

Weeks Medical Center

RGA-2023-DBH-01-OPIOI – Provider Incentives

Impact: The incentive bonuses were an immediate morale booster; a recognition from the State of New Hampshire that their work was important and valued.

Currently, Weeks Medical Center is recruiting for 2 therapist positions, with possibly more with the continuing increase in behavioral health referrals; and expanding substance use disorder crisis.

The availability of this type of incentive will help Weeks Medical Center. The availability of these incentives in the upcoming fiscal year will be integral to successful recruitment.

Successes: With the exception of one provider that left for medical reasons, and one provider that passed away, there were no changes in provider staffing. In 2023, there were 4 behavioral health employees that left employment, and

Challenges: There were no challenges with payment of the provider incentives.

Funding Detail:

Weeks Medical Center was able to provide incentives totaling \$133,500 Sign on Bonuses paid as follows:

- 2 - Psychiatric Mental Health Nurse Practitioners at \$8,000 each
\$16,000
- 1 - Licensed Community Social Worker at \$7,500. \$ 7,500

Retention Bonuses were paid at \$10,000 each for:

- 3 - Psychiatric Mental Health Nurse Practitioners \$30,000
- 2 - Licensed Clinical Social Workers \$20,000

- 1 - Licensed Clinical Social Worker/Master Licensed Alcohol and Drug Counselor \$10,000
- 2 - Licensed Mental Health Counselors \$20,000
- 1 - Licensed Mental Health Counselor/Master Licensed Alcohol and Drug Counselor \$10,000
- 2 - Licensed Alcohol and Drug Counselors \$20,000

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RGA-2023-DBH-01-OPIOI –Oversight Improvement

Impact:

Weeks Medical Center contracted with Helms & Company to conduct a Behavioral Health and Substance Use Disorder Program Assessment and Policy Compendium. The first phase of the work began in October of 2023 with their review of Weeks Behavioral Health program's

- Job descriptions
- Existing policies, procedures, guidelines, protocols used by the program
- Work expectations for clinicians including how many hours per week providing services
- Program description that includes its vision, goals, objectives, and limitations
 - Meeting minutes from program meetings
 - Project lists
 - Key performance indicators
 - Provider volume metrics
 - Clinical time utilization
 - Staffing size – headcount and FTEs
 - Visits per unique patient per year
 - Visits by referral source – internal/WMC PCPs vs. outside PCPs
 - List of outside behavioral health and psychiatry services partners

- List of grants funding the programs with brief descriptions

The Helms team then conducted in person interviews with key behavioral health stakeholders, to assess operational successes and challenges. Also interviewed were key Weeks primary care providers, administrators and quality team members.

- A brief history of how these services came to be
- How the services are billed and reimbursed
- How the program is included in the WMC strategic plan
- What was the key driver for seeking funding from the state for this project

The first phase of the work was completed in April, with the first half of the grant budget expended and planned medical absence of the Behavioral Health Clinical director. A draft of observations and recommendations, including the program's vision, intake process, provider dynamics, issues with cancellations and no shows, coverage of program patients, and quality initiatives, was received in May with the second phase of the work scheduled to commence in August 2024.

Successes: The consultant team was able to meet with all key stakeholders and provide initial

feedback so that work could begin at Weeks on suggested improvements.

Challenges: The necessary pause in this initiative has delayed some suggested improvements, but the staff is looking forward to completing the second phase of the work with amendment of existing and creation of new policies and procedures.

Funding Detail:

Total expenditure as of June 30, 2024 \$ 34,316.09

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RGA-2023-DBH-01-OPIOI –Expansion

Impact: The Intensive Outpatient Program, Transitional Housing and Mental Health Inpatient

Services Development and Planning Project has not been initiated. However, Weeks is exploring an expansion in the capacity of its State Opioid Response Funded Doorway program; and this project planning funding will be impactful in this investigation planned for State Fiscal Year 2025.

Successes: While the project has not yet been initiated, this delay has allowed Weeks Medical Center to continue to monitor the needs of the patient population as the Opioid Crisis continues to evolve.

Challenges: The challenges faced by Weeks Medical Center in initiation of the planning project were based on evaluation of the area of greatest need of this patient population within Weeks' catchment area; and the additional expense of possibly creating a facility larger than initially anticipated.

Funding Detail:

There were no funds expended in State Fiscal Year 2024 for this Expansion Grant.