



Brattleboro Retreat

Overview & Update

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

Louis Josephson, Ph.D.
Brattleboro Retreat, President & CEO

1.800.RETREAT
www.brattlebororetreat.org

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



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By the Numbers

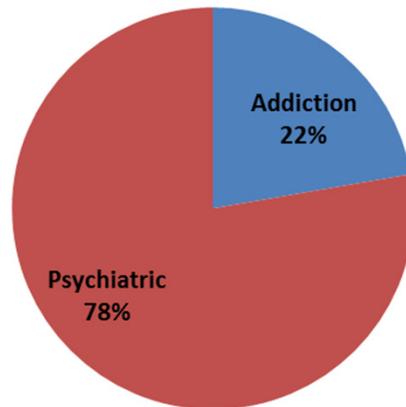
- ~5,000 people served per year (all programs)
- ~107 Average Daily Inpatient Census
- ~60% of people served are Vermonters
- ~870 employees (Largest employer in Windham County)
- ~665 FTEs
- ~75 million budget
- Budget based on 90% inpatient occupancy

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

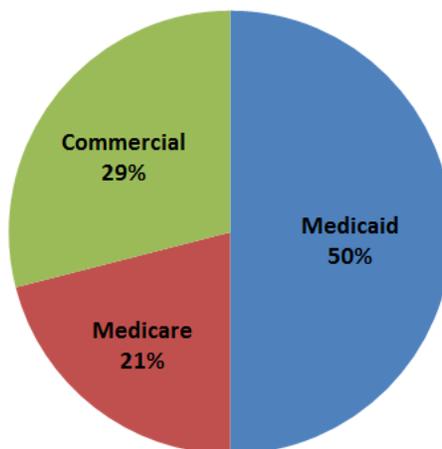
Primary diagnosis for inpatients in 2018



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



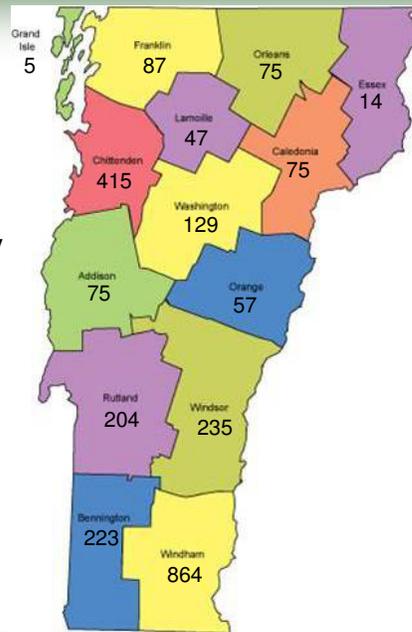
Inpatient Payer Mix 2018



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 |



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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



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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



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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



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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

The graphic features a large green box at the top with the text "STAND UP TO STIGMA" in white. Below this are three smaller panels: a yellow panel with text about mental illness and addiction, a blue panel with "Get the facts" and an illustration of a man with glasses, and a brown panel with "STAND UP for TRUTH and FAIRNESS" and an illustration of a woman with braids. The bottom right corner includes the Brattleboro Retreat logo and the text "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



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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**



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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



2018 Report to Stakeholders & Friends



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Transforming care.
Transforming lives.

Questions

