



2023 Annual Report

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MISSION

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

Pemigewasset River, New Hampshire

From Our Board President & Executive Director

Dear Friends and Partners:

Last year, the New Hampshire Community Behavioral Health Association's (NHCBHA) 20th anniversary Annual Report highlighted key milestones achieved within our system of care. In keeping with that theme, we are pleased to highlight aspects of fiscal year 2023 while noting many of the key issues that impacted our members. We continue to monitor closely the demand for services year over year. The ten Community Mental Health Centers (CMHCs) continued to advocate for workforce, invest in their growth, celebrate successes, and explore ways of improving efficiency and quality of care.

Workforce Investment

We wish to thank the Legislature, the Governor's Office, and the NH Department of Health and Human Services for their support and approval of House Bill 2, which provided increased revenues and investment in the community mental health workforce. Workforce issues persist across every aspect of health care, and broad improvements in Medicaid were realized last year. Advocacy efforts resulted in a collaborative relationship with NH's hospital system, which sacrificed Medicaid revenue improvements for hospitals so that the CMHC system would benefit. We commend our hospital partners for recognizing our essential role in preventing even deeper strains on more expensive aspects of health care, including costly emergency room stays. While we have a lot of work to do, continued investments in the community mental health workforce are necessary – now, and in the future. In the meantime, CMHCs are, as always, working diligently to carefully allocate their existing financial resources.



NHCBHA Board of Directors and Staff: *From left to right: Maggie Pritchard, AJ Horvath, Lisa Madden, Chris Kozak, Suzanne Gaetjens-Oleson, Vic Topo, Cynthia Whitaker, Patricia Carty, Phil Wyzik, Erin Meagher, Jay Couture, Roland Lamy, Jim Monahan, Ashley Ithal.*

Medicaid Unwind

Following the expiration of the Public Health Emergency in March 2023, NH began a process of Medicaid re-determination, known as the 'unwind' for thousands covered by NH Medicaid. It was a significant operational undertaking to accomplish outreach, education and follow up with those that had remained Medicaid-eligible throughout the pandemic. During the process, some were found eligible and re-enrolled, while others found health care coverage alternatives through the marketplace exchange. Many individuals did not respond and/or may not have understood the importance of the process. Underinsured and uninsured NH residents place a strain on all aspects of health care financing, most acute for our ten CMHCs dependent on Medicaid as their primary source of revenue. In addition to being heavily focused on the mission to care for their communities, CMHCs are non-profit, state-designated agencies with a statutory obligation to care for all residents regardless of ability to pay. With so many individuals losing coverage that are still being cared for by our system, all CMHCs experienced lost revenue but had an obligation to provide medically necessary services to those in need. This revenue loss is adding unprecedented stress to our

system that affects overall access to care. To put this into perspective, our ten CMHCs have experienced a **loss of revenue in excess of (\$8.1 million) and an increase of bad debt in excess of \$3.8 million** due to the burden of uncompensated care

Efficiency and Quality

There is ongoing collaboration among NHCBHA’s ten CMHCs, sharing best practices that improve the system of care through efficiency, increasing access, and ultimately, quality of care. Through this learning initiative, CMHCs review aggregate-level data: utilization of services, workforce initiatives, access standards, evidence-based practices, and more. Each CMHC responds to the needs and priorities within their respective regions and have increased relationships with primary care providers to advance integration between primary and mental health care to benefit patient wellness and create overall healthier communities.

While we celebrate our accomplishments, we know this is only part of our system’s ongoing work to ensure that **all** Granite Staters with outpatient mental health needs can count on us for quality care. As we move forward in 2024 and beyond, we will continue to invest in a pipeline of caregivers excited to help others, and develop new tools to educate, train, and retain the workforce necessary to meet the rising demand for services.



Maggie Fritchard

BOARD PRESIDENT



Roland Lamy

EXECUTIVE DIRECTOR

VISION

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.

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
AJ Horvath, Interim 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
Phil Wyzik, 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

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, 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
1555 Elm Street, Manchester, NH
9 Blodgett 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 you 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
25 Old Dover Road
Rochester, NH 03867
www.communitypartnersnh.org

Mission:
We are dedicated to providing quality developmental and mental health services to meet the needs of families and individuals in Strafford County. From comprehensive mental health care to individualized services for persons with a developmental disability to family education and support services, we are here to help you!

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

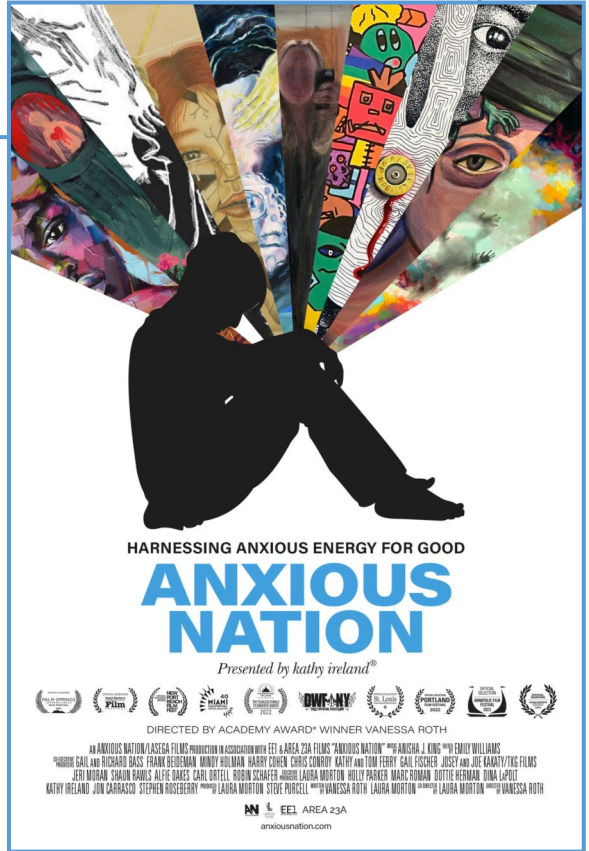
Mission:
To promote the health and well-being of individuals, families and organizations. We accomplish this through professional, caring and comprehensive behavioral health care services and by partnering with other organizations that share our philosophy.

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

2023 HIGHLIGHTS

Anxious Nation: *Harnessing Anxious Energy for Good*

In May and June of 2023, the Community Mental Health Centers shared Anxious Nation (anxiousnation.com), an award winning film highlighting the expanding mental health crisis experienced in youth. The film was screened at local high schools, libraries, and other event spaces at no charge to attendees.



NHCBHA Celebrated



In 2023, to celebrate the 20th anniversary of NHCBA, WMUR highlighted testimonials from leadership and staff from the ten New Hampshire Community Mental Health Centers to shine light on the importance and impact of the system over the past 20 years.

Deconstructing Stigma: *Changing Attitudes About Mental Health*

NHCBA partnered with Manchester Boston Regional Airport to bring Deconstructing Stigma (deconstructingstigma.org), a series of larger-than-life photographs and interviews with people from across NH and the US who have been affected by mental illness.



The exhibit has been all over the world and had yet to come to NH until the summer of 2023.

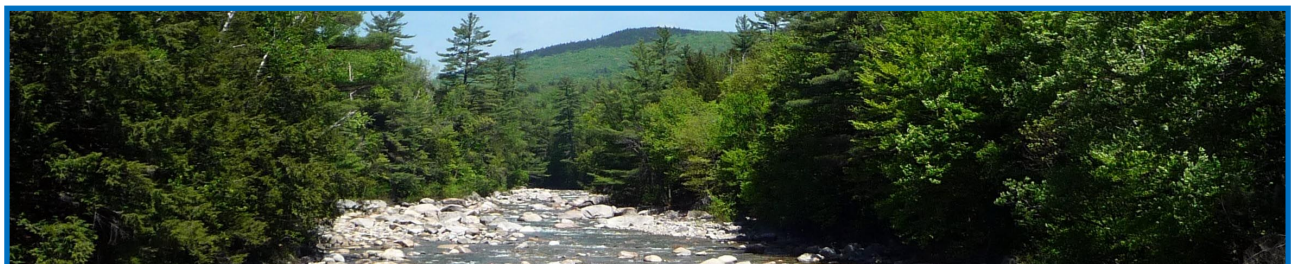
2023 LEGISLATIVE POLICY WORK

In the 2023 legislative session, the NH Community Behavioral Health Association joined with over 50 other health care advocates and organizations as a member of the NH Health Care Workforce Coalition to support increases in Medicaid reimbursement rates, in the state operating budget. Some health care provider rates had not been increased in decades, and the workforce shortage in the health care arena had become a crisis.

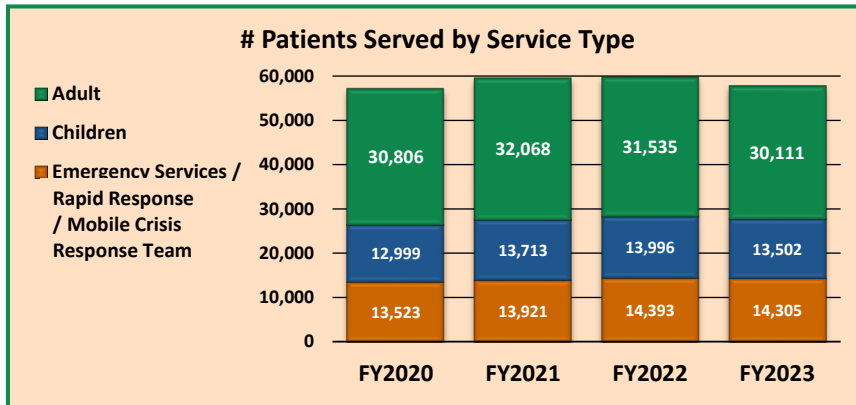
The Coalition's mission was to ensure that all providers would benefit from increased reimbursement rates; to avoid pitting one provider group against another during the state budget process; and to go to the Legislature with data that was factual and based on workforce needs. The Legislature's approval of the rate increases was bi-partisan and historic. Other parts of the Medicaid rate increase proposal (SB 86) that addressed workforce pipeline investments – such as expanding the State Loan Repayment Program – were put to the side and will be revisited in 2024.

In addition to the Medicaid rate increases, proposals NHCBHA worked on in 2023 included:

- ◆ Reauthorization of the Medicaid Expansion program – the Granite Advantage Program – which was also included in the state budget. NHCBHA and our other health care partners advocated for permanent reauthorization of this proven and successful program, but the final compromise was seven years.
- ◆ The Extreme Risk Protection bill (HB 106), which would have established a procedure to protect against persons who pose an immediate risk of harm to themselves or others. NHCBHA strongly supported this, as did the New Hampshire Suicide Prevention Council. Unfortunately, the bill failed, but a new version is expected for 2024.
- ◆ Bills on licensure and certification, administration of regulatory boards, and a compact for social workers. Some of these measures were enacted; others, like the social work compact, were defeated but are expected to resurface in 2024.
- ◆ Parental rights bills (HB 10 and SB 272), which NHCBHA joined with NAMI to oppose, focusing our concerns on the increased suicide rates and suicidal ideation we have seen among young people in recent years. We presented the most recent numbers on the incidence of suicide in New Hampshire and in the nation to the legislative committees considering these bills, both of which were defeated.
- ◆ Protections related to gender-affirming health care or gender-affirming mental health care, and proposals that went in the opposite direction by discriminating against the LGBTQ community and adolescents in particular. As with the parental rights bills, there was mixed success in this area and new proposals will be introduced in 2024.

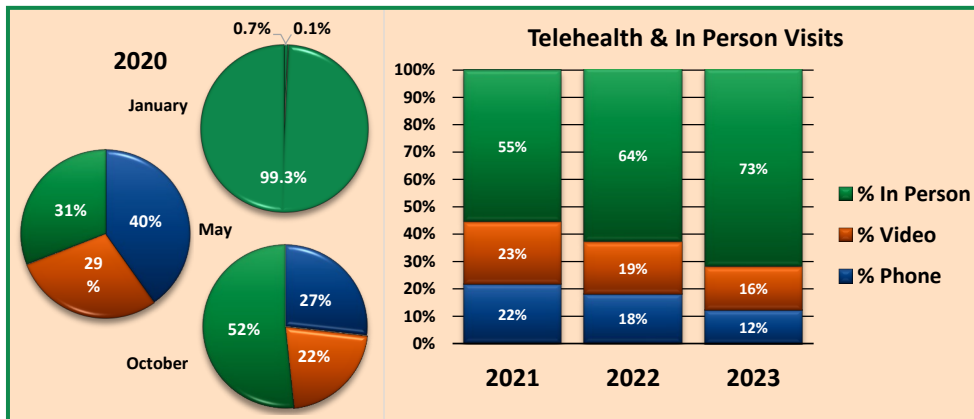


PATIENTS SERVED



Over 57,000 individuals received services in FY2023. The Community Mental Health Centers continue to serve a significant portion of the population despite ongoing workforce constraints.

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



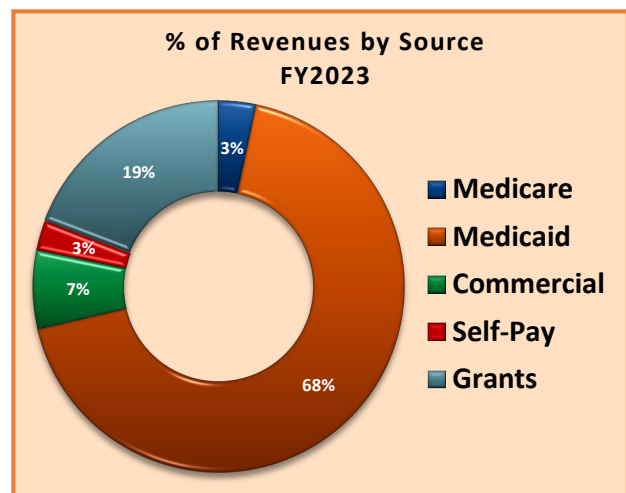
all services were delivered via telehealth. Telehealth visits rose to 63% by October 2021 out of necessity but have steadily declined as they have been replaced by in-person visits. Although the total telehealth visits has dropped to 12% in 2023, it is expected that telehealth

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



CMHC REVENUES BY SOURCE

In FY2023, 68% of CMHCs' revenues were for Medicaid enrollees. The remaining 32% of revenues in FY2023 was from private foundation and government grants (19%); 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.



EVIDENCE-BASED CLINICAL PRACTICES

As part of the State’s Community Mental Health Agreement (CMHA), the Association’s Centers 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.

of People Who Received ACT Services



of People Who Received Supported Employment Services



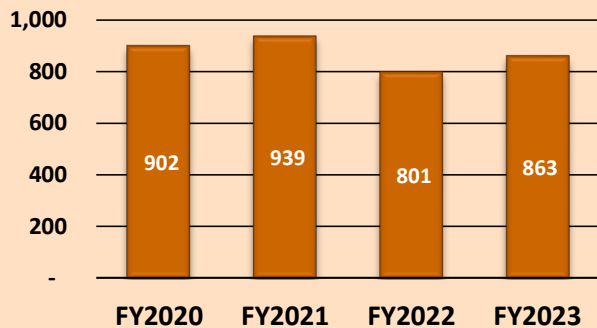
In FY2023, a total of 3,619 individuals received SE services and a total of 1,032 individuals received ACT services. Although FY2023 saw a slight decrease in SE service delivery compared to FY2022, an increased

need for SE services was reported in the years following the pandemic and what is seen in the system currently may reflect of SE service delivery returning to pre-pandemic numbers.



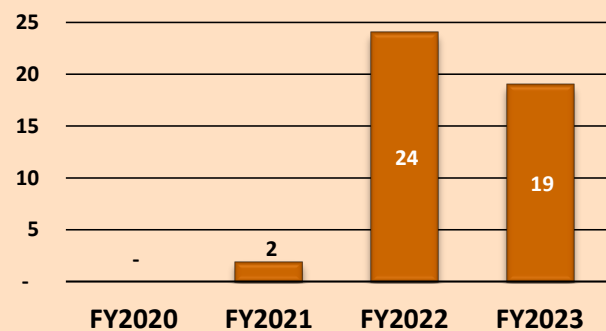
HOUSING SUPPORT

of People Receiving Housing/Residential Services



The total number of people receiving housing or residential services grew in FY2023. 863 individuals received services compared to 801 in the prior fiscal year.

of Supported Housing Units Created



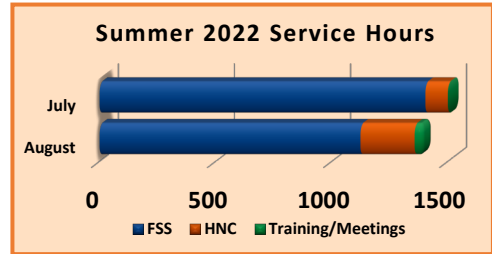
In total, 19 new housing units were created in FY2023. The CMHCs have been working with the State of New Hampshire to create additional housing units since 2021, with the number of new housing units increasing in recent years. Additional housing units are expected in FY2024.

COMMUNITY SERVICES

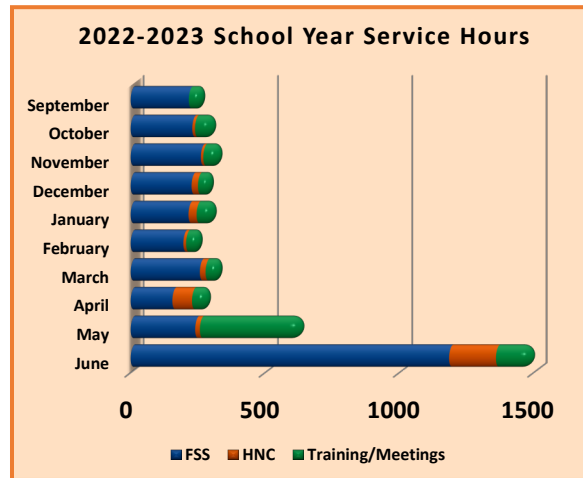
The **School Aged Children Support Services Program** provides social, emotional, and mental health supports as part of the Department of Education's ReKINDling Curiosity program. The summer of 2022 saw a tremendous increase in services provided



compared to the summer before when the program was new. In July and August, 2022, over 270 people participated in training sessions, Functional Support Services (FSS) were provided at more than 30 locations in 21 different towns and cities, and 438 high-needs children (HNC) received one-on-one support.



During the 2022-2023 school year, over 1,705 people either received training or were part of mental health meetings focused on children in their care. Six training sessions were provided for first responders including police and fire departments. Thousands of kids benefited from FSS and one-on-one support was provided to 415 high-needs children during this time. Services were provided in 28 different camps/ afterschool programs and 97 different schools across the state.



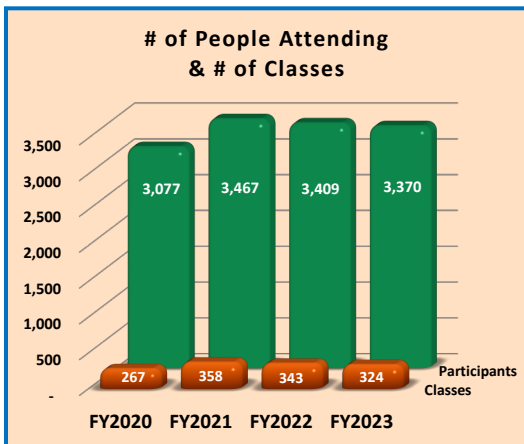
I signed my son up for tomorrow mornings Camp Readiness program. I love that this program is being offered. For a child like my son with anxiety and sensory processing disorder being able to come and learn some these readiness skills are so so helpful. ~ Parent of Camper

Making a difference in Children's Lives



Child Impact Program

NHCBHA coordinates the **Child Impact Program (CIP)** in all 10 NH counties across the state working closely with the NH Judicial Branch to help parents reduce the impact of divorce and separation on their children.



Parent satisfaction levels consistently rank high with 93% of parents saying they are satisfied or very satisfied with the Program.

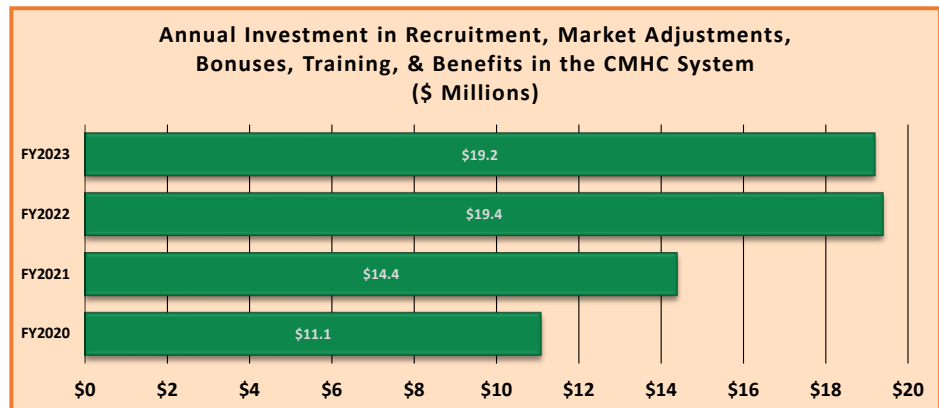
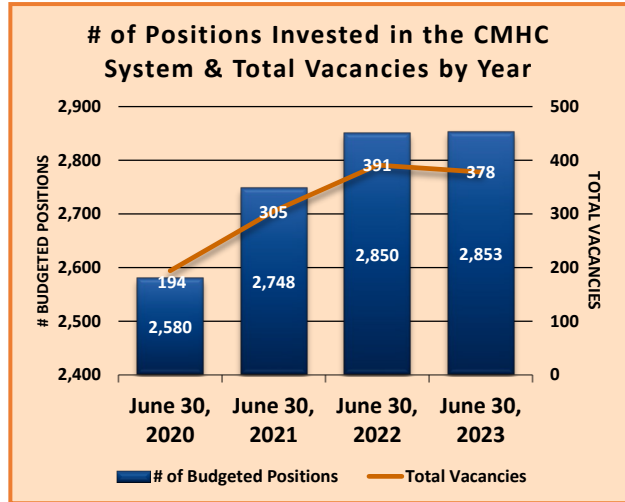
In 2020, due to the pandemic, most Centers transitioned their classes to virtual with one Center remaining in person. Due to the time to make this transition (March to May), fewer classes were provided during FY2020. The backlog was quickly rectified in the early months of FY2021 and since then the number of parents per class has averaged out to 9-10. Each Center adjusts their class offerings, adding additional classes as necessary, to meet the needs of their community.

MENTAL HEALTH WORKFORCE

An additional 273 positions have been added to Center budgets in the past four years in order to meet the service demands.

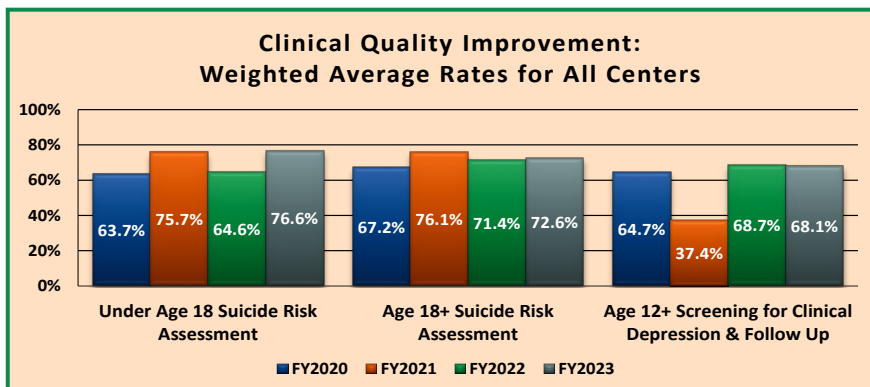
While budgeted positions have increased, the total vacancies have increased by 184 in the past four years. The Association is actively working with the Centers and partners on a myriad of recruitment and retention strategies. None of the work outlined in this report would be possible without the Centers having a strong workforce to meet the needs of patients and families.

The Association's Centers have invested over \$64M in their recruitment and retention efforts in the past four years; investments have been made for: recruitment, market adjustments, sign on and performance bonuses, training, and benefits. In just three years, the investments made in workforce alone have increased over 40%.



MEASURING QUALITY

In 2020, the Association's Centers partnered to develop a set of clinical quality metrics that could be used to benchmark performance and allow for process improvement. Of the measures chosen, three were behavioral health measures. Through improvements to workflows and systems, the CMHCs have made significant improvements since FY2020 and expect additional improvements in FY2024. This figure focuses on



aggregated data across all Centers and does not show the variation between Centers that exists (e.g., some Centers might be at 100% and others at 50% and that impacts the aggregated measure). The variation is primarily due to the need to update existing workflows, reporting, and / or technology capabilities.

DEDICATION



BRADLEY T. HAAS

This annual report is dedicated to Officer Bradley Haas, who was working as a security officer at New Hampshire Hospital in November 2023 where he was tragically killed when a gunman opened fire. He was a New Hampshire native, an Army veteran, and a member of the Franklin Police Department for 28 years before retiring as Chief of Police. Officer Haas spent his life in public service and he will always be remembered as a hero, who sacrificed his life to save the lives of others.

This annual report is also dedicated to the New Hampshire mental health workforce, who make it their life mission to care for the people of New Hampshire.