



Brattleboro Retreat

Overview & Update

**Capitol Plaza Hotel, Montpelier, Vermont
Friday, February 22, 2019**

Louis Josephson, Ph.D.

Brattleboro Retreat, President & CEO

For those of you who don't know what we look like...



By the Numbers

- ~5,000 people served per year (all programs)
- ~107 Average Daily Inpatient Census
- ~60% of people served are Vermonters
- ~870 employees (Largest employer in Windham County)
- ~665 FTEs
- ~75 million budget
- Budget based on 90% inpatient occupancy



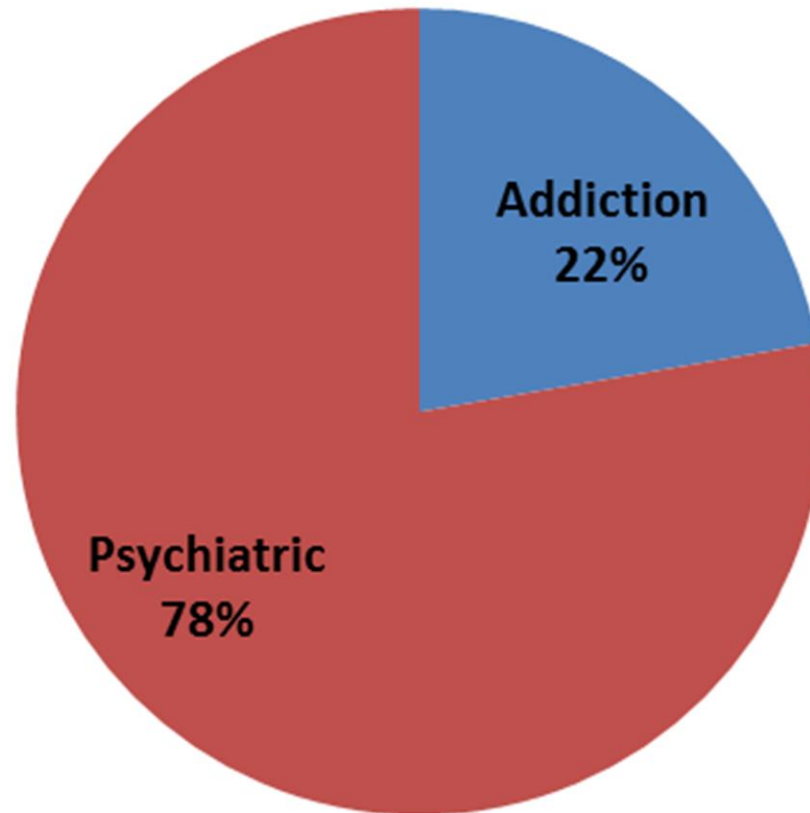
Key 2018 Inpatient Stats

▪ Licensed Inpatient Beds:	149
▪ Current Inpatient Beds:	119
▪ Inpatient Admissions:	3,972
▪ Involuntary Admissions:	262
▪ Forensic Admissions:	13
▪ Total inpatient days:	36,732
▪ Average Length of Child/Adol Stay:	12 days
▪ Average Length of Adult Stay:	7.7 days*

*Not including
Adult Intensive Unit



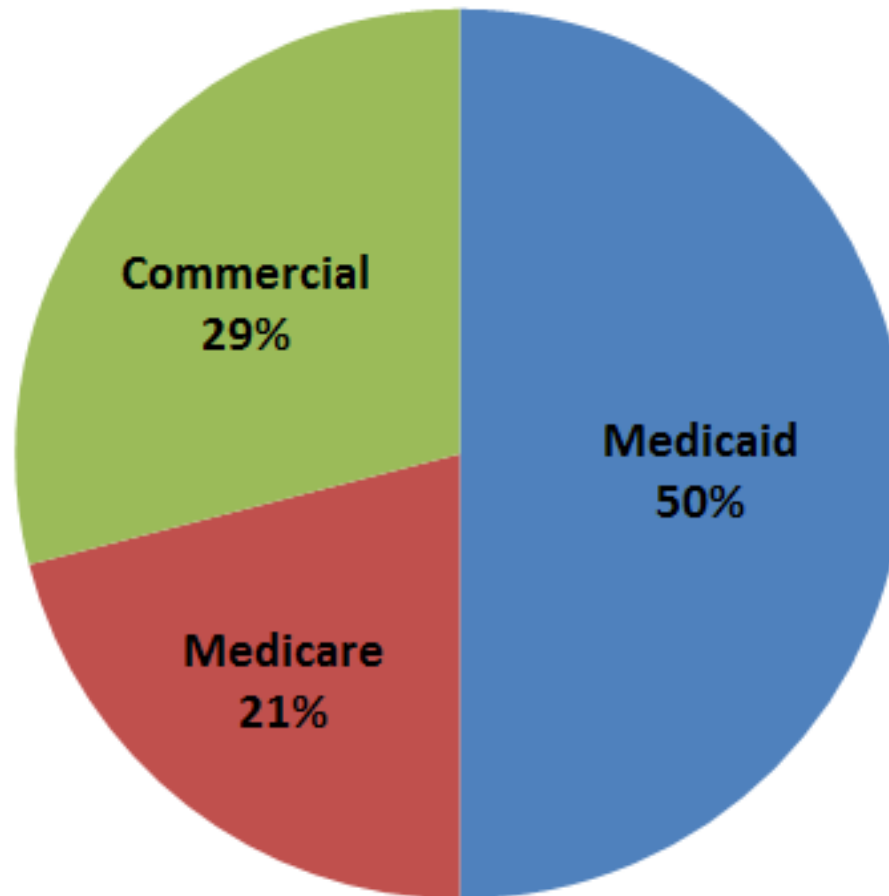
Primary diagnosis for inpatients in 2018



Note: most patients have co-occurring or tri-occurring diagnosis



Inpatient Payer Mix 2018



Vermont Residents

- More than 50% of Vermonters with inpatient admissions go to the Brattleboro Retreat.
- Inpatient admissions by County

ADDISON	75
BENNINGTON	223
CHITTENDEN	415
ESSEX	14
FRANKLIN	87
GRAND ISLE	5
LAMOILLE	47
ORANGE	57
ORLEANS	75
RUTLAND	204
WASHINGTON	129
WINDHAM	864
WINDSOR	235



Brattleboro Retreat's Expanding Partnership with State

- Hurricane Irene (Aug 2011)
 - VT State Hospital in Waterbury Floods
 - Retreat takes “State Hospital” patients
 - Increase in Medicaid clients
 - Adapt core competencies to a new patient population
 - Typically 25-35 Involuntary patient census per day
 - Typically 4-5 Forensic patient census per day
 - Typically 14+ Level-1 patient census per day
 - Results in strong partnership with State



Inpatient Programs

- **Children's Inpatient***: 12-bed unit (ages 4-12)
- **Adolescent Inpatient***: 18-bed unit (ages 13-18)
- **Emerging Adult Inpatient**: 14-bed unit (ages 18-26)
- **Co-occurring Disorders Inpatient**: 22-bed unit (Adult)
- **General Psychiatry Inpatient**: 24-bed unit (Adult)
- **LGBT Inpatient**: 15-bed unit (Adult)
- **Adult Intensive Inpatient**: 14-bed unit (VT-DMH)
- **2020: adding a new unit**

*Brattleboro Retreat is the sole provider of inpatient beds for children & adolescents in VT



Outpatient/Residential Programs

- **Abigail Rockwell Children's Center** (8 residential beds)
- **Linden Residential Treatment Center for Adolescents** (15 beds)
- **Birches Treatment Center** Partial Hospital (PHP) and Intensive Outpatient (IOP): 36 adult patients w/ dormitory option.
- **Starting NowSM** Outpatient (OP), Intensive Outpatient (IOP)
- **HUB/MAT** addiction treatment programs: 150+ at any given time.
- **Uniformed Service Program** (adult partial hospital): 15 patients with option for overnight accommodations.
- **Mind-Body Pain Management Clinic**
- **Anna Marsh Clinic**
- **Meadows School** Vermont approved K-12



Challenges

- Need for system improvements
 - Bottle-necks in system prevents timely discharge from our inpatient beds
 - Need for step-down services
- Maximizing successful transitions of care
- High acuity
- Increasingly complex medical challenges
- Workforce crisis
- Financial challenges
- Changes to IMD waiver
- Need for expanded court resources



Bright Spots

- Evidence Based Practices
- Pain Management Clinic (Innovative ways for addressing opioid crisis)
- Uniformed Service Program (law enforcement, Fire, EMTs, Veterans)
- LGBT Inpatient Program
- Free child care center for HUB (MAT) patients



More Bright Spots

- Patient Support services
 - Inpatient Peer Specialist
 - Consumer Advisory Council
 - Employee Orientation
 - Turning Point groups on unit
 - DRVT & VPS on units
- Stand Up to Stigma public awareness campaign



Public awareness campaign

- Donor funded
- Op-Eds
- Social Media
- Print/Radio PSA's
- Schools/Colleges
- Community Events
- Educational Events

STAND UP TO STIGMA

Mental illness and addiction can affect anyone. Together we can reduce the stigmas that cause shame and mistrust. We can make it easier for people to seek help and live healthier, more productive lives.



Get
the
facts



STAND UP
for
TRUTH
and
FAIRNESS



Brattleboro
Retreat

MENTAL HEALTH AND ADDICTION CARE



Meghan Baston, MSN, RN-BC

Chief Nursing Officer & Senior VP of Patient Care

- **Patient Care Philosophy**
- **Evidence Based Practices**
 - Acceptance & Commitment Therapy (ACT)
 - Dialectical Behavior Therapy (DBT)
- **Tele-psychiatry (allows access to care)**
- **Workforce Development**
 - Nursing Residency Program
 - Preceptors
 - Clinical Education
 - Shared Governance
 - Just Culture
 - Staffing shortage – RNs & MDs
 - Recruitment



Kurt White, LICSW, LADC, MAC, CGP

Senior Director of Ambulatory Services

- **HUB/Spoke** (Opioid MAT program)
- **Welcoming Place** (Free childcare for HUB patients)
- **Pain Management Clinic** (alternative to medication)
- **Groundworks Homeless Shelter collaboration**
- **Collaborative Office Rounds**
 - Consultation and training w/pediatric & family practices
- **ACO**
- **Accountable Community for Health**
- **Blueprint for Health**
- **Community Health Team**
- **HRSA grant**



Alix Goldschmidt, LICSW

Director of Social Work Services

- **Coordinating care**
- **Transitions of care**
- **Challenges**
- **Common needs**



Bed Expansion

- Agency of Human Services request of 12 new Level 1 beds
- \$5.5 million capital
- New unit to open early 2020
- Retreat/State gains net 10 beds total
- Potential to convert beds to lower level in future



Institutions for Mental Disease (IMD)

- Any behavioral health facility over 16 beds
- Vermont operated under a waiver until Federal All Payer Model agreement
- Federal participation decreases beginning 2021 unless there is an alternative plan
- Federal flexibility for substance abuse
- Federal flexibility for Serious Mental Illness?
- Possible easing and changes to rules ahead





Brattleboro Retreat



Transforming care.
Transforming lives.

