



NH Community Behavioral
Health Association

2024 Annual Report

White Mountains, New Hampshire

From Our Board President & Executive Director

There is an art to storytelling. Each year the board of the NH Community Behavioral Health Association (NHCBHA) hopes that the numbers reflected in our annual report will help tell our story – a story that includes heroes, resilience, and most importantly, critical care for New Hampshire residents affected by mental health or substance use disorders.

Fiscal Year 2024 was a significant challenge for our Community Mental Health Centers (CMHCs). It was also a year that demonstrated tremendous success, and it serves as a testament to the staff and leadership, who



NHCBHA Board of Directors: *From left to right: Jay Couture, Roland Lamy, Maggie Pritchard, Phil Wyzik, Lisa Madden, Cynthia Whitaker, Patricia Carty, Lori Shibinette, Vic Topo, Suzanne Gaetjens-Oleson, Chris Kozak*

are the true heroes in our outpatient community-based mental health safety net system of care here in New Hampshire.

In this report, the reader will see the significant dependence each CMHC has on Medicaid reimbursement. Less noticeable to readers will be the fact that there is an inherent inability for CMHCs to cost-shift or access other funding sources to subsidize the losses incurred. Between 2021 and 2024 the CMHCs have seen uncompensated care grow from 6%

to 12% of Medicaid Revenue, the primary source of funding of the system. This challenges the ability of our system to remain fiscally sustainable. Contributors include a growing self-pay population, which includes those who are uninsured as well as under-insured. Uncompensated care also includes the inability of patients to pay their cost-share through individual benefit programs or employer-sponsored benefit programs, coupled with the refusal of benefits programs to pay for certain medically necessary services. Without appropriate benefit coverage or funding of outpatient care people often experience crisis and require care from higher cost settings like emergency room or inpatient hospitalization. In fiscal year 2024, uncompensated care totaled more than \$15 million of cost-shift to CMHCs.

Our story gets more complicated with changes in Federal legislation. The April 2023 ending of the Covid-19 public health emergency (PHE), prior to the close of the fiscal year 2022, resulted in devastating losses for Fiscal Year 2024. As a condition of the Families First Coronavirus Response Act (FFCRA), states were required to maintain enrollment of all Medicaid enrollees during the PHE, in exchange for increased contribution for Federal Medical Assistance. As a consequence of the Consolidated Appropriations Act of 2023, the conditions of continuous enrollment were delinked from the PHE and states moved to return to normal operations for Medicaid eligibility.

Like many states, New Hampshire moved to revalidate Medicaid eligibility in April of 2023. During this process, it became clear that there was significant impact to people with Severe Mental Illness. The CMHC system found itself caring for a significant number of people with chronic mental illness but with no payer source to fund the care. As a result, 9 out of 10 CMHCs produced operating losses for Fiscal Year 2024. While the Medicaid re-determination process had to take place, and was a major contributor to operating losses, the process told the story of uncompensated care loud and clear.

Despite these challenges, the CMHCs continued to provide high quality care to patients in their respective communities. CMHCs increased their presence at Summer Camps, in collaboration with the Department of Education, and served children in communities that were not currently in our system of care. CMHCs continued to increase the percentage of in-person visits with patients while still balancing and preserving the use of Telehealth, which has become a critical outreach tool. Three of our CMHCs researched and committed to a monumental shift in the care delivery model and financing system offered through Certified Community Behavioral Health Center (CCBHC) status, a nationally recognized structure of excellence aimed at improving access to care. In addition to these accomplishments, 2024 was a year that revealed stronger collaboration with our partners at the Department of Health and Human Services to refine and evolve our decade-old alternative payment model. The results are already producing improved access in Fiscal Year 2025.

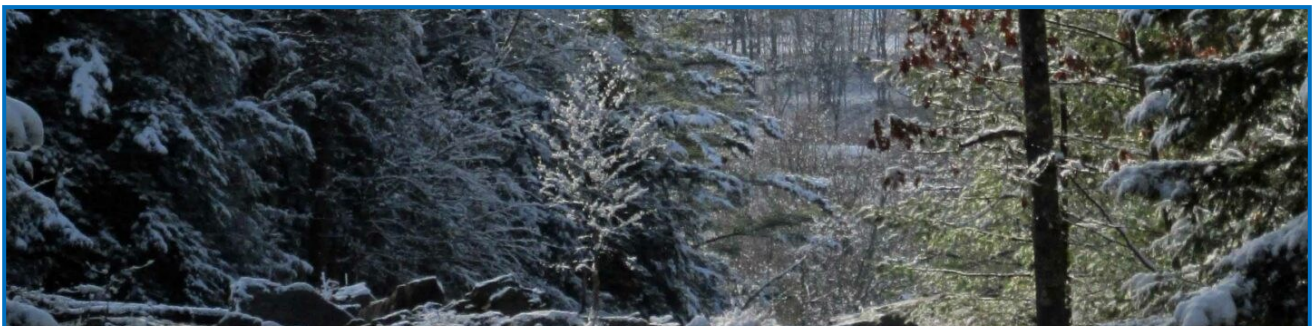
The resilience of the CMHC system is clear, and the mission to provide important evidence-based outpatient mental health care in communities across the state has never wavered. We look forward to sharing our stories of helping people with mental illness toward recovery as we embark on yet another year of opportunity and challenges in 2025. We will assess the impact of CCBHC on our three CMHCs and work with our Governor and the New Hampshire Legislature to highlight the challenge of uncompensated care and the need to invest in this important safety net system of care.



Maggie Fritchard
BOARD PRESIDENT



Roland Lamy
EXECUTIVE DIRECTOR



ASSOCIATION MEMBER PROFILES



Region 1
 Suzanne Gaetjens-Oleson, CEO
 87 Washington Street
 Conway, NH 03818
www.northernhs.org

Mission:
To assist and advocate for people affected by mental illness, developmental disabilities and related disorders in living meaningful lives.

Locations:
 69 Willard Street, Berlin, NH
 3 12th Street, Berlin, NH
 55 Colby Street, Colebrook, NH
 71 Hobbs Street, Suite 102, Conway, NH
 25 West Main Street, Conway, NH
 69 Brooklyn Street, Groveton, NH
 29 Maple Street, Littleton, NH
 70 Bay Street, Wolfeboro, NH



Region 2
 Lori Shibinette, President & CEO
 85 Mechanic Street, Suite C2-1, Box A-10
 Lebanon, NH 03766
www.wcbh.org

Mission:
West Central Behavioral Health's mission is to promote the health and quality of life of individuals, families and communities by providing treatment for mental illness and substance use disorders, while helping to reduce the stigma associated with these challenging conditions.

Locations:
 85 Mechanic Street, Lebanon, NH
 52 West Pleasant Street, Claremont, NH
 130 Pleasant Street, Claremont, NH
 251 Elm Street, Claremont, NH
 71 Belknap Avenue, Newport, NH
 163 Summer Street, Newport, NH



Region 3
 Maggie Pritchard, CEO
 40 Beacon Street E.
 Laconia, NH 03246
www.lrmhc.org

Mission:
LRMHC's mission is to provide integrated mental and physical health care for people with mental illness while creating wellness and understanding in our communities.

Locations:
 40 Beacon Street E, Laconia, NH
 81 Highland Street, Plymouth, NH



Region 4
 Lisa Madden, President & CEO
 29 School Street
 PO Box 2032
 Concord, NH 03302
www.riverbendcmhc.org

Mission:
We care for the behavioral health of our community.

Locations:
 40 Pleasant Street, Concord, NH
 42 Pleasant Street, Concord, NH
 111 Pleasant Street, Concord, NH
 105 Loudon Road, Bldg 4, Concord, NH
 10 West Street, Concord, NH
 53 Kendall Street, Franklin, NH
 4-6 Fayette Street, Concord, NH
 30 Tremont Street, Boscawen, NH



Region 5
 Melinda (Mindy) Asbury, Interim CEO
 64 Main Street, Suite 301
 Keene, NH 03431
www.mfs.org

Mission:
Our mission is to be a source of health and hope for people and the communities in which they live. MFS fosters mental and emotional wellness for individuals of all ages. We create services that heal, education that transforms, and advocacy that brings a just society.

Locations:
 64 Main Street, Suite 301, Keene, NH
 40 Avon Street, Keene, NH
 9 Vose Farm Road, Suite 120, Peterborough, NH
 22 North Street, Jaffrey, NH

ASSOCIATION MEMBER PROFILES



Region 6
Cynthia Whitaker, President & CEO
100 West Pearl Street
Nashua, NH 03060
www.gnmhc.org

Mission:
Empowering all people to thrive through excellent care, community engagement, and a commitment to innovation and growth.

Locations:
100 West Pearl Street, Nashua, NH
7 Prospect Street, Nashua, NH
15 Prospect Street, Nashua, NH
5 Pine Street Extension, Nashua, NH
440 Amherst Street, Nashua, NH



Region 7
Patricia Carty, President & CEO
2 Wall Street
Manchester, NH 03101
www.mhcgm.org

Mission:
To empower individuals to achieve recovery and promote personal and community wellness through an accessible, comprehensive, integrated, and evidence-based system of mental health care.

Locations:
2 Wall Street, Manchester, NH
401 Cypress Street, Manchester, NH



Region 8
Jay Couture, President & CEO
1145 Sagamore Avenue
Portsmouth, NH 03801
www.smhc-nh.org

Mission:
Our mission is to provide a broad, comprehensive array of high quality, effective and accessible mental health services to residents of the eastern half of Rockingham County.

Locations:
1145 Sagamore Avenue, Portsmouth, NH
30 Magnolia Lane, Exeter, NH
463 Breakfast Hill Road, Greenland, NH



Region 9
Chris Kozak, President & CEO
113 Crosby Road, Suite 1
Dover, NH 03820
www.communitypartnersnh.org

Mission:
Community Partners connects our individuals and their families to the opportunities and possibilities for full participation in their communities.

Locations:
25 Old Dover Road, Rochester, NH
50 Chestnut Street, Dover NH



Region 10
Victor Topo, President & CEO
10 Tsienneto Road
Derry, NH 03038
www.centerforlifemanagement.org

Mission:
To promote the health and well-being of individuals, families and organizations. We accomplish this through professional, caring and comprehensive behavioral health care services and by partnering with other organizations that share our philosophy.

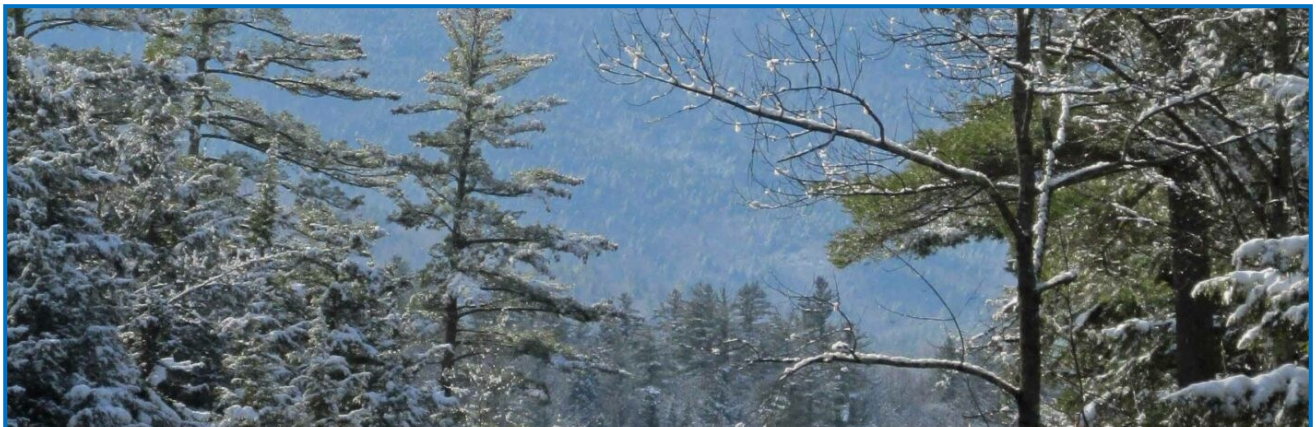
Locations:
10 Tsienneto Road, Derry, NH
103 Stiles Road, Salem, NH
46-52 Main Street, Salem, NH

WOMEN-LED CMHCs HIGHLIGHTED IN BUSINESS NH MAGAZINE



From left to right: Patricia Carty, Lisa Madden, Maggie Pritchard, Cynthia Whitaker, Jay Couture, Suzanne Gaetjens-Oleson

Each October, *Business NH Magazine* highlights the top women-led businesses in New Hampshire with a specific call out to the top 50 non-profits in the state based on revenue. In order to make the list, the business must generate at least \$1 million annually. NHCBA is proud to share that every women-led Community Mental Health Center (CMHC) in FY2024 was highlighted in the 2024 list of non-profits. These leaders featured Community Mental Health Center CEOs (left to right): Patricia Carty, The Mental Health Center of Greater Manchester; Lisa Madden, Riverbend Community Mental Health Center; Margaret Pritchard, Lakes Region Community Mental Health Center; Cynthia Whitaker, Greater Nashua Mental Health; Jay Couture, Seacoast Mental Health Center; and Suzanne Gaetjens-Oleson, Northern Human Services. Congratulations to our women-led CMHCs on this important achievement!



2024 LEGISLATIVE POLICY WORK

In the 2024 legislative session, the New Hampshire Community Behavioral Health Association (NHCBHA) tracked over 90 bills and was successful in seeing passage of several important proposals:

HB 1236 – *Establishing a pilot recruitment and retention program within the department of health and human services and relative to the income eligibility for "in and out medical assistance" under the state Medicaid plan.* Passage of this law meant \$675K for the community mental health centers. It was signed into law on June 26th.

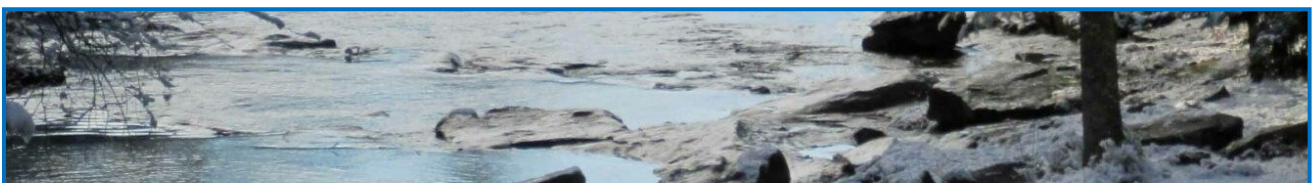
SB 403 – *Relative to the health care workforce.* This bill was intended to make policy changes to implement the historic Medicaid reimbursement rate increases approved in 2023; however, it significantly slimmed down during the 2024 session. As enacted, it included reauthorization of the interdisciplinary primary care workforce commission; tweaks to the nurse practice act statute; and establishing the position of and regulation of community health workers.

SB 411 – *Establishing a committee to study emergency mental health services for persons 21 years of age and younger in New Hampshire.* SB 411 was put on hold early in the session when the Insurance Department said that the problem could be addressed with a “non-legislative solution” and established a work group. NHCBHA participated in that effort, but the final product was seen as inadequate by us and by some legislators. SB 411 was then amended to create a study committee, which issued a report and recommendations for further legislation in November.

Starting in early 2024, NHCBHA was an active member of Inclusive New Hampshire, an ad hoc group formed to oppose legislation targeting the LGBTQ community, particularly LGBTQ youth. In testimony, op eds and outreach to legislators, NHCBHA presented data on the increased incidence of suicide and suicidal ideation among transgender youth. While Inclusive New Hampshire was successful in derailing 27 of the 30 bills submitted this year, three passed and were signed by the Governor, including HB 1205, which prohibits transgender girls from playing on school sports teams. Enforcement of that law was blocked by the federal court in September.

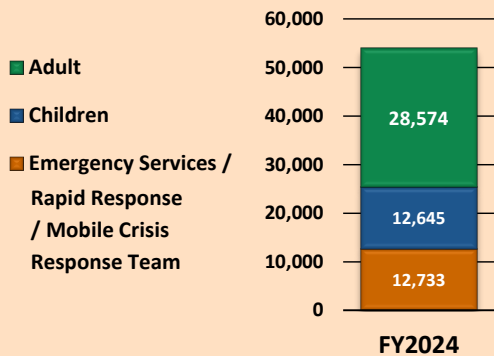
NHCBHA also opposed HB 1336, allowing employees to keep loaded guns in their cars at employers’ parking lots. After passage by the House and Senate, NHCBHA wrote to the Governor and requested a veto: “At a time when the State and policymakers should be working to increase gun safety in public and private spaces, this bill will do the opposite by allowing people to keep a loaded firearm in their car while they are at work. The bill will apply to any for-profit or non-profit business that receives public funds in any form, which includes CMHCs at all their locations. It does not provide for safe storage of firearms in a lock box or other secure storage container, which violates our CMHC workplace policies.” The bill nevertheless became law.

As attention now turns to the 2025 session, NHCBHA is focused on the biennial state budget; mental health housing priorities; uncompensated care; and additional Medicaid rate increases to help mitigate the continuing health care workforce shortages.



PATIENTS SERVED

Patients Served by Service Type

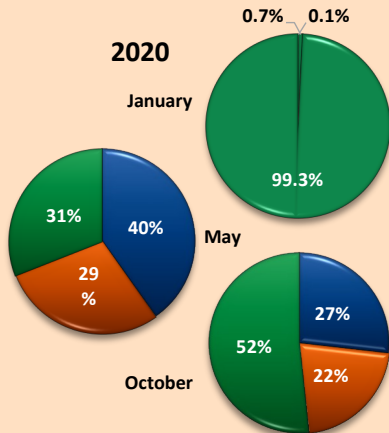


In FY2024, the Community Mental Health Centers (CMHCs) served almost 54,000 patients. The figure breaks out three populations served—Adults, Children, and Emergency Services/ Rapid Response/ Mobile Crisis.

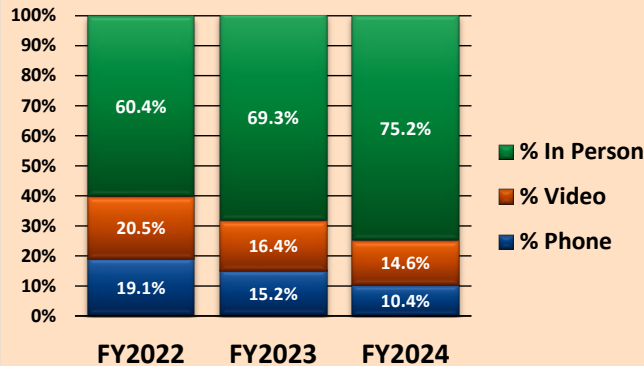
During the COVID-19 pandemic, a shift in service delivery from in-person to telehealth was seen. Prior to the pandemic, only 1% of all services were delivered via telehealth. Telehealth visits rose to 49% by October 2020 out of necessity but have steadily declining as they have been replaced by in-person visits. Although the total telehealth visits has dropped to 25% in 2024, it is

expected that telehealth will continue to be a significant portion of all Center visits in order to meet the growing needs of patients and their families.

2020



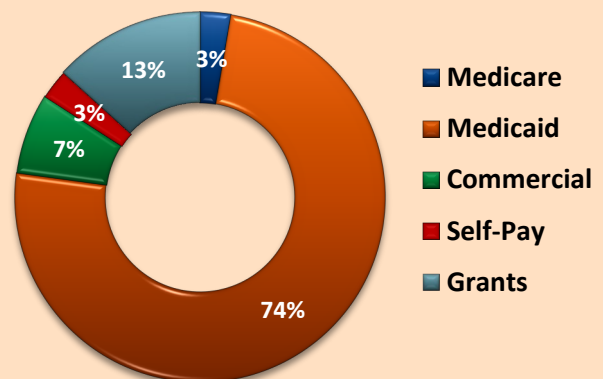
Telehealth & In Person Visits



REVENUES BY SOURCE

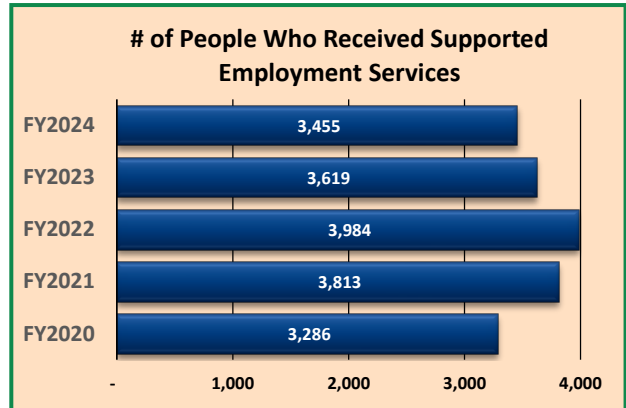
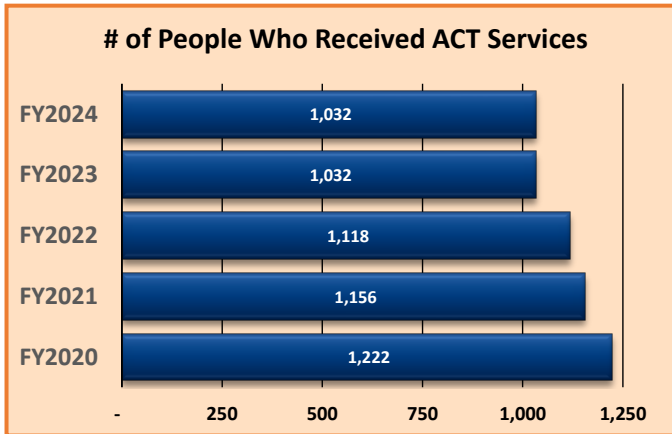
In FY2024, 74% of CMHCs' revenues were for Medicaid enrollees. The remaining 26% of revenues in FY2024 was from private foundation and government grants (13%); commercial insurance (7%); government and private contracts, including Medicare (3%); and, self-pay (3%). Leveraging diverse revenue streams ensures the ability of CMHCs to continue to serve as the safety net in their communities for individuals being treated for mental illness.

% of Revenues by Source FY2024



EVIDENCE-BASED CLINICAL PRACTICES

As part of the State’s Community Mental Health Agreement, the Association’s Community Mental Health Centers (CMHCs) established Supported Employment (SE) and Assertive Community Treatment Teams (ACT) statewide. SE works with patients to attain and maintain employment. ACT offers a variety



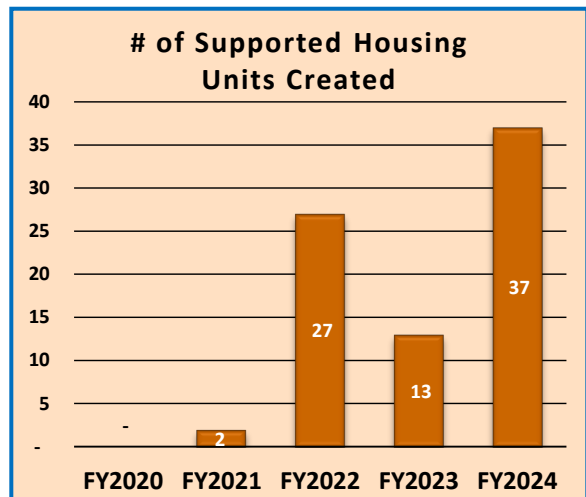
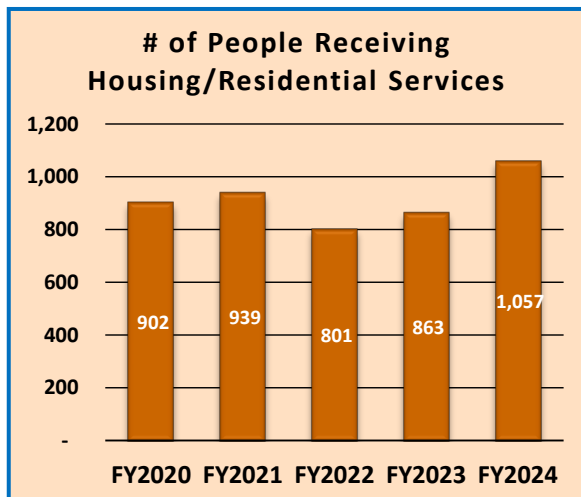
of services to individuals, including case management, intensive functional support services, psychiatry, peer support, IMR, and InShape. In FY2024, a total of 3,455 individuals received SE services and a total of 1,032 individuals received ACT services.



HOUSING SUPPORT

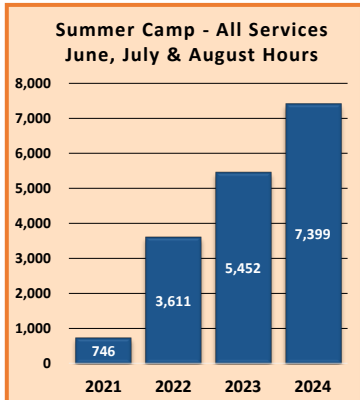
In FY2024, the total number of people receiving housing or residential services grew, with 1,057 individuals receiving services compared to 863 in the prior fiscal year.

A record number of new housing units were created in FY2024, with 37 units created. The CMHCs have been working with the State of New Hampshire to create additional housing units since 2021, with the number of new housing units increasing in recent years. Additional housing units are expected in FY2025.

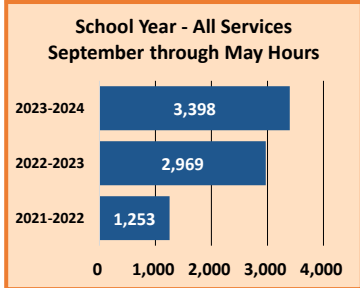


COMMUNITY SERVICES

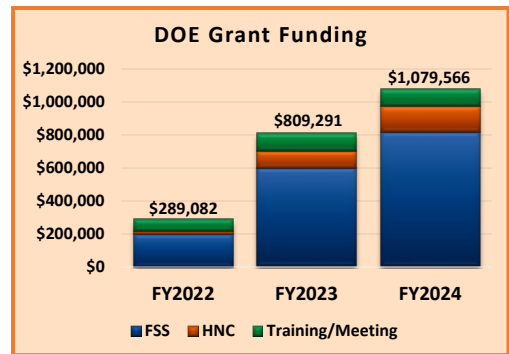
The **School Aged Children Support Services Program** began in April 2021 and concluded at the end of September 2024. The community mental health centers (CMHC) provided social, emotional, and mental health supports as part of the Department of Education’s (DOE) ReKINDling Curiosity program.



The program grew over the 2.5 years that it ran supporting thousands of children at summer camps and within the school system providing functional support (FSS) and other services. During the 2024 summer, 2,057 high needs children (HNC) received one on one support at summer camps, compared to 841 during the 2023 summer. With this support, many children would not have been able to participate fully in the camp due to disruptive behaviors. HNC services within the school system also expanded from 879 interactions during the 2023-2024 school year compared to 231 during the 2022-2023 school year.



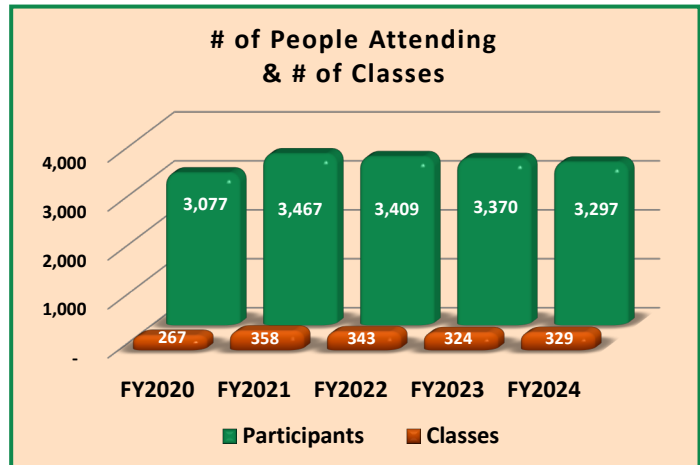
The CMHCs provided Crisis Intervention Training to hundreds of Camp Counselors and provided support to guidance counselors, teachers, and coaches within the school system with mental health meetings focusing on the children in their care.



For more than 20 years the NH Community Behavioral Health Association, on behalf of their 10 community mental health center (CMHC) members, has partnered with the NH Judicial Branch to provide the **Child Impact Program (CIP)**. With the passage of RSA 458-D by the NH Legislature, the CMHCs

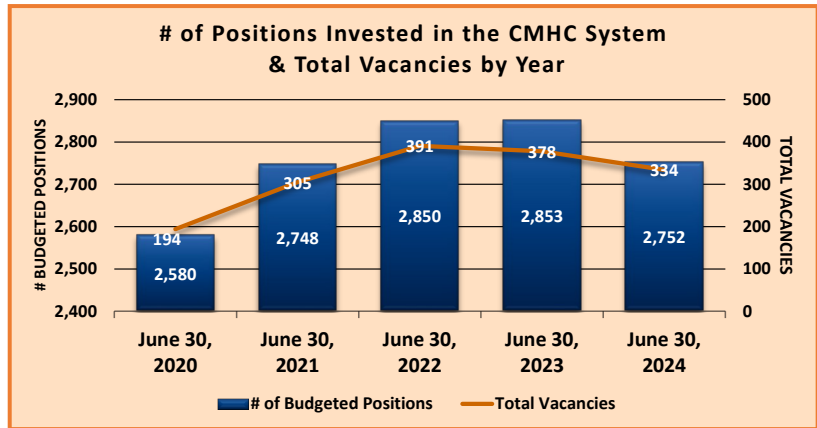
created this 4-hour program for parents involved in custody or divorce proceedings with the sole focus to minimize any adverse affect family separation or the litigation process may have on their minor children.

Since 2020 and the impact of the pandemic, classes have migrated to mostly virtual with two Centers providing classes in person. Even with this shift in how the program is attended, parent satisfaction levels consistently rank high with the past four years averaging 96% of parents rating the class at “satisfied” or “very satisfied.”



MENTAL HEALTH WORKFORCE

In FY2024, the system saw a decrease in budgeted positions as well as total vacancies. NHCBHA is actively working with Centers and stakeholders on a myriad of recruitment and retention strategies. None of the work outlined in this report would be possible without the Centers having a strong workforce to meet the needs of patients and families.

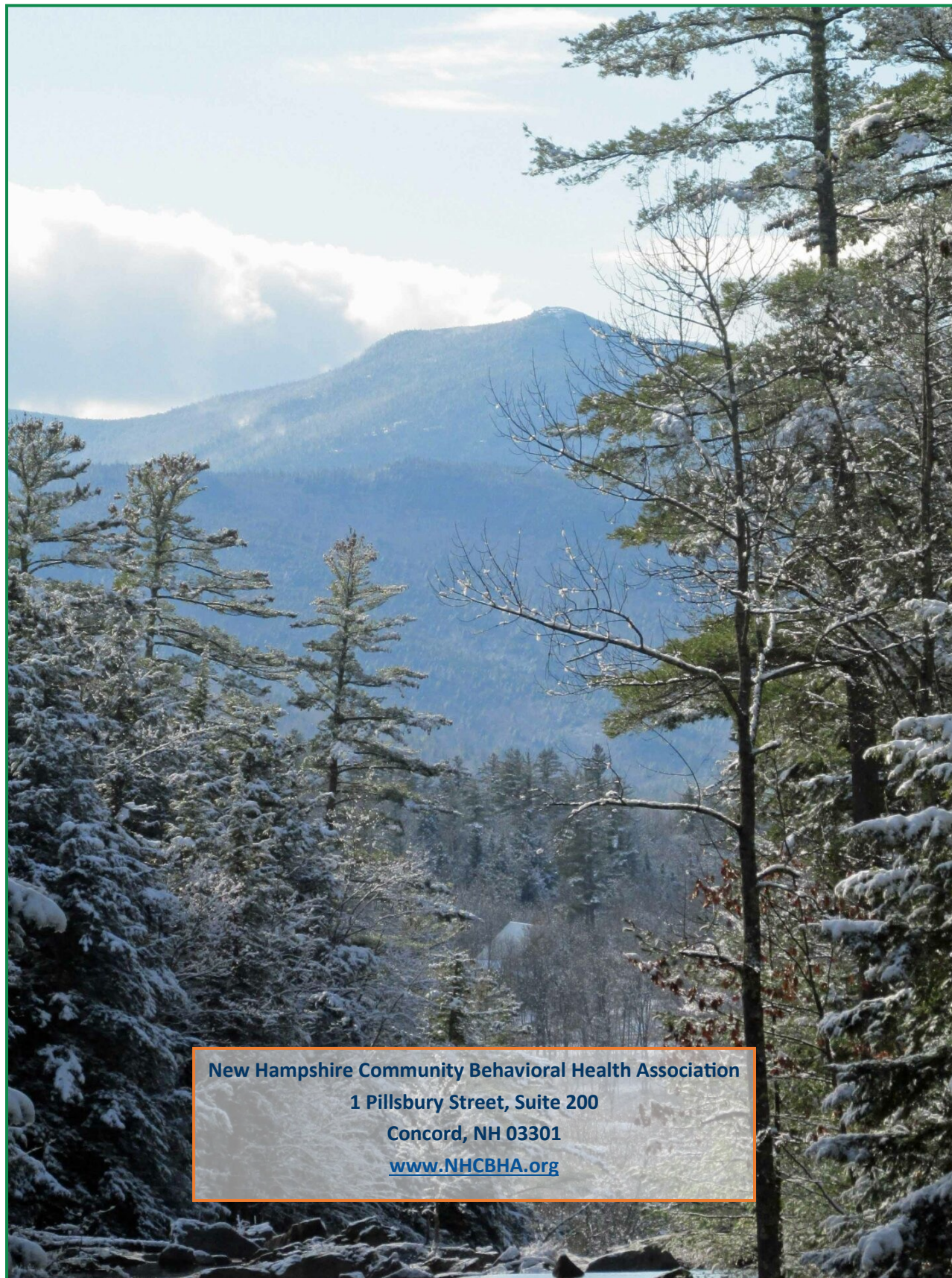


MISSION

Through advocacy & leadership, we develop the relationships & systems to ensure the sustainability of high-quality behavioral healthcare.

VISION

*The NHCBHA envisions a future where:
 Behavioral health care is integral to overall health care.
 Prevention & treatment of mental illnesses are valued by all.
 Timely access is available to all.
 The stigma & discrimination related to behavioral health is eliminated.*



New Hampshire Community Behavioral Health Association
1 Pillsbury Street, Suite 200
Concord, NH 03301
www.NHCBHA.org