



NEW HAMPSHIRE  
**DHHS**  
DEPARTMENT OF  
**HEALTH & HUMAN SERVICES**

# **New Hampshire Hospital (NHH) Presented to House Finance Division III**

---

**March 8, 2023**

**Ellen Lapointe, CEO**

**Bret Mason, CFO**



## Agenda

1. Mission & Vision, and History
2. Scope and Delivery System
3. Staffing & Benchmarks
4. Strategic Metrics
5. Summary and Key Accomplishments and Challenges

## Mission & Vision Statements

### Mission

*To provide care and compassion for citizens with severe and persistent mental illness whom require inpatient psychiatric care.*

### Vision

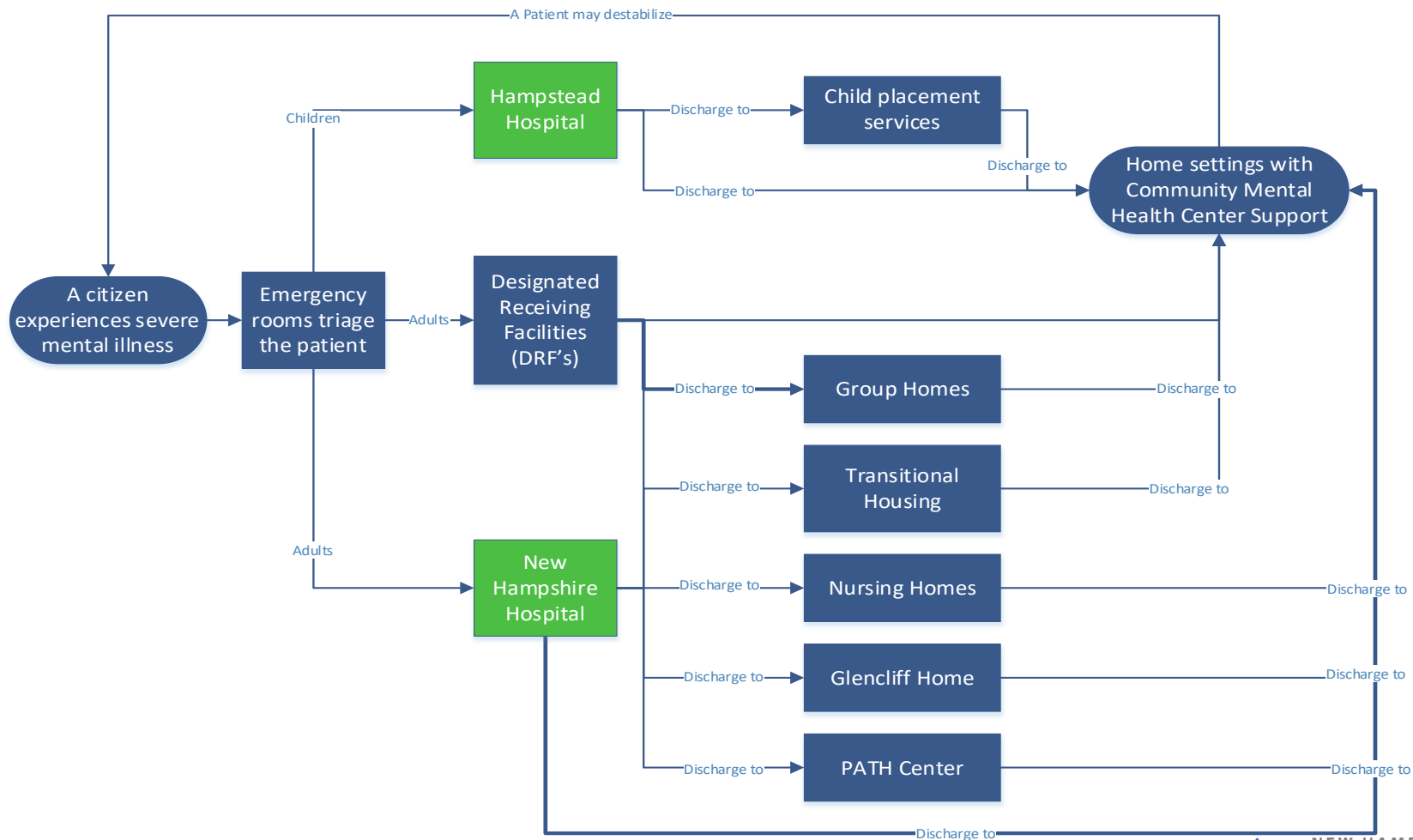
*New Hampshire Hospital will become a model of inpatient psychiatric care in the state and region, rapidly stabilizing psychiatric symptoms, and ensuring patients can return to their home communities and thrive.*

- New Hampshire Hospital provides acute, inpatient psychiatry to citizens experiencing severe and persistent mental illness.
- The original campus of New Hampshire Hospital was planned in 1836, and opened in 1841.
  - In 1841 census was 312 patients
  - In 1955 census exceeded 2,700 patients
  - The current census capacity is 154 patients
  - The total capacity, if adequately staffed, is 184 patients
- Patients admitted to New Hampshire Hospital must meet two criteria:
  - They must be a danger to themselves or others
  - They must have a clearly diagnosed mental health condition

## Scope of Services

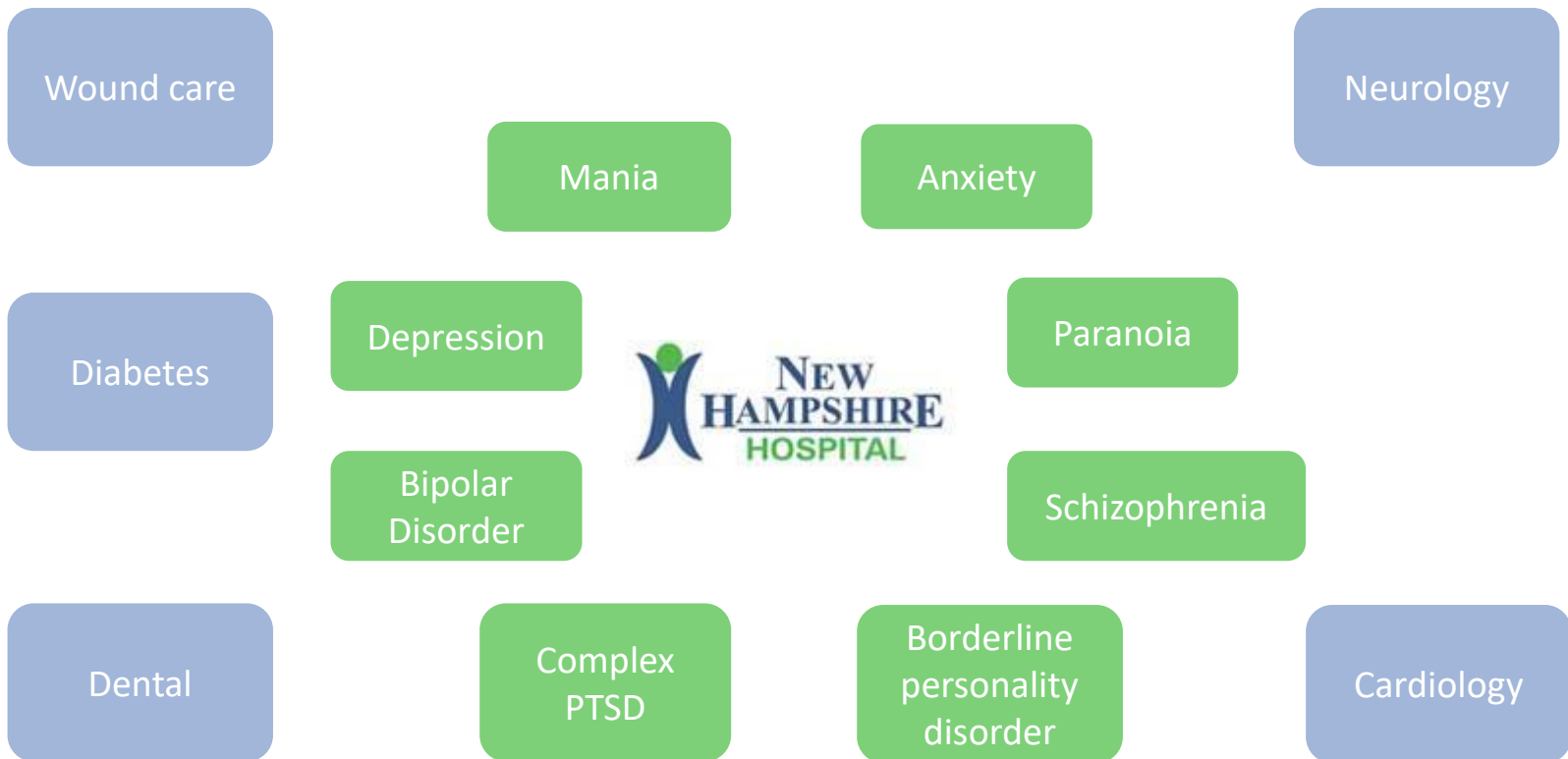
What NHH does	What NHH does not do
Geriatric inpatient psychiatry	Substance use treatment
Forensic inpatient psychiatry	Acute care medical services
Adult inpatient psychiatry	Diagnostic services
Medical comorbidity condition management	Outpatient services

# Delivery System- The Inpatient Mental Health System



## Common Diagnoses

Patients often present with multiple diagnoses, resulting in hundreds of potential presentations. This is the reason why care provided at New Hampshire Hospital is so specialized.



## Population Served



Although the Hospital serves a finite number of individuals, the benefit it generates for society is immeasurable.



## Staffing

9400 – New Hampshire Hospital	Governor Recommended Positions	Percent of Total Positions
8400- Administration	18	2.7%
8410- Support Services	168	25.5%
8750- Acute Psychiatric Services	474	71.8%
Total	660	100%

- New Hampshire Hospital has 660 full-time positions split across 3 shifts, 7 days per week (these figures exclude PATH, accounting unit 6096).
- A significant portion of the Hospital's staff are in direct care roles such as Nurses, Mental Health Workers, Psychologists, Occupational Therapists, and other clinical roles.

## Accounting Units

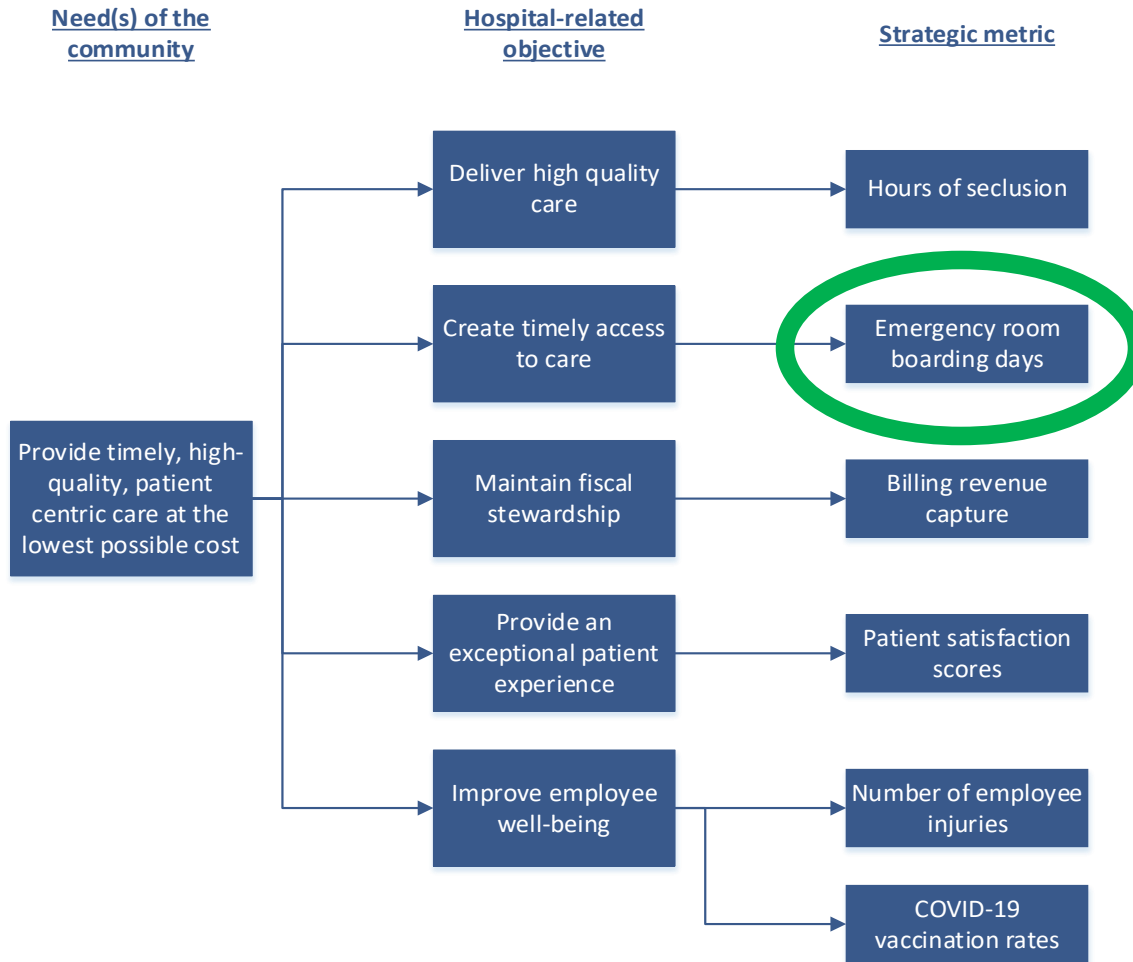
Activity- Accounting Unit	Accounting Unit Title	Budget Book Page #	Budget Briefing Book Page #
9400-6096	Community Residence (Phillbrook Adult Transitional Housing- PATH)	1054	2
9400-8400	Administration	1056	3
9400-8410	Facilities & Patient Support Services	1057	4
9400-8750	Acute Psychiatric Services	1059	4
9400-Various	Various	1061-1068	4

## Workload Benchmarks

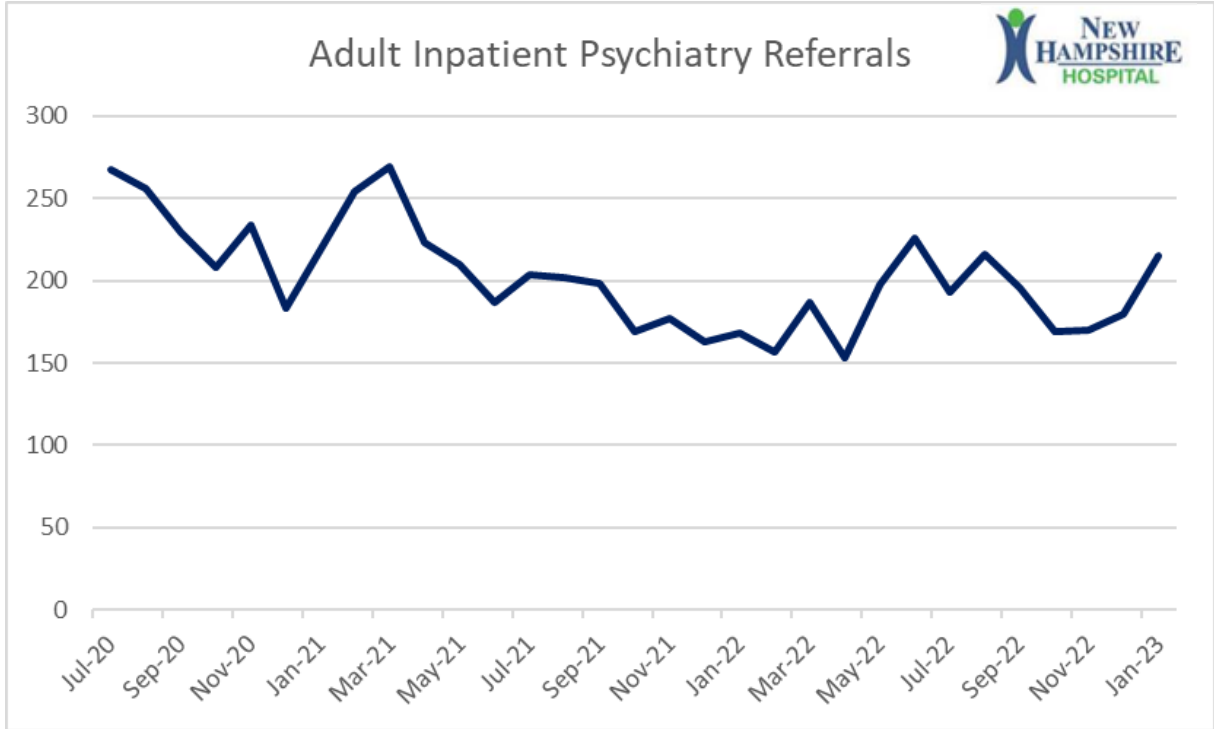
- Workloads are contextual in inpatient psychiatric care
  - Can vary by...
    - Role
    - Shift
    - Patient characteristics
    - Patient acuity
- These contextual parameters are published by authoritative bodies, and are often built into regulatory standards.

Metric	2021 national average for government-owned hospitals	NHH FY22 Actual	NHH FY23 Adjusted Authorized	NHH FY24 Governors Budget	NHH FY25 Governors Budget
Cost per inpatient bed day	\$2,742	\$1,395	\$1,925	\$1,555	\$1,407

# Strategic Metrics

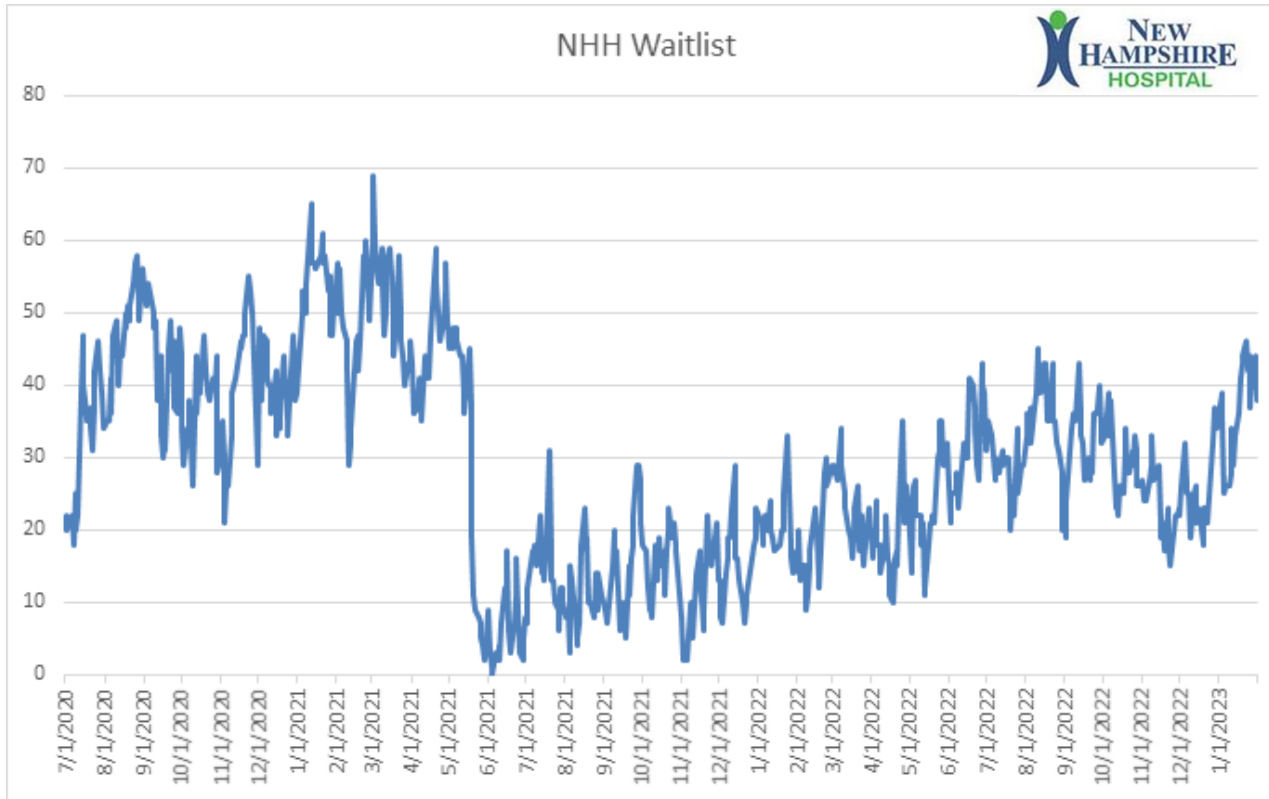


### Inpatient Psychiatry Referrals- Adults



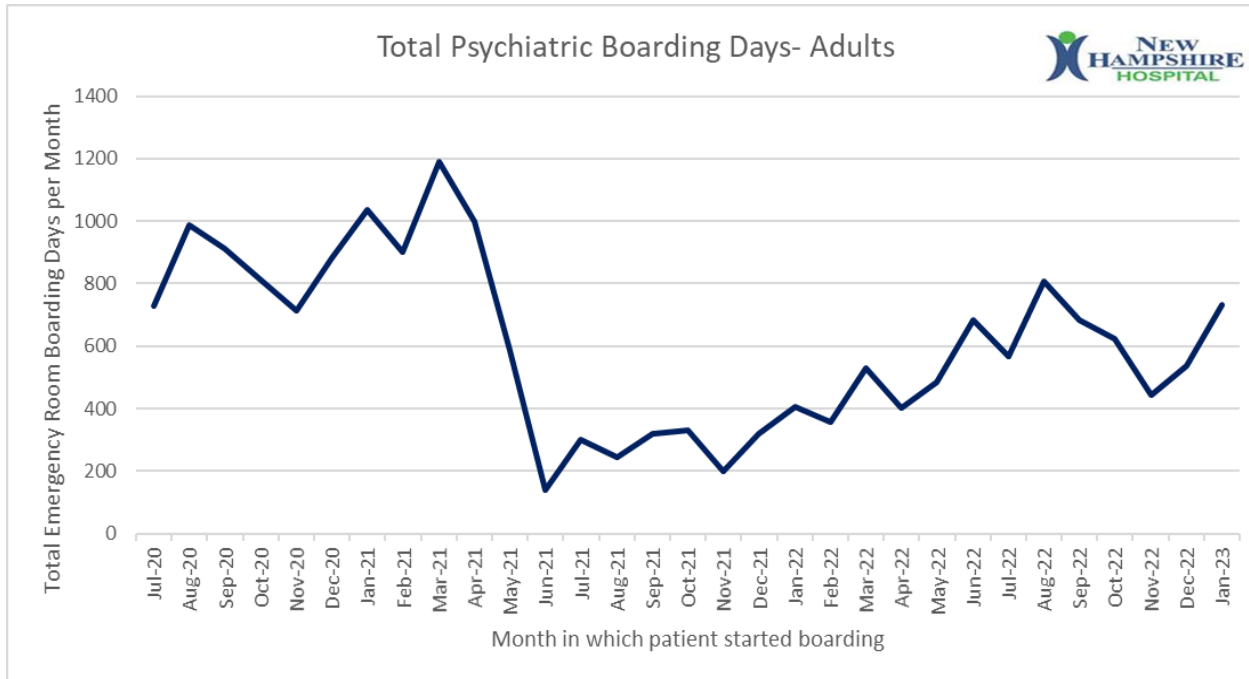
Referrals for adult inpatient psychiatry has remained relatively flat throughout the years.

### Inpatient Psychiatry Waitlist- Adults



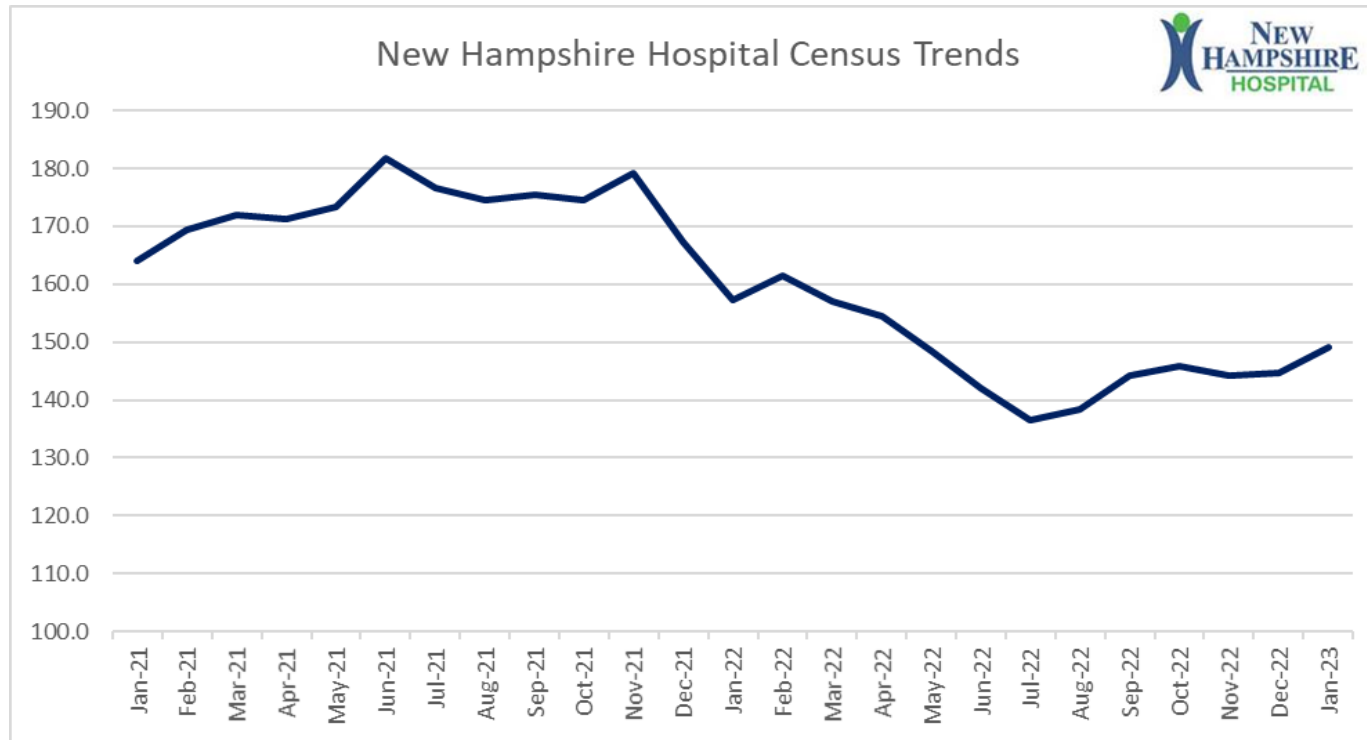
The significant drop in the middle of 2021 is mostly a result of added adult capacity at NHH when children and adolescents were no longer admitted (Hampstead).

## Inpatient Psychiatry Emergency Department Boarding- Adults



- This data includes all emergency room boarding days, including patients who boarded, but did not end up coming to New Hampshire Hospital.

### New Hampshire Hospital Census



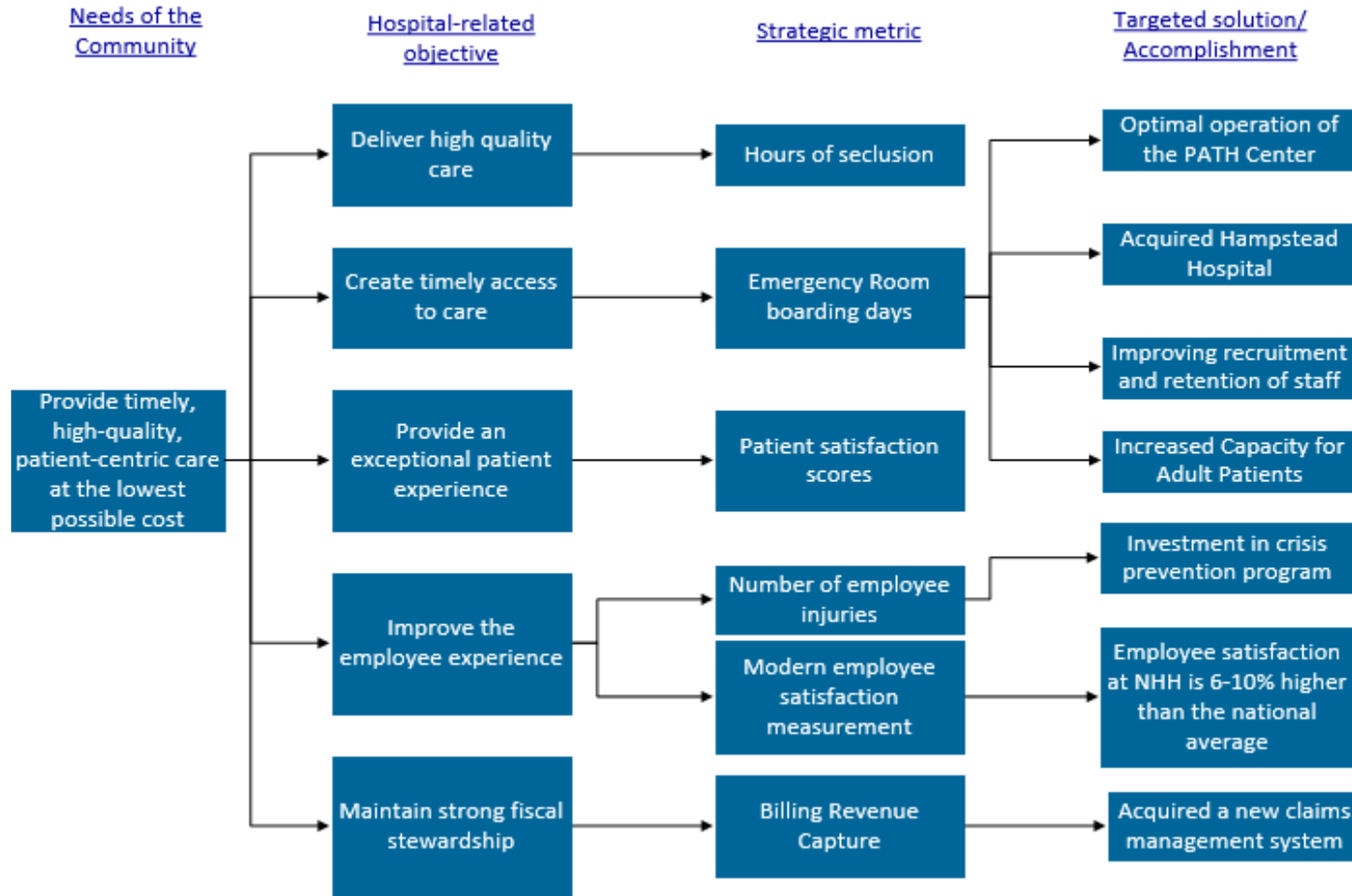
Staffing challenges resulted in the closing of two units that are slated to reopen over the FY24-25 biennium. This will allow the census to again exceed 180.



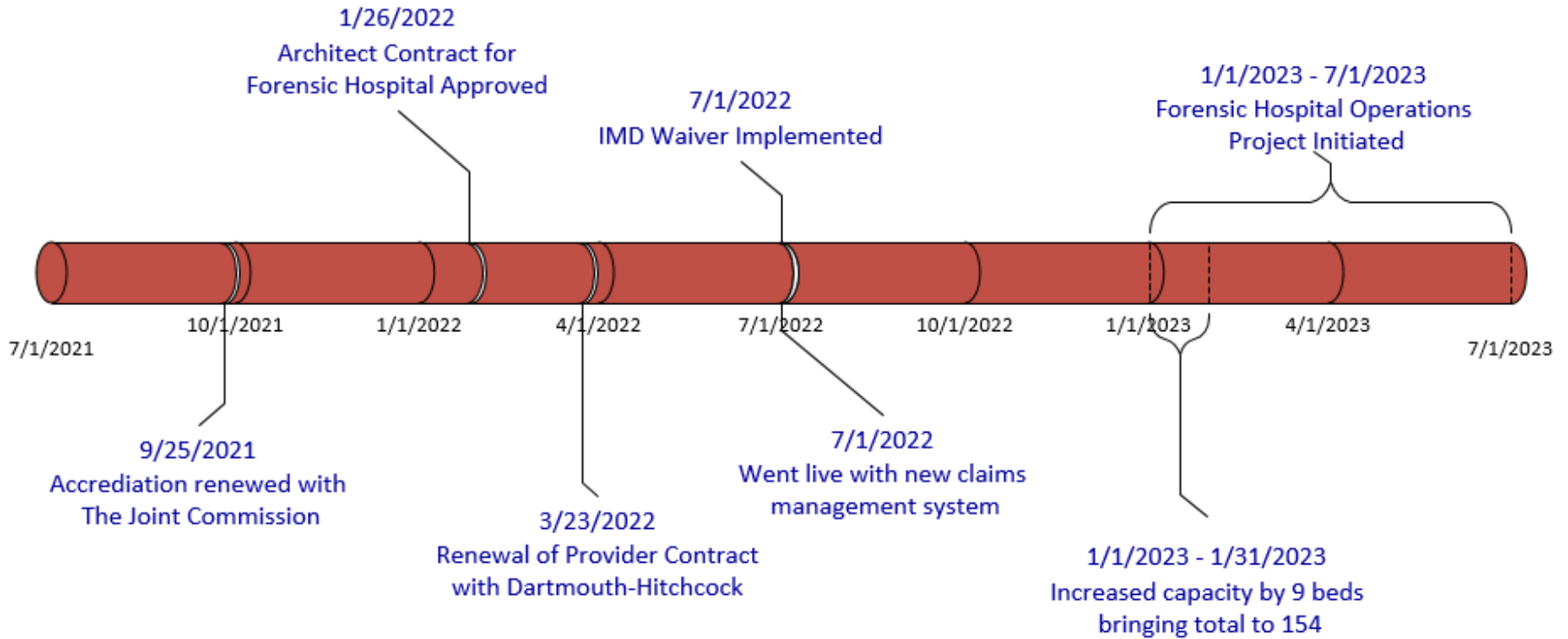
## Adult Inpatient Psychiatry Summary

1. Adult demand (referrals) has remained relatively steady
2. The adult inpatient psychiatry waitlist has grown
3. Adult emergency room boarding has increased
4. On any given day, approximately 50% of patients at New Hampshire Hospital are “non-certified”, meaning they do not meet the criteria for a billable stay, and could be better served in a less restrictive environment.

# Key Accomplishments



# Key Accomplishments



## Key Challenges

### Front Door

- Adult emergency room boarding
- Enhancing transparency & coordination among statewide DRFs (Designated Receiving Facilities)

### Back Door

- Capacity to discharge to group homes
- Capacity to discharge to transitional housing
- Capacity to discharge to long-term care
- Capacity to discharge forensic patients to a more appropriate setting

### Operational & Financial

- Recruitment and retention
  - Professional Development
  - Wages
  - Current Vacancy Rates
- Aging furniture
- Aging building & infrastructure
- Commercial Insurance Carriers

## Forensic Hospital (NHFH)

- Construction anticipated to start spring 2023
- Estimated completion in summer of 2025
- Occupancy fall of 2025 with a capacity of 24 beds

