

## Reducing Restrictive Practices Checklist<sup>1</sup>

Scoring	Ranking	Score
This score is given to illustrate that the assessors believe that a particular approach is fully embedded into everyday working practice, values and culture. It would be an exception to find this approach not being implemented.	Yes	5
This score is given to illustrate that the assessors believe that some or all of a particular approach does happen, but it is not fully embedded into working practice, values and culture.	Partly	3
This score is given to illustrate that the assessors believe that a particular approach has been newly implemented and is not embedded in working practice, values and culture.	No	1
This score is given to illustrate that the assessors believe that a particular approach does not happen; or is not relevant to this team, department, organization or service user group.	n/a	0

Strategy 1: LEADERSHIP AND GOVERNANCE > The organization develops a mission, vision and set of guiding values which promote non-coercion and the avoidance of restrictive practices.				
Criteria	Score			
	Yes	Partly	No	n/a
The organization has a current restraint reduction strategy which outlines a range of multi-strategic approaches to reduce coercive approaches and to prevent the misuse and abuse of restraint.				
The restraint reduction strategy supports the organization's mission, vision and values and emphasizes the importance of person-centered care, compassion and dignity.				
The restraint reduction strategy directly evidences approaches which meet national, service-specific and regulatory guidelines and standards.				
The restraint reduction strategy is based around the RRN's Six Core Strategies and addresses restraint reduction across the entire organization (service, department, team, individual service user).				
Service user and family views are considered and integrated into the reduction plan.				
The restraint reduction strategy is communicated across the organization and shared with stakeholders (service users and families, staff, commissioners, regulators).				
Restraint reduction is supported by strong, visible leadership. A senior manager is named as a lead for restraint reduction, and service users and families know who to speak to if they have concerns.				
The organization's Senior Management Team and Board receives regular reports on the organization's performance in relation to restraint reduction.				
There is an effective governance framework and policy in relation to the use of restrictive practices to ensure restraint is not misused or abused.				
There is a clear and transparent complaints procedure specific to the use of restrictive practices which enables service users, families and staff to raise concerns regarding the use of restraint.				
The organization's policy on the use of restrictive practices provides clear and unambiguous criteria outlining when restrictive practice may be considered an appropriate and reasonable intervention.				
Leaders and managers promote a culture of care and compassion and inspire staff to build open and positive relationships with service users and families.				
The prevailing culture in the organization emphasizes that the use of restraint is a 'treatment failure'. Whenever restrictive practices are implemented, there is a clear approach which shows how staff will attempt to ensure further restraint is avoided in the future.				
The misuse and abuse of restrictive practices is consistently addressed by leaders and managers.				
<b>TOTAL SCORE</b>				

<sup>1</sup> The exercise was adapted from Stirling, C., Aiken, F., Dale, C. and Duxbury, J. (2017). *Reducing restrictive practices checklist*. Crisis Prevention Institute. Available at: [https://restraintreductionnetwork.org/wp-content/uploads/2017/07/17-EUR-HND-0629\\_proofJu3.pdf](https://restraintreductionnetwork.org/wp-content/uploads/2017/07/17-EUR-HND-0629_proofJu3.pdf).

## Restraint Reduction Strategies - Activities

Strategy 2: PERFORMANCE MANAGEMENT > The organization uses a 'systems thinking' approach and identifies the key performance measures.				
Criteria	Score			
	Yes	Partly	No	n/a
The organization clearly sets out the measures that are used to determine the level of performance in relation to restraint and restraint reduction.				
The measures used are valid and the data captured takes account of the varying number of users accessing the service (e.g., incident rates are expressed as a rate per number of service users; rates per number of care hours/days delivered).				
The measures used capture the use of all restrictive practices to ensure a reduction in one method of restrictive intervention is not substituted for an increase in another.				
The organization has an approach to incident reporting and recording which accurately captures measures of performance.				
Data is captured and used to inform the organization about performance in relation to the specified measures.				
Data is shared at all levels within the organization so that everyone is aware of the organization's performance (organizational, department, team and individual level).				
Data is used non-punitively to understand organizational performance and to highlight achievements and successes so that good practice is shared.				
Data is used non-punitively to understand organizational performance and to identify potential areas for improvement.				
Data is used non-punitively to identify potential areas of conflict that lead to restrictive practices being used so that preventative measures can be maintained or implemented in order to avoid or minimize such conflict.				
Data is provided to and used by staff to help them understand the needs of each person they support.				
<b>TOTAL SCORE</b>				

Strategy 3: LEARNING AND DEVELOPMENT > The organization ensures its workforce has the necessary knowledge and skills to improve workplace performance.				
Criteria	Score			
	Yes	Partly	No	n/a
The organization has a workforce development plan which sets out the training required to develop and maintain the knowledge and skills staff need to support service users effectively.				
As part of the workforce development plan, staff receive an appropriate level of training in person-centered values, recovery and restraint reduction.				
As part of the workforce development plan, staff receive an appropriate level of training in Positive Behavior Support.				
As part of the workforce development plan, staff receive training in a range of preventative measures which focus on conflict avoidance and resolution including: <ul style="list-style-type: none"> <li>• Understanding the nature and cause of conflict, aggression and violence.</li> <li>• Effective interpersonal skills.</li> <li>• Effective listening skills.</li> <li>• Verbal de-escalation.</li> <li>• Trauma-informed care.</li> <li>• Delivering person-centered support.</li> <li>• Collaborative problem solving.</li> <li>• Risk assessment and positive risk taking.</li> <li>• Debriefing.</li> </ul>				
As part of the workforce development plan, staff receive training in crisis prevention and management, including the use of physical interventions where required.				
Staff training is accredited and/or linked to national or sector-specific guidance.				
Staff training provides evidence of competence which enables the organization to deliver outcomes which meet national, regulatory or sector-specific guidance.				

## Restraint Reduction Strategies - Activities

Staff receive effective ongoing supervision, support and workplace coaching to ensure learning is transferred into practice.				
The organization implements an ongoing training cycle which ensures that staff maintain their competencies and continue to develop their knowledge and skills.				
Staff receive workplace support which enables them to apply their learning to the specific needs of individuals they support.				
<b>TOTAL SCORE</b>				

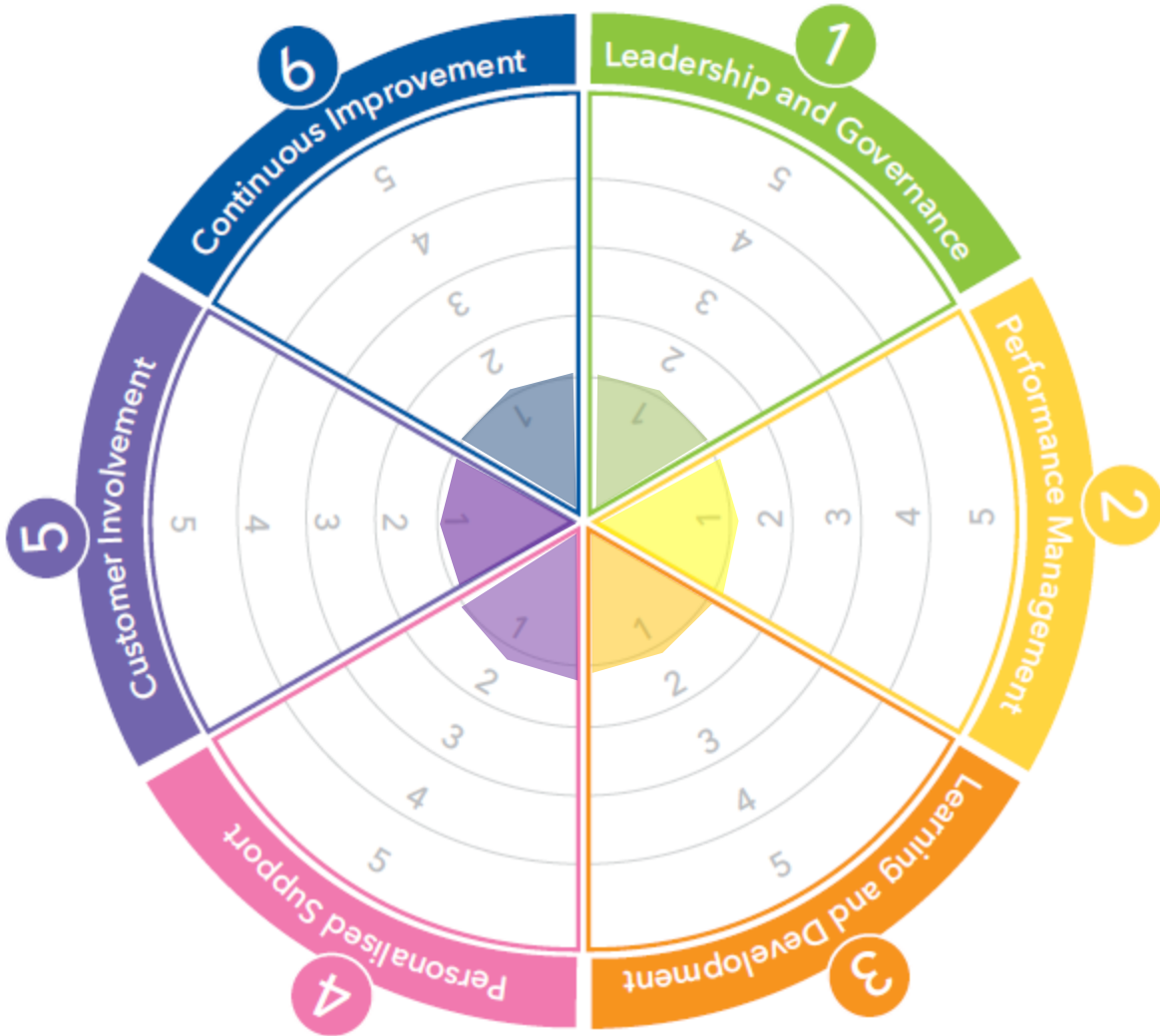
Strategy 4: PERSONALISED SUPPORT > Staff focus on providing personalized support that 'works' for individuals using services.				
Criteria	Score			
	Yes	Partly	No	n/a
Service users are fully involved in planning their individualized care and support.				
Each service user has an individual behavior support plan which outlines how flexible and responsive support is provided at a primary and secondary preventative level so that potential conflict or crisis situations can be avoided.				
The primary and secondary interventions in each service user's support plan focus on approaches which help the person to address factors that impact on their behavior (e.g., physical and mental well-being; personal, social and environmental factors; coping strategies; occupation).				
A formal risk assessment is used to determine those individuals who are likely to present crisis behavior which is a risk to self or others.				
Where risk behaviors are identified, each service user's behavior support plan outlines how flexible and responsive crisis intervention and post-crisis support will be delivered.				
Where restrictive practices are used to manage crisis behavior, individual service user risks assessments are completed to ensure the welfare, safety and dignity of the individual is maintained.				
Staff are routinely briefed on each user's behavior support plan and know how to implement the service user's preferred strategies to avoid or minimize conflict and how to safely implement restrictive practices if required.				
Behavior support plans are trauma-sensitive and trauma-informed so the specific needs of each service user are identified and supported.				
All restrictive practices are considered and planned around the needs of individual service users in order to maintain their welfare, safety and dignity. Universal or blanket restrictions are not applied unless supported by a risk assessment and appropriate guidance which considers the welfare, safety and dignity of all users; e.g. restricting materials which pose a fire hazard (matches, cigarette lighters).				
The environment promotes a culture of care, welfare, safety and collaboration. There is a calm and positive culture which promotes interpersonal connections between service users and staff.				
Service users have access to quiet areas or sensory rooms where they can go as an alternative to seclusion.				
All incidents of restrictive practice are reviewed by the team in partnership with the service user so that everyone gains a better understanding of what happened and what can be addressed in the future so that conflict can be avoided and future restrictive interventions minimized.				
There is a non-punitive external review* of all incidents which helps everyone to gain a better understanding of performance in order to improve personalized support so that the use of restrictive practices can be avoided in the future.				
*The term 'external review' is used to indicate that the review involves someone not directly involved in the incident. This can be another team member, line manager or advocate; or it may include individuals or teams from external departments or agencies.				
<b>TOTAL SCORE</b>				

## Restraint Reduction Strategies - Activities

Strategy 5: CUSTOMER INVOLVEMENT > The organization fully involves the people who use services and establishes a clear understanding of their needs.				
Criteria	Score			
	Yes	Partly	No	n/a
Organizations clearly communicate the range of restrictive practices authorized and approved for use within the service. Clear information is given to service users and families which outlines the circumstances when restrictive practices can be used, including how to complain when service users and families are unhappy about the use of restraint.				
Organizations involve service users and families in developing their restraint reduction strategy.				
Organizations ensure that best practice in restraint reduction focuses on the specific needs of individuals and ensures that the potential for discriminatory bias (e.g., as a result of age, gender, race, religion) in the use of restrictive practice is avoided.				
Service users are recruited as advocates, experts by experience and workplace champions to promote the restraint reduction strategy within the service.				
Organizations implement strategies which engage and empower service users to determine the care and support they need so that conflict and the use of restrictive practices are avoided.				
Service users are involved in the co-delivery of training to staff on the use of restrictive practices.				
Service users are involved in establishing communal rules which enable people living in shared environments to avoid or minimize conflict.				
Debriefing is always offered/provided to service users when any restrictive practice is implemented.				
Where it is difficult for the service user to engage in debriefing, debriefing is augmented to the needs of the individual.				
Outcomes of debriefing are used to enable collaborative action with service users and staff to develop more effective personal support and behavioral management strategies.				
Organizations share their performance with service users and families so that everyone knows the successes achieved and any key areas for improvement.				
<b>TOTAL SCORE</b>				

Strategy 6: CONTINUOUS IMPROVEMENT > The organization adopts a culture of reflection and learning in order to improve how it operates.				
Criteria	Score			
	Yes	Partly	No	n/a
The organization has a systematic process and management method for improving, building and sustaining performance in relation to conflict avoidance and restraint reduction.				
Continuous improvement in relation to conflict avoidance and restraint reduction occurs at an organizational, team and individual service user level.				
The organization's governance arrangements ensure the use of all restrictive practices is scrutinized so that efforts to prevent or minimize restrictive practices are continually implemented and evaluated.				
The organization uses assessment tools which give an indication of staff attitudes towards restraint reduction and the level of care and compassion afforded to service users subject to restrictive practices.				
Project teams are established to help the organization find successful improvement strategies to reduce conflict and the use of restrictive practices.				
The organization provides staff with simple tools and techniques to understand workplace performance and how to make improvements to the quality of service delivered.				
There is a culture of candor. The organization accepts when things go wrong and shows a commitment to improve.				
<b>TOTAL SCORE</b>				

Restraint Reduction Strategies - Activities



This year we are committed to improving the following aspects of our service:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

## Restraint Prevention T-Shirt Design Contest<sup>2</sup>

### Materials Needed:

- Lined paper or printer paper for drafts
  - Pencils, pens, markers, etc. as needed for drafts and final copy
  - Poster paper for final copy
1. Begin by reviewing and discussing the contest announcement (as well as the Restraint Prevention Belief and Goal Statement if applicable).
  2. As appropriate ask the group:
    - Why is it important to develop skills that prevent restraints?
    - What are some behaviors that lead to restraints?
    - What would be different if restraints were eliminated?
    - What could we do to prevent restraints?
  3. Ask youth to brainstorm on a catch phrase to be printed on the T-shirt. This can/should be a group discussion. Youth should be directed to use appropriate phrases that are simple and easy to remember, and may help to remind their group to regain control when they are about to become unsafe. Encourage the group to discuss/modify/compromise on their final statement.
  4. Once a final statement is agreed upon, the next step will be designing, creating and agreeing upon picture or image that would illustrate/accompany the verbal statement. The statement and the picture together would be the logo they would submit. It is imperative that the verbal statement include the input of as many young people as we can coax into being involved. However, it is O.K. if the picture is prepared by youth who have artistic ability/interest as long as the final submission is approved by others in the group.
  5. In order for youth to enter the contest, staff members should email the logo to their Program Director. Programs will decide/vote on their best T-shirt design. Program Directors will then formally submit T-shirt designs to the Restraint Prevention Committee.
  6. Final selection will be voted upon by parents (via a computer link). The Restraint Prevention Committee will oversee the selection process.

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<sup>2</sup> This activity is also easily converted into a poster or banner design contest.

## Additional Resources

Therapeutic Crisis Intervention (TCI) - [https://rccp.cornell.edu/tci/tci-1\\_system.html](https://rccp.cornell.edu/tci/tci-1_system.html)

Life Space Crisis Intervention (LSCI) - <https://www.lsci.org/>

Ukeru Systems - <https://www.ukerusystems.com/>

Professional Quality of Life Scale (ProQOL) - <https://proqol.org/>