

Annual Report 2022

Celebrating 20 Years!



From Our Board President and Executive Director

Dear Friends and Partners,

This year marks the 20th anniversary of the NH Community Behavioral Health Association (NHCBHA). The past twenty years have shown increased collaboration among our Community Mental Health Center (CMHC) members, increased collaboration with policymakers and an increased awareness of the importance of proper mental health care among residents of the Granite State. The Association's efforts have centered around public policy, quality improvement, access improvement, and improved funding and fiscal sustainability of the ten CMHCs. We are proud to issue this first annual report as it describes the history of our work, and both the challenges and successes of FY2022. Workforce recruitment, increasing demand for services, and emerging issues such as impacts related to the COVID pandemic have challenged behavioral health care across our country and in our Granite State, but our work together has also produced important bright spots worth noting.



Roland P. Lamy
EXECUTIVE DIRECTOR

Pandemic Response. The 10 CMHCs quickly pivoted to increase availability of telehealth services from 1% of visits pre-pandemic to a height of 69% in May 2020.

Record Number of Patients Seen. The number increased from 55,500 to 60,000 (8%) between 2020 and 2022, with emergency services increasing 15%.

Increased Access to Care. The 10 CMHCs continue to increase access to care and the quantity of services rendered to meet community demand. In the past year, three areas of focus stood out: development of the Rapid Response program for real time access to crisis services; development of more supportive housing options where treatment can be provided; and implementation of a summer camp program developed in partnership with the NH Department of Education to increase the availability of mental health services for school-aged children.

Investment in the System. The community mental health system survived the pandemic through a series of strategic investments during several years of increasing service demand. A sampling of these investments include:

- a steadily increasing number of budgeted employees in the workforce
- **\$44.9M** invested between FY2020 and FY2022 in employee recruitment and retention through market adjustments, performance bonuses, sign on bonuses, training, and benefits
- a continued focus on quality improvement and clinical innovation through the introduction of new Evidence-Based Practices (EBPs)



- upgrading of electronic health record (EHR) systems; and
- establishing learning collaboratives focused on improving clinical and operational quality

In FY2023, the NHCBHA will expand its work in the areas listed above and continue to support the CMHC patients, staffs, and communities served. The NHCBHA and its CMHC members look forward to continuing to work with our partners – NH Department of Health and Human Services' Division of Behavioral Health, community care organizations, patients, and families – in order to continue to meet the increasing demands for services and deliver high-quality outpatient mental healthcare to our Granite State residents.



Maggie Fritchard
BOARD PRESIDENT

Honoring 20 Years of Association Leadership

The Association has had phenomenal leadership in its 20-year history.
We are grateful to our Board Presidents for their years of service:

Dennis McKay	<i>2003-2006</i>
Michael Coughlin	<i>2007</i>
Jay Couture	<i>2008-2015</i>
Suellen Griffin	<i>2016-2018</i>
Peter Evers	<i>2019</i>
Jay Couture	<i>2020-2021</i>
Brian Collins	<i>2021-2022</i>

Mission

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

Vision

NHCBHA envisions a future where:

Behavioral health care is integral to overall health care.

Prevention and treatment of mental illnesses are valued by all.

Timely access is available to all.

The stigma and discrimination related to behavioral health is eliminated.

We are Grateful for the Service Provided by Three Chief Executive Officers Who Retired in 2022:

Eric Johnson	Northern Human Services	37 Years
William Rider	Mental Health Center of Greater Manchester	36 Years
Brian Collins	Community Partners	27 Years

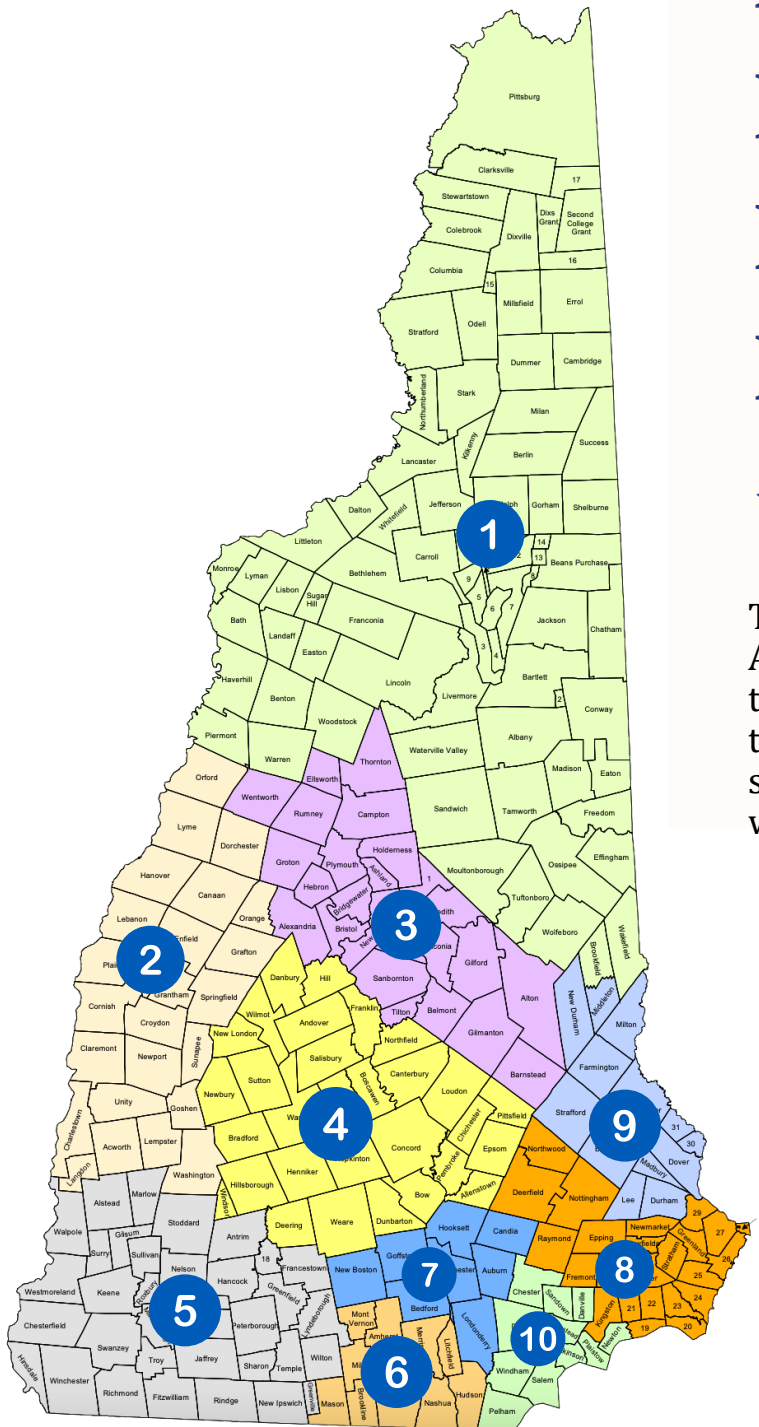
We thank the board members of the community mental health centers, staff members, and all our stakeholders for making our work possible.



NH's RESOURCE FOR BEHAVIORAL HEALTH

Who We Are:

The NH Community Behavioral Health Association is an organization comprised of the ten community mental health centers throughout New Hampshire. These centers serve individuals in our state who are living with – and recovering from – mental illness, and emotional and substance use disorders.



- 1 Northern Human Services
- 2 West Central Behavioral Health
- 3 Lakes Region Mental Health Center
- 4 Riverbend Community Mental Health
- 5 Monadnock Family Services
- 6 Greater Nashua Mental Health
- 7 Mental Health Center of Greater Manchester
- 8 Seacoast Mental Health Center
- 9 Community Partners
- 10 Center for Life Management

Association Member Profiles



Center for Life Management
10 Tsienneto Road
Derry, NH 03038
603-434-1577
centerforlifemanagement.org



Community Partners
113 Crosby Road, Suite 1
Dover, NH 03820
603-516-9300
communitypartnersnh.org

Greater Nashua



Greater Nashua Mental Health
7 Prospect Street
Nashua, NH 03060
603-889-6147
gnmhc.org



Lakes Region
Mental Health Center

Lakes Region Mental Health Center
40 Beacon Street, East
Laconia, NH 03246
603-524-1100
lrmhc.org



The Mental Health Center
of Greater Manchester

**The Mental Health Center of Greater
Manchester**
2 Wall Street, Second Floor
Manchester, NH 03101
603-668-4111
mhcgmm.org



Monadnock Family Services
64 Main Street
Keene, NH 03431
603-357-4400
mfs.org



Northern Human Services
87 Washington Street
Conway NH 03818
603-447-3347
northernhs.org



Riverbend Mental Health, Inc.
278 Pleasant Street
Concord, NH 03301
603-228-1600
riverbendcmhc.org



Seacoast Mental Health Center, Inc.
1145 Sagamore Avenue
Portsmouth, NH 03801
603-431-6703
smhc-nh.org



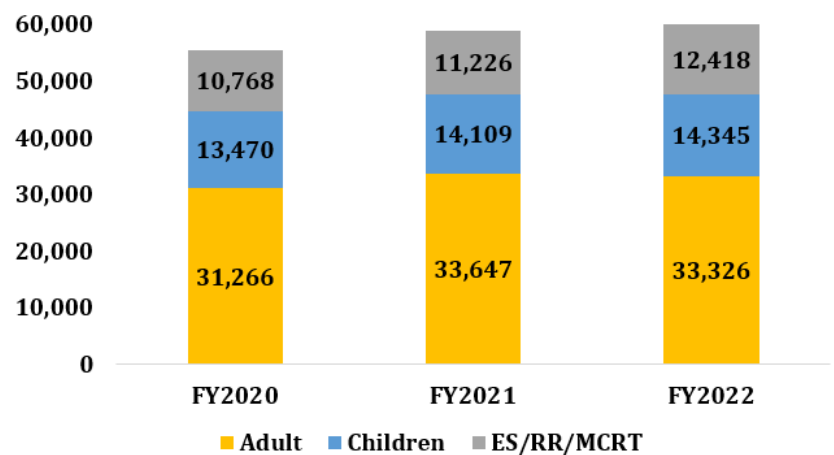
West Central Behavioral Health
85 Mechanic Street, Suite C2-1
Lebanon, NH 03766
603-448-0126
wcbh.org

Association Member Profiles

Patient Services Increase

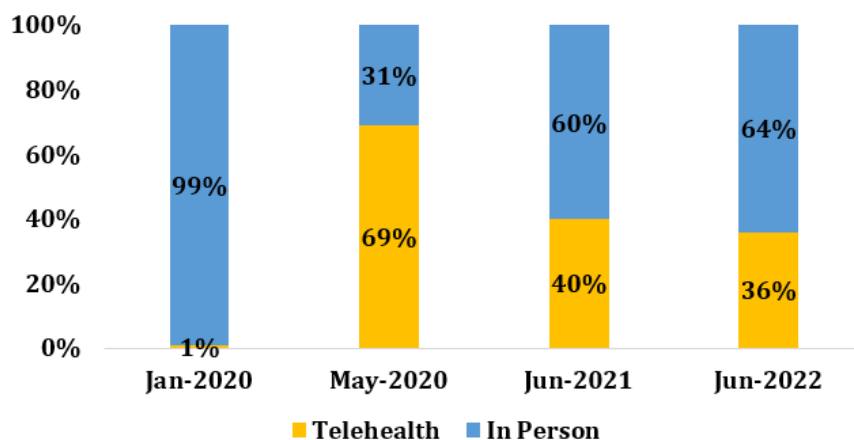
Demand for the CMHCs' services – adult, children, emergency services/rapid response/mobile crisis response teams – increased during the pandemic, and the CMHCs met the challenge. The number of patients seen increased from 55,500 to 60,000 (8%) between FY2020 and FY2022, with emergency services increasing by 15%.

Unique Patients Served by Service Type by Year



In January of 2020, only 1% of all services were delivered via telehealth. The number peaked in May 2020 at 69%. As of June 2022 the number was at 36%. At that time, one center saw a low of 21% telehealth visits and another a high of 51%. The ability of the CMHCs to pivot services once the pandemic struck resulted in the ability to keep seeing patients. It is expected that telehealth will continue to be a significant portion of all center visits as a way to meet the individual needs of patients and families. Many patients and families utilize a mix of both telehealth and in-person visits.

Percent of Total Visits
Telehealth and In-Person
Jan 2020-Jun 2022



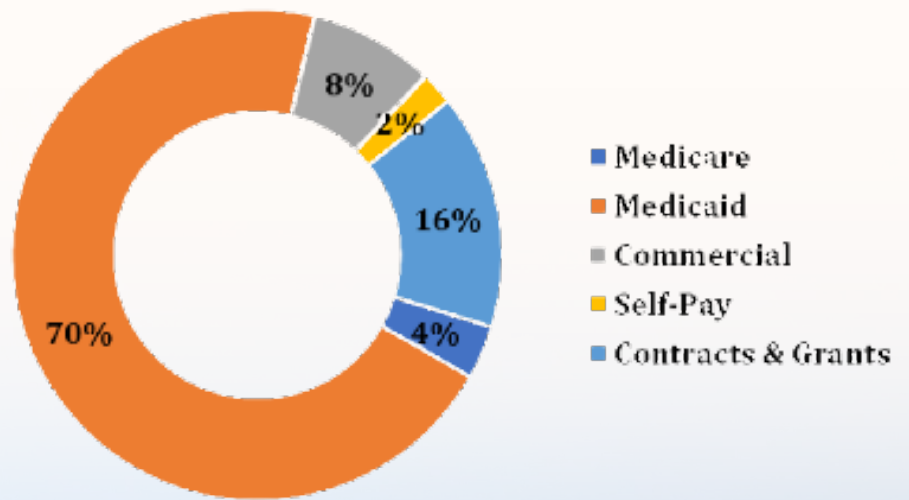
In January of 2022, the state's telephonic Access Point opened for rapid response emergency services. In the first six months of 2022, the CMHCs delivered more than 8,441 rapid response stabilization visits. In FY2023, this number is likely to increase.

"As a mental health center, we are better able to meet the needs of our patients by offering telehealth as an option. Whether for short medication checks or meeting with a family after hours, telehealth provides incredible flexibility for our patients." – CMHC Clinical Director

CMHC Revenues by Source

The CMHCs primarily serve as the safety net in their communities for those children and adults being treated for mental illness or emotional disorders. In FY2022, **70%** of the CMHCs' revenues were for Medicaid enrollees, many of which have severe and persistent mental illness.

Percentage of Revenues by Source for all CMHCs FY2020-22 Combined



The CMHCs leverage private foundation and government grants, government and private contracts, as well as Medicare, commercial insurance, and self-pay for the remaining **30%** of revenues.

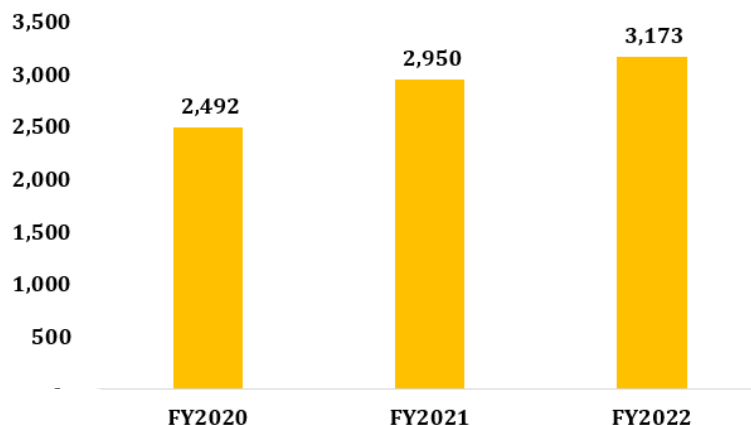
This diverse revenue stream ensures service levels are met and programming ranging from counseling visits to quality improvement activities occurs.



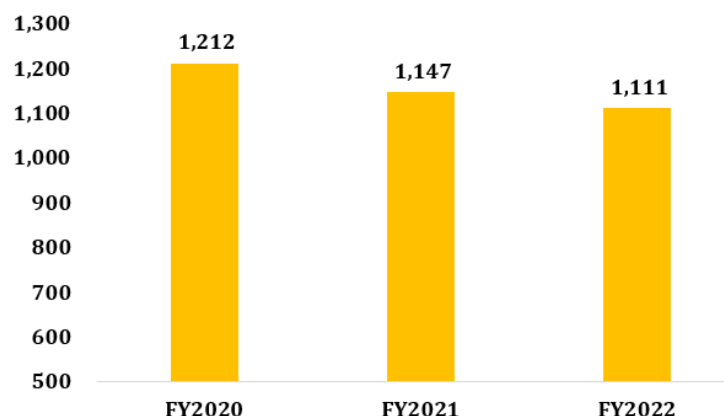
Evidence-Based Clinical Practices

As part of the state's Community Mental Health Agreement (CMHA), the CMHCs have stood up Supported Employment (SE) and Assertive Community Treatment Teams (ACT) services statewide.

of People Receiving
Supported Employment Services
Across All 10 Centers



of People Receiving
ACT Services
Across All 10 Centers



SE and ACT have been very successful, and have changed the lives of many of the participants for the better. SE works with patients to attain and maintain employment, and ACT brings a broad array of services to patients including intensive functional support services, case management, psychiatry, peer support, Illness Management and Recovery, and InShape.

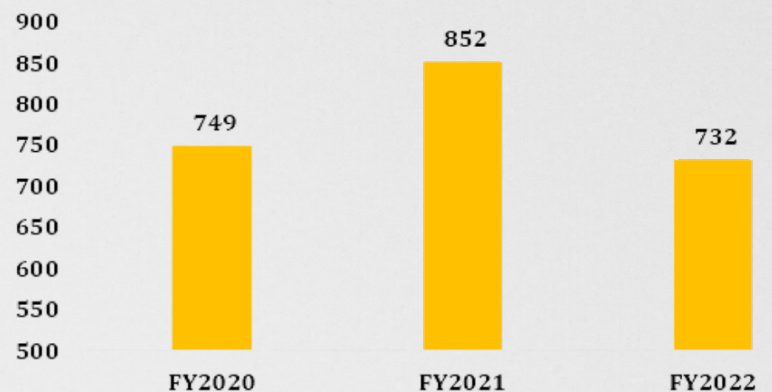
"I am grateful for what Supported Employment has done for me in terms of giving me my job at Five Below; the staff are very friendly and understanding and have worked with me through different challenges. My experience with SE has been a positive one. I recommend this program without any reservations for all patients that are looking for support with moving on to the next step in their lives." – Center Client

"An individual with a severe increase in symptoms due to schizophrenia, recently graduated from ACT to a lower level of care after receiving multiple services: intensive functional support services, case management, psychiatry, peer support, IMR, and InShape. This individual is now engaged with her church community, feels more confident, her symptoms are well-managed, she lives in stable housing, and she manages her own finances." – ACT Staff Member

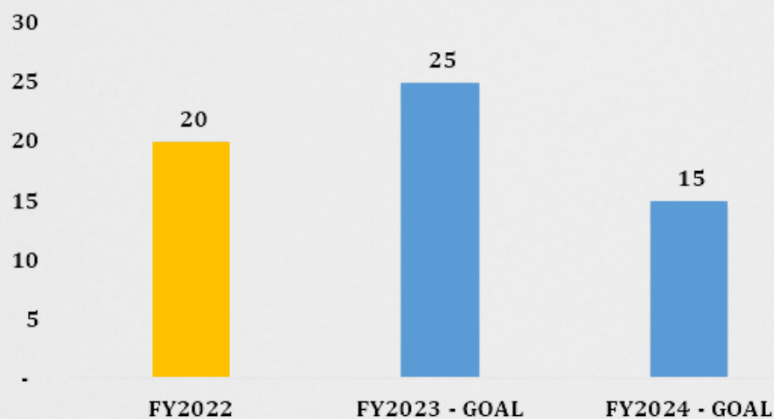
Housing and Homelessness

The Centers have provided housing and residential support services to their patients for more than 40 years. The housing options have proven to be a critical component to helping many patients on their path to recovery. Delivering these services became more difficult during the pandemic, but the centers worked to ensure that the services were able to continue.

of People Receiving Housing / Residential Services
Across All 10 Centers



of New Housing Beds Created
Across All 10 Centers



"I have been homeless for years, and the opportunities given to me have made a big difference in my life. I am even able to work now that I have a safe place to live."
– Center Client

"I just wanted to say thank you for being so engaging with my son yesterday during your visit. I have not seen him smile and have a conversation like you and he had for many months. He was animated! It was a bright spot in our day."
– Mother of a Center Client

To meet a fraction of the vast patient housing needs, the CMHCs have been working with the State of New Hampshire to create additional housing beds. In FY2022, 20 new housing beds were created by five Centers and 40 more beds are planned over the next two years.



Community Services

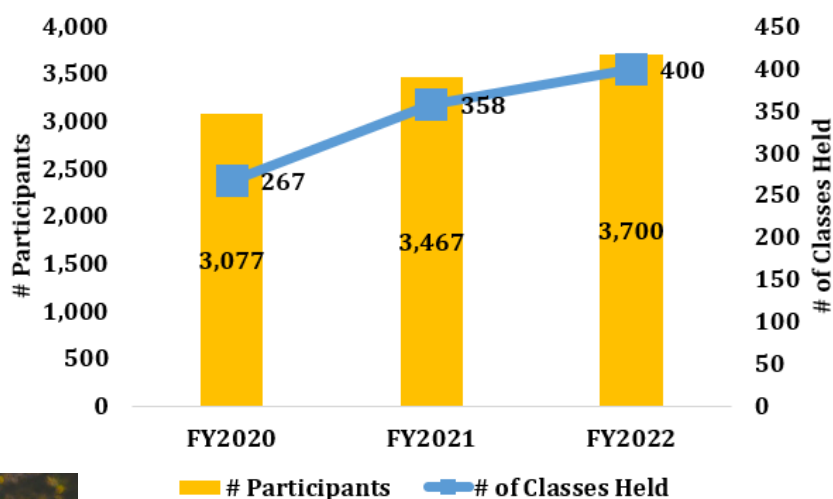
Making a Difference In Children's Lives

Established in 1993 by the NH Legislature, the Child Impact Program (CIP) provides experienced professional counselors that teach parenting skills to minimize the adverse effects of separation or divorce on children. Under a contract with the NH Judicial Branch, CIP was administered by the Behavioral Health Network (BHN) from FY2001 – 2007 and by the NH Community Behavioral Health Association (NHCBA) from FY2008 to present.

"I work in the human services field and didn't think I needed to attend a co-parenting class, but I learned some important tools that have helped us better communicate and put aside our differences so that we can focus on what's best for our children." – Kim P., Parent



**# of People Receiving CIP Services
Across All 10 Centers**



Over the years, CIP's overall parent satisfaction levels have remained very high, with 93% of parents saying they are very satisfied or satisfied with their CIP experience.

In March of 2020, CIP suspended all in-person classes due to the pandemic. In May, CIP began to transition its business model to virtual online classes, which was fully completed by May 2021. Comparing the metrics of pre-pandemic FY2019, to the "new normal" of FY2022, CIP has increased its number of classes by 2.4%. However, parent participation is down 15%, possibly due to court backlogs and court staffing issues.

"Measuring Up" – Quality

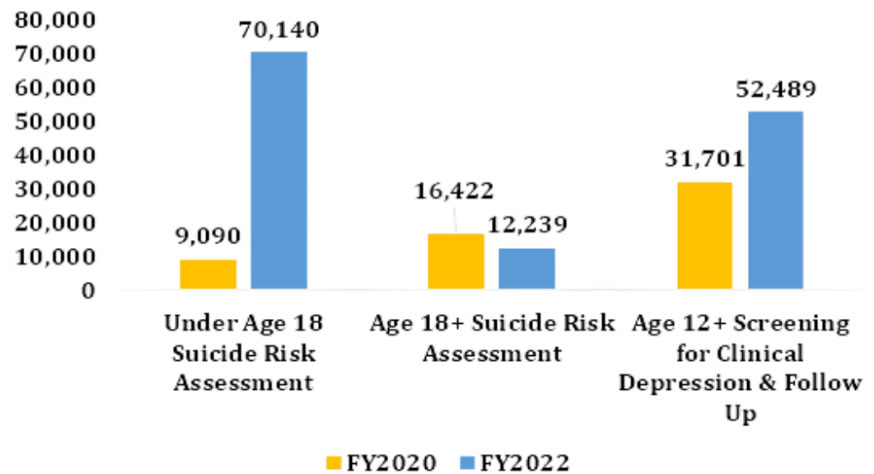
Measuring quality provides for both quality and process improvement opportunities and the opportunity to celebrate success.

Three years ago, the CMHCs partnered to develop a set of clinical quality metrics that could be used to benchmark performance locally and nationally. Five measures were initially chosen – three behavioral health measures and two integrated care measures. Through improvements to workflows and electronic health records, the Centers have made significant strides since FY2020 and expect additional improvements in FY2023.

These figures focus on aggregated data across all Centers and do not show the variation between Centers that exists (e.g., some Centers may be at 100% and others at 50%, which impacts the aggregated measure). The variation is primarily due to the need to update existing Center workflows and information technology (IT) capabilities.

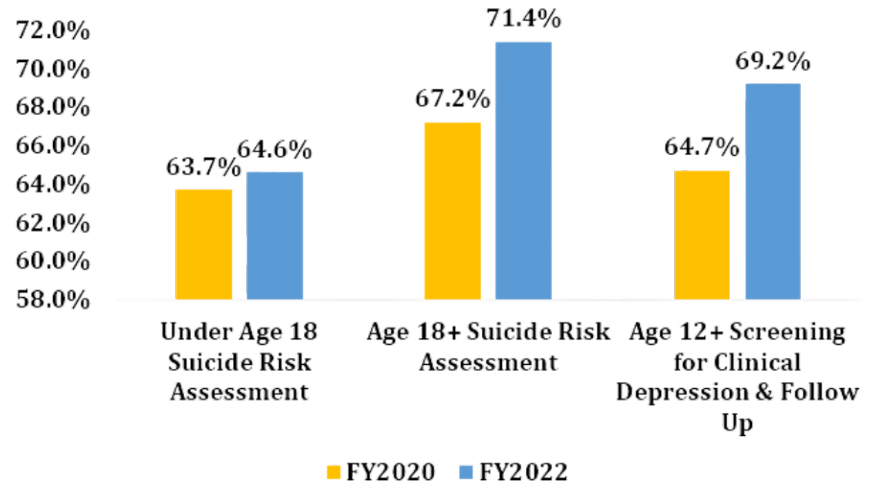
Additionally, the Centers participate in pay for performance (P4P) programs with each of their managed care organization (MCO) payers examining various Healthcare Effectiveness Data and Information Set (HEDIS) measures.

**Clinical Quality Improvement:
Units of Service Measured for All Centers**



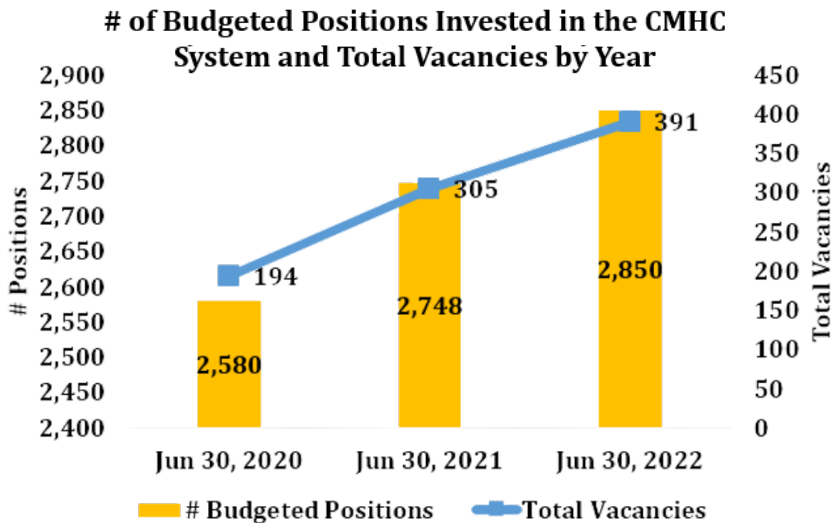
"The Association's Centers have always delivered high quality services; our recent clinical measurement activities are making a difference in how the Centers think about quality and are rooted in clinical process improvement practices."
– Roland Lamy, Executive Director

**Clinical Quality Improvement: Weighted Average
Rates for All Centers**



Investment in our Workforce

None of the work outlined in this report is possible without the Centers having a strong workforce to meet the needs of patients and families.

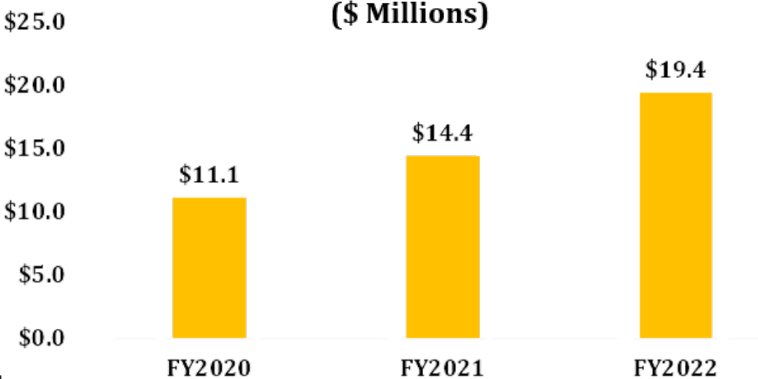


An additional 270 positions have been added to Center budgets in the past three years in order to meet the service demands, including the ramp up for the Rapid Response program in the past 12 months.

While budgeted positions have increased, total vacancies have increased by 197 in the past three years. The Association is actively working with the Centers and partners on myriad of recruitment and retention strategies.

While COVID has introduced additional challenges across the healthcare sector, it has also allowed Centers the ability to leverage telehealth and flexible hours for their employees.

Annual Investment in Recruitment, Market Adjustments, Bonuses, Training, and Benefits in the CMHC System (\$ Millions)



CBHA Centers have invested **\$44.9M** in the past three years in their recruitment and retention efforts. Investments have been made in: recruitment, market adjustments, performance bonuses, sign on bonuses, training, and benefits. While 57% (\$25.5M) were made during the first two years of the pandemic to ensure services were maintained, 43% (\$19.4M) were made in FY2022 alone.

DEDICATION

MAY 12, 1945 – MAY 23, 2022



Kenneth "Ken" Jue, CEO,
Monadnock Family Services
31 YEARS OF SERVICE

JUNE 30, 1955 – SEPT 5, 2022



Brian Collins, CEO,
Community Partners
27 YEARS OF SERVICE

This annual report is *dedicated to Ken Jue and Brian Collins* -
fierce advocates for their Centers' patients, families, and staffs.

Both served on the Association's Executive Committee and on numerous
Statewide committees during their tenures.

Their work lives on.



www.nhcbha.org

603.225.6633