.E.O.P.L.E.; knowing, understanding these values and demonstrating them in your day to day interactions is how to build that environment of gentleness. It takes time and consistency to establish a trusting, meaningful, and healthy relationship. You need to demonstrate compassion in your words and actions. The person should feel they can trust you and that you truly care for them as a person and their well-being; intellectually, physically, emotionally.

All of the people for whom we provide supports have an area they require additional assistance in. It may be physical; unable to walk, talk, hear, express themselves verbally, intellectually; difficulty understanding what’s going on around them; or Emotionally by understanding what’s going on within themselves. They cannot tell you what they are feeling and even if they can express themselves verbally; they may not know what is really going on inside them. Also, most of the people for whom we provide supports come from situations where they were not safe or cared for. They may have been in an institution for most of their lives, they may have come from terrible home lives. Regardless, for the most, part they have not had people who have cared about them as individuals.

In an institution, they may have been housed with 10-20 other people. At meal times, if they didn’t finish their food quickly, someone bigger and faster may have stolen it. If they didn’t move fast enough they may have been knocked over. If they needed attention they had to compete for attention with 20 other people so yelling, screaming punching may have been the only way to get the 1 staff supervising those 20 individuals to notice them. In an abusive home, it may have been the only way they learned to survive. So it is important that we have empathy for the people we are serving and teach them that they are now safe with us.

These guidelines are provided to assist in the care and support of people who have these experiences. They are living in a better environment now, but they still have those reactions or “behaviors” as they are often labeled. Like someone who is trying to quit smoking, drinking or quit taking drugs, it takes one day at a time, over a long period of time, and a lot of effort to change. With deficits in learning, as the people whom receive supports, this process is even more difficult and can only happen with long-term support.

Culture of Gentleness

To create a culture of Gentleness, you build an environment of H.O.P.E. (Having Only Positive Expectations), trust, and healthy relationships. As a Professional CARE Technician, you provide gentle interactions that show you

CARE

Compassion

Showing you truly care for another human being; you care for the person you serve and they feel safe with you,
Understand them and doing your best to always meet their needs physically, intellectually and emotionally.

Affirmations

Affirming with your actions and words the person's self-worth, increasing their self-esteem by using positive statements. Making them feel that "I am somebody" and "I am important"; "You're Awesome! Great Job! Way to go! You're so smart! I know you can do it! You're fun to be with!" Be happy, upbeat, fun, and energetic while working with the person. They should want you to work with them!

Relationships

Build a healthy, caring, trusting, positive relationship with the person you serve. The person should trust you at all times and know that you are there for them, you will keep them safe, and have their best interests at heart. You'll know this if they are happy to see you and want to spend time with you! Mutual respect and caring occurs.

Empathy

Doing your best to understand what the person is feeling and thinking in situations; letting them know you understand. Put yourself in their shoes.

You are supporting them in learning new skills, gaining independence and exercising control of their life in ways that are significant to them. Your tone of voice should be positive, caring, gentle, and your actions should always make them feel safe and genuinely cared for by you. How would you like your loved one to be treated? How would you like to be treated if you were in need of assistance? Make sure you **C.A.R.E.** By demonstrating **C.A.R.E.** (Compassion, Affirmations, Relationships, Empathy) philosophy and the **S.O.U.L** (Stop, Open, Understand, Link) Decision Making Strategy you will empower yourself and others to work together and surround yourselves with the culture of gentleness each day.

DAILY

On a daily basis all individuals who receive services should be involved in their own life. They should do things during the day that are meaningful to them and feel in control of their own life. Being involved in daily life routines and in their community gives the person meaning to their lives and the opportunity to receive positive attention. These things also create an opportunity for you to build a deeper relationship with the person. The person should choose the things they want to do and should be assisted in performing tasks that are part of everyone's life. For example, as much as they are able, they should make their own meals with staff, grocery shopping, laundry and any other day to day activities that we all participate in. Being involved in their community as a contributing citizen; volunteering, attending festivals, shopping locally, etc. Setting around watching television is okay for short periods, but does not provide the opportunity for growth and meaningful interactions or feelings of self-worth.

Every person has the right to make choices and control their own life. As an individual becomes more involved in their community, he/she will have more and more opportunities to make choices. However, caution must be taken that individuals who are not used to having choice and control are not overwhelmed with too many choices or too many open-ended choices too soon. The more vulnerable the individual, the more consideration must be given for the level of support for their choice-making.

Use your S.O.U.L. in a crisis: **Stop—Open—Understand—Link**

Stop – take a deep breath. Stay calm so you can keep a clear mind. Starting with a clear mind will help you make decisions that benefit everyone involved.

Open – your mind and review your Mission, Vision, and Values – P.E.O.P.L.E. "I am here to make a positive difference with this person and treat them with dignity and respect; give them choices; let them

know that they are in control of their own lives.” Open your mind/body to listen, open your mind/body to the situation and open your mind/body to possible solutions. We often get stuck in what we think the solution should be, rather than listen to others and think ‘out of the box’. Make sure your decision feels ‘right’ and be open to responding to your ‘gut’ reaction if something does not feel like it aligns with our values. If it does not align with our values of P.E.O.P.L.E. then you know it is not a good decision.

Understand – Understand what the person is trying to tell you. What are they upset about? What do they need? Do they feel in control; are we giving them choices? Take the time to understand the person and the situation they are in, where are they coming from? What can you do to help them? And understand our values of P.E.O.P.L.E. and that you need to use them to guide you in this situation.

Link – to the very best part of you; your compassion, caring, truth, while linking to the person you are communicating with. Connect to them, their needs and feelings and then move forward with your actions and words to find the best solution.

Now ask the person “Let’s take a deep breath”; Take a deep breath with them. If the person is willing to keep taking deep breaths, then do it with them. Let them know they are doing great. Then ask, “How can I help you?” When a person is upset, or shows what appears to be “antecedent behaviors to a challenging behavior”, you should attempt to find out what is bothering the person. It is the belief at LADD that people who are “exhibiting challenging behaviors” are attempting to communicate, though we may not always know what they are trying to tell us. They can be communicating an adverse medical condition, discomfort, distress at a change in environment, unmet needs, etc. To the extent you can identify the cause of the challenging behavior, you must attempt to give the person assistance to get his or her needs met.

Often times a person is reacting, because they are being controlled; told what to do or hearing the word ‘no’ to what they want to do. We all want control of our own lives; we are not here to take control, but to give it. You are here to coach and guide the person into making safe, positive decisions and can do so without saying ‘no’. Use your S.O.U.L. to help you open to creative ‘**soulutions**’ and responses to the person and the situation. We are here to teach human independence as well as trust and interdependence. Change begins with us!! We need to make sure that we set realistic boundaries for the people we serve when we teach them and do it in a positive, compassionate and consistent manner.

If someone is upset, ask them what is wrong. “How can I help you? It’s ok. It’s ok.” Speak in calm tones. If you are upset, you will escalate the person along with yourself. It’s important to stay calm and use a calm soothing tone.

If they continue to escalate, you should follow the behavior program in place for the individual if one exists. It is located in the person’s Goals/Objectives Book or as part of the Person-Centered Plan. The person may also be taking prescribed medications. Any time a person being served is in need of a Behavior Program Plan and/or medication, prior consent must be obtained from the person and/or guardian. This written consent is located in their Personal Records Book.

You should be aware that Behavior Management Programs, Behavior Treatment Plans or Behavior Support Plans may be written specific to a person served when necessary to meet the person’s immediate needs. It is important that you be familiar with each person’s specific program. The Behavior Management programs must be implemented consistently; therefore, all employees must follow the specific directions of the written program plan. LADD supervisory personnel and RMHA’s staff will instruct home staff in the implementation of the programs. All personnel should be aware that failure to implement Behavior Management Programs as they are written could result in an issue of neglect or

abuse. See the policy on Abuse and Mistreatment in the Employee Handbook/Code of Conduct or in the LADD Directory.

If there is no Behavior Program for the person served, then staff should utilize their skills in gentle interactions, SOUL, and creating a culture of gentleness as described above. Gentle Teaching which is a philosophy by John McGee also teaches making sure the person is feeling safe and using our words, eyes, hands, and presence as tools to convey gentleness (4 pillars: safe, loved, loving, engaged). Staff may also be trained in additional skills such as the Mandt System which is a behavioral support system with the same philosophy of LADD's in the importance of treating people with dignity and respect. The Mandt System does also teach physical supports to be used only if absolutely necessary to keep the person and/or others safe. Only staff who have received this training course are allowed to utilize any of the 'hands on' supports/techniques.

The Mandt System Rational is that when the people who live in the home are upset and begin the crisis cycle, the staff need to know how to respond; and respond quickly when the person may become aggressive towards himself/herself or others to prevent injuries and assure a safe, comfortable home for everyone to live.

The Mandt System is based on the principle that all people have the right to be treated with dignity and respect. It teaches a system of gradual and graded alternatives, which uses the least amount of external management necessary using a combination of nonphysical and physical interaction techniques.

****NOTE:** Follow the Gradual and Graded System of Alternatives beginning with the nonphysical interaction:

- 1) Philosophy-Attitude
- 2) Physical Presence
- 3) Body Positioning
- 4) Nonverbal
- 5) Verbal and when necessary, pair with the physical interactions
- 6) Physical Touch
- 7) Escorting-Moving
- 8) Supporting; Special Physical Interaction for hair pulling and biting.

Remember, you are trying to manage 2 people, -yourself and the other person in the crisis cycle.

ONLY TRAINED STAFF are to do the approved MANDT SYSTEM physical techniques. Other staff may assist if necessary to keep the person and/or others safe.

1.) BEFORE INTERACTION: Think before you act. Ask yourself: What is causing person to be upset? What is the overall goal? What are we trying to do? Use a team approach.

2.) DURING INTERACTION: The person is in the crisis cycle. You need to respond based on what phase he/she is in:

Phase:	Response:
Stimulation	Supportive
Escalation	Offer Alternatives/ Set Limits
Crisis	Least External Management
De-Escalation	Calm Down-Cool Down
Stabilization	Supportive
Post-Crisis Drain	Supportive

3.) AFTER INTERACTION: After everyone has calmed down, make sure you check the person for any injury if you had to use external management.

Try to get the person involved in a preferred activity as soon as you feel he/she is calm enough to do so.

- Write a detailed Incident Report.
- Process this situation with your other co-workers. Is there anything we can do to prevent this from occurring again?
- Alert the staff on the following shift of the situation.

Request for Law Enforcement Assistance (Calling 911)

Law enforcement should only be called if there is a true emergency and the need of assistance is required if:

- Staff are unable to remove other individuals from life threatening situations to assure their safety and protection,
- Safe implementation of physical management is not possible and the situation is life threatening,
- Approved physical management techniques have been attempted but have been unsuccessful in reducing or eliminating the imminent risk of a life-threatening situation to the individual or others.

LADD requires that all staff must document any highly escalated/behavioral challenged incidents via an Incident Report. Also, any time the person injures himself/herself and/or others or does significant property destruction; then an Incident Report must be completed prior to leaving shift. Staff must also insure that the people involved receive the care and support they need following any incident.

It is imperative that staff also process any challenging situation with their co-workers and Management. This helps us to understand how we can help prevent future challenges from occurring. We believe there is almost always something we can do to try to prevent these situations from occurring in the future. Reviewing the situation with others after everyone is calm is a time when we can be open minded and look to see what factors may have triggered or escalated the person and how we can change those factors in the future. These may be factors such as our interactions, words, gestures, touches, the environment, the time of day, the temperature, the noise level, the activity, etc. Working together and following the core values of P.E.O.P.L.E. is how we will make the positive difference in people's lives!!

LADD
WE MAKE THE DIFFERENCE