

# crestwood touch

fall 2014 | issue 12

## in this issue

Innovative Spaces **02**

Fighting Stigma **06**

Healing Trauma **08**

All Aboard for Fun **10**

## driven by our values

What it means to be a values-driven  
organization **10**





# *celebrating new programs and* INNOVATIVE SPACES

## **Crestwood Behavioral Health Inc. has had a growth spurt this spring from Solano to San Diego.**

We opened two new distinct programs with some exciting and significant outcomes and contributions. In April, we opened our sixth Psychiatric Health Facility (PHF) at our Solano campus and in June, we opened our seventh Mental Health Rehabilitation Center (MHRC) on our first campus in San Diego. These programs are very different, but serve the same type of clients at different points in their recovery. The PHF is a soft place to land for clients who need to stabilize during a time of crisis. The MHRC is a gentle, homelike space conducive for clients to transition back into the community. The commonality between both programs is that they share the best of all of the research and practices that Crestwood has used in space conversion and intentional space utilization such as the welcoming room, comfort room, serenity room, living room, dining room and library

The welcoming rooms are dedicated to the ritual of welcoming which is based on the research and information shared by Bruce Anderson of Community Activators. It also reflects the principles of Crestwood's First Impression program. The welcoming ritual is our way of greeting the new client when they come through our doors. This initial engagement in our welcoming room is frequently one of the most important moments in treatment. The welcoming room has comfortable furniture, fruit and snacks and a

quiet, peaceful environment for the client to be welcomed into our facility. The assessment process is also part of our welcoming ritual. We use a conversation approach for the assessment and we utilize the CARF-accredited Primary Assessment that is designed to be a narrative discussion with the client. This has been an effective tool in initiating the relationship with the client, setting them at ease and garnering the most accurate and authentic information.

Crestwood's comfort rooms provide clients with a calming place to be. We designed our comfort rooms based on extensive literature review, visits to calming and comfort rooms in New York State, attendance at conferences and interviews with experts in the field. Our comfort rooms are used as a tool to teach individuals calming techniques in order to decrease agitation and aggressive behavior. The goal for clients in using the comfort room is to develop practical skills that can be used in inpatient settings and after being discharged from care.

**Our serenity rooms** are based on research from a New York State grant on Positive Alternatives to Restraint and Seclusion (PARS) and serve a dual purpose. The first is to provide a space that is calming and self-regulating for clients to be in that then reduces the likelihood of coercive treatment. The secondary purpose is to honor the spiritual growth of each client by creating a sacred space designed to support them on enriching their spiritual journey. Our serenity rooms are dedicated to support the internal growth and opportunity for contemplation, meditation and introspection.





**The living rooms** in our programs are designed to be an environment that is specifically for the community to congregate and visit. It is based on the promising practice in the Living Room model from Recovery Innovations. The space is less

clinical and is as homelike as possible. The colors are comforting and the furnishings are aesthetically pleasing. This room can be used for community meetings and occasionally for groups and staff interactions. It is a place where people are treated with respect, have choices and feel safe. The other elements of the Living Room model that are in place include peer providers, Wellness Recovery Action Plan (WRAP), inclusion and comfort. This model is closely aligned with the full-array of trauma-informed care approaches that we employ.

**Our library space** is designed to provide another indoor space to be used by and for the clients. This space has resources including self-help books, meditation books and books for leisure. The space is light and open at all times for clients to use.

**Crestwood's dining rooms** support our wellness initiative which includes healthy heart diets and exercise. This room is also used for recreation activities, movies, arts and crafts, games and therapeutic groups.

One room that we don't have in the programs are the restraint and seclusion rooms. Crestwood has an initiative to eliminate the use of restraint and seclusion so we have created a trend of decreased restraints and a greater understanding and awareness of the issues surrounding their use. In 2011,

Crestwood received a grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to attend the Effective Use of Peer Programs to Prevent the Use of Seclusion and Restraints Conference in Boston. Crestwood was recognized at that training as one of the leaders nationally on reducing seclusion and restraint throughout our organization. Our level of seclusion and restraint for similar programs was one-fifth the national average according to SAMHSA consultants. Crestwood incorporates trauma-informed approaches into each program, as well as using WRAP principles and Dialectical Behavior Therapy (DBT) assumptions to create antecedent plans for clients and staff.

As a result of creating these types of innovative spaces in our programs, Crestwood has been recognized by SAMHSA for the effective use of space and the positive effect it has on each client's outcomes. All of these spaces are designed to provide our clients with the best environment possible to support their recovery ◀



*Crestwood Solano's PHF Serenity Room*



*Crestwood San Diego's Living Room*

*Contributed by: Patty Blum, PhD, Crestwood Vice President.*



**The Crestwood Fresno campus understands** that their clients face the social stigma that is attached to mental health issues and the discrimination they experience can often make their difficulties worse and making it harder to recover. Fresno’s compassionate staff supports their clients and their families by working with them to show that non-self-destructive coping tools exist and to use them in ways that will be the most beneficial for them in fighting stigma. One of these tools that the Crestwood Fresno campus staff uses to fight stigma is participation in special events with their clients such as the National Alliance on Mental Illness’ (NAMI) NAMIWalks event. NAMIWalks is celebrating its 10th Anniversary this year and is one of the largest and most successful mental health awareness and fundraising events in America. NAMIWalks brings together thousands of concerned citizens, in more than 84 communities across the nation, to join with NAMI and walk together to raise money and awareness about our country’s need for treatment and a recovery system for people with mental health issues.

The Crestwood Fresno campus has been a proud participant in NAMIWalks for the past 10 years and this year they selected a theme of “Steps to Wellness.” Martha Crawford, Administrator of the Fresno campus, was the keynote speaker at the Fresno NAMIWalks event on May 10. In her speech she said, “Everyone is an expert on themselves and everyone has the right to be treated with dignity and respect.” She also demonstrated a very powerful example about a person’s value by taking a new 5 dollar bill that has been freshly taken out of the bank, it is nice, clean and crisp and everyone wants it. She then crumbled, stepped on, and abandoned it. Martha then picked up the 5 dollar bill and unrumpled it and explained that this 5 dollar bill has gone through some trials and tribulations, it has been crumpled, abandoned and stepped on, but it has never lost its value. Martha explained in her speech, “Our loved ones go through different trials and tribulations in their lives, however, they don’t stop being who they are and they are to be valued, loved and met where they are at that point in time. As people take the journey toward recovery, they will find their own steps to follow towards their wellness.”

# fighting **stigma**

# ONE STEP AT A TIME



The Crestwood Fresno Campus received overwhelming support and recognition from their community at the event and their clients had a lot of fun and enjoyed the day’s activities. Martha said, “Our vision is to continue to enrich our clients’ lives through participation in special events and education in the fight against stigma. We are proud to know that our clients are much happier, feel proud, and practice meaningful roles in our community.” ◀

*Contributed by: Martha Crawford, Administrator, Crestwood Fresno Campus*

*The process of self-inquiry, grieving and honestly identifying fears is deeply transformative. As Yoder states, “it unfreezes the body, mind and spirit so that we can think creatively, feel fully, and move forward again.”*

# healing TRAUMA

**Most of us have suffered some degree of trauma during our lifetime.**

A glimpse at human history shows us that we live in a traumatized world. Since trauma is not fully acknowledged as a universal experience that requires continued attention, in many cases, it perpetuates. It is crucial to recognize our unaddressed trauma because a high degree of stress does not merely cause discomfort, it disturbs us physiologically, mentally, emotionally, and spiritually. We begin to operate from the part of the brain directing survival instincts rather than from an integrated, whole-brain perspective.

The question of how best to heal trauma is a complex issue. The Strategies for Trauma Awareness and Resilience (STAR) program, led by Carolyn Yoder, helps to clearly outline the causes, types, effects, obstacles, needs of trauma, as well as breaking the cycle of trauma. “Unaddressed traumas affect not only those directly traumatized, but their families and future generations,” says Carolyn Yoder.

These are all valuable concepts to consider and/or revisit for people who work in the mental health field. It is also beneficial for our personal healing. The more importance that is placed on self-awareness and growth, the greater amount of internal resources can be found to handle triggering events and unresolved pain. Our capacities expand, building a repertoire of emotionally-intelligent responses to pain rather than dissociating or denying our trauma. Conversely, if our society were to fully recognize its trauma, we would be less likely to place labels on the already wounded. This would not only bring more awareness toward how trauma is treated, but would instill more compassion towards the traumatized.

Breaking the cycle of trauma requires fortitude and courage. It begins with the acknowledgement of the traumatic incident(s). The process of self-inquiry, grieving and honestly identifying fears is deeply transformative. As Yoder states, “it unfreezes the body, mind and spirit so that we can think creatively, feel fully, and move forward again.”

Trauma healing is about transformation. Through personal reflection, we can break our own cycles. By creating our own personal healing practice, we move a little closer to a society that endeavors to do the same.

At Crestwood, we take a trauma-informed approach to care that includes being aware that the majority of our clients experience trauma and that the trauma then becomes the lens through which they view and experience the world. The initial trauma-informed care training Crestwood received came through a SAMHSA grant. It has impacted the design of our programs in the environmental planning with comfort rooms, a library area and a Serenity Room. The training included an introduction to trauma-informed care services and an overview of creating a trauma-informed care service model for our programs. We are continuing to work with trauma consultants to sustain and continue the growth of trauma-informed care approaches at Crestwood. <

*Contributed by: Linda Sarkadi, Assistant Dietary Director,  
Crestwood Center at Napa Valley*





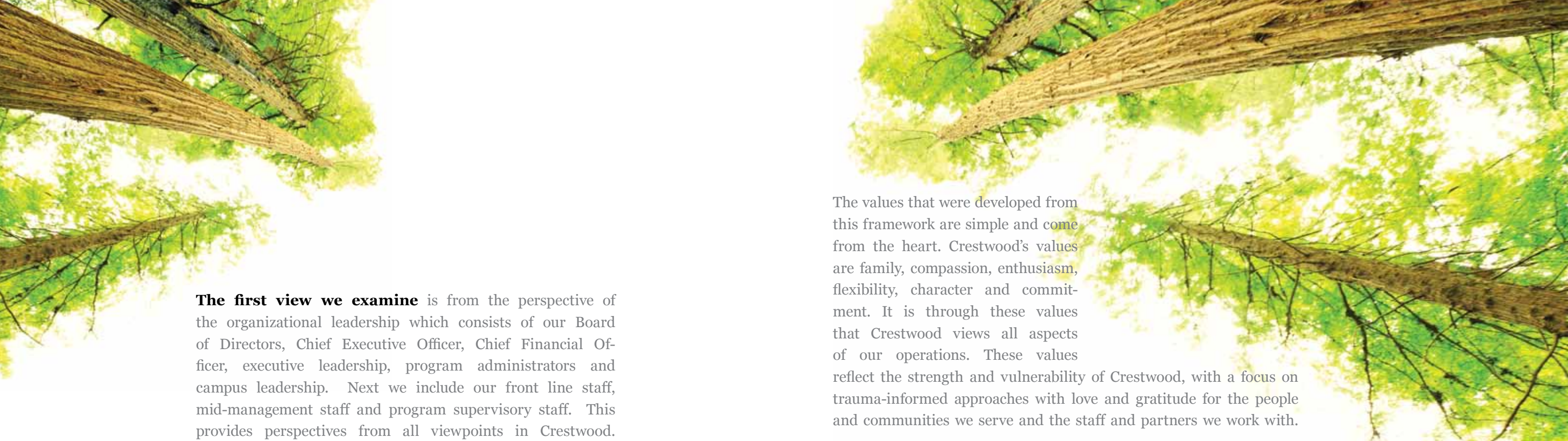


# What it means to be a **VALUES-DRIVEN** **ORGANIZATION**

**A values-driven organization identifies its values through a process of self-examination.** This involves identifying the organizational purpose, the needs of the customer, assessing all strengths, deficits, and opportunities, as well as threats to the organization's mission. It also entails taking an extensive and comprehensive 360 degree look at the entire organization, in other words, a non-compromising organizational soul-searching.

At Crestwood Behavioral Health, Inc. this self-examination involves a view of our organization, our communities, and our purpose which stems from four different perspectives.





**The first view we examine** is from the perspective of the organizational leadership which consists of our Board of Directors, Chief Executive Officer, Chief Financial Officer, executive leadership, program administrators and campus leadership. Next we include our front line staff, mid-management staff and program supervisory staff. This provides perspectives from all viewpoints in Crestwood.

**The next vantage point** that is vital to gaining the company's full perspective is the client and family support system stakeholder group. This involves creating a safe space for our clients and their family voices to be heard. The client and family are the primary voices to be listened to and it may take time, support and compassion to enable this perspective to be fully shared. At Crestwood we see this as the responsibility of the organizational leadership. One way we do this is to employ people with lived experience and have family members at the executive, management and front-line staff level job positions.

**The next perspective** that we include is from our county partners, customers, and the communities we provide services to. This perspective enables us to understand the needs of the community and provides the opportunity to develop and enhance meaningful relationships with our partners so we can better understand and anticipate the needs of the communities we work with.

**Crestwood has developed its mission and values** from gathering all of these different perspectives. Crestwood's mission is to create a partnership with clients, employees, families, business associates and the community in caring for individuals of all ages affected by mental health issues. Together, we invest our energy to enhance the quality of life, social integration, community support and empowerment of mental health clients. Crestwood promotes wellness and recovery by providing quality and cost-effective programs in a socially responsible manner, and works with families and communities to reduce the stigma associated with mental illness.

The values that were developed from this framework are simple and come from the heart. Crestwood's values are family, compassion, enthusiasm, flexibility, character and commitment. It is through these values that Crestwood views all aspects of our operations. These values reflect the strength and vulnerability of Crestwood, with a focus on trauma-informed approaches with love and gratitude for the people and communities we serve and the staff and partners we work with.

Crestwood views all decisions, strategies, goals and objectives, and benchmarks for success based on these values. Our organization is driven to achieve objectives and goals relying on the courage and strength to maintain the highest level of integrity, while honoring these shared values.

Having this values-driven perspective has allowed us to grow as partners in services with other community-based organizations such as Recovery Innovations, Turning Point and Dreamcatchers Empowerment Network. The understanding and recognition that our county and community partners provide the foundation for our services, enables Crestwood to develop community specific services, with the values of the community intertwined with Crestwood's values.

**Our most recently opened** MHRC program in San Diego is an excellent example of involving all of these perspectives. Crestwood worked very closely with the county and community leaders to identify the needs. The community-based providers and hospitals helped Crestwood to find the right location for the program, which is located in the heart of San Diego. The recruitment of employees was focused on hiring people with lived experience and allowing them to provide a strong client voice, as well having family members involved at all levels of service. We worked to include the voice of Crestwood San Diego's leadership team so that they could participate in all elements of program development, making it strong and reflecting all of Crestwood's mission and values.

By being a values-driven organization and continuing to take a full 360 degree look at ourselves and our services, Crestwood will continue to grow and provide the best care possible for our clients and the communities we serve. ◀

*Contributed by: Patty Blum, PhD, Crestwood Vice President*



**Earlier this year, Crestwood Wellness and Recovery Center in Redding** initiated an innovative Psychiatric Nurse Internship Program specifically designed to train medical nurses in the specialized field of mental health care. Numerous applicants from across the state applied for the program and five nurses were selected for participation. The training program incorporated the use of experienced instructors in various disciplines who were able to provide unique experiences for the nurses. The four-month program allowed for one-to-one training by the mental health staff in the following roles of Service Coordinator/Counselor, Mental Health Aide, Clinical Nurse, Medication/Treatment Nurse, Assessment Nurse (Physician Clinic) and Shift Coordinator (Charge Nurse).

# New Internship Program Providing Psychiatric Nurses with an Exceptional Learning Opportunity

This comprehensive and eclectic training approach allowed the intern nurses to witness first-hand on a daily basis a variety of treatment modalities and approaches frequently used by experienced psychiatric nurses and counseling staff. Having the ability to learn and grow in an environment where their newly acquired skills and knowledge could be immediately practiced, helped assist the nurses to gain confidence and abilities at tremendous speed and with great proficiency.

One of the participant nurses stated, “I can’t believe I have the opportunity to learn a dynamic skill and then use it in a real life situation almost immediately. I have learned more here in one week than many months of school.”

Upon the completion of the program all five nurses joined the Crestwood team and possessed an enhanced understanding of wellness usually only seen in seasoned psychiatric nurses due to their unique experiences and opportunities gained through the program.

The Wellness and Recovery Center continues to lead the industry and be a shining example of how innovation and effort, grounded by a sincere desire to make a profound difference, can consistently offer a well-trained and professional staff uniquely prepared to guide, support, and motivate those entrusted into their care. ◀

*Contributed by: Patrick S. Kearns, BSN, RN-BC, PHN , Director of Nursing Services , Crestwood Wellness and Recovery Center*

# ALL ABOARD FOR FUN AT CRESTWOOD BAKERSFIELD

During the month of February the team then transformed their recreation room into a full functioning casino. Although they didn’t gamble with money, they had a wonderful time playing such games as Roulette, Blackjack, Craps, and Texas Hold’em. Each client received 15 casino chips when they entered the room, with an opportunity to redeem them on prizes such as chips, candy and other snack items of their choice. Everyone came out a winner!

In March, the recreation room was transformed again into a 1950’s diner to celebrate 50’s Throwback Day. Clients and staff drank root beer floats, chewed bubble gum, and did some hula hooping and dancing.

Recently the team held their biggest event yet - the Crestwood Bon Voyage Cruise. Passports were created for clients by the team so they could board the “ship”. Homemade clam chowder was served on the cruise, as well as fresh lemonade. The “ship” was filled to capacity with clients and staff, making it the largest turnout for an event so far. Some of the comments about the cruise from Crestwood Bakersfield clients ranged from, “This was an exciting and new event that I’ve never experienced before,” to “I loved it, I loved it, I loved it...we need to have another one.”

Crestwood Bakersfield’s Recreational Therapy Department is already making creative plans for future facility events. As Linda Johnson, Director of Recreation Therapy, shared, “My thought for the day is to go out and play, make your work day fun - we are!” ◀

*Contributed by: Linda Johnson, Director of Recreation Therapy, Crestwood Bakersfield*

**The Recreational Therapy Department team at Crestwood Bakersfield** has had a very busy year planning, organizing and implementing entertaining and exciting events for their clients and staff. At Crestwood Bakersfield they believe recovery is all about keeping yourself well and having fun.

In January, the Recreational Therapy Department team threw a Super Bowl celebration for clients and staff. Those who attended the event enjoyed eating nachos and socializing with each other while watching the game.



*Having fun on the cruise!  
(Left to Right) Patrick Kidwell  
(Dreamcatchers Coordinator),  
Rhonda Van Cleve (Administrator),  
Angela Luther-Goforth (MHRC  
Program Director)*



*Celebrating at the 50's Party!  
(Left to Right) Linda Johnson, (Direc-  
tor of Recreation Therapy), Gilbert  
Hernandez (Recreation Assistant),  
Sheila Duncan (Recreation Assistant)*



# Crestwood Behavioral Health, Inc.

Crestwood Behavioral Health, Inc. is proud to be California's leading provider of mental health services, assisting thousands of clients from across the state. Our focus is on creating strong relationships with counties in which we both have a financial commitment, providing the services which are tailored to meet clients' specific needs, and reinforcing a common set of values that guide our practices and policies.



## **Crestwood Behavioral Health, Inc.**

520 Capitol Mall, Suite 800

Sacramento, CA 95814

(916) 471-CBHI (2244)

[www.crestwoodbehavioralhealth.com](http://www.crestwoodbehavioralhealth.com)

## Spotlight

“As I am a dual-diagnosed consumer, I keep clean and sober with both hands full. I have an addicted client in one hand, to remind me where I’ve already been, God in the other hand to show me where I’m going. With both hands full I can’t pick up and use.”

- Rodger McGillivray  
Director of Education,  
Crestwood Solano Campus