



# **MDHHS: FY22 Budget Executive Recommendation**

## **State Hospital Administration**

March 3, 2021

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## State Hospital Administration Mission & Vision

### **Mission**

The State Hospital Administration provides evidence-supported, person-centered inpatient care to individuals in an environment that values compassion and collaboration with the goal of reintegration into their community.

### **Vision**

To be a leader in inpatient psychiatric treatment not only by the improving outcomes of those individuals served by our hospitals but by fostering a culture of engagement, trust, and professional growth among staff.

# Michigan's Public State Hospitals

## Caro Center

- CY 2020 average census: 98 patients
- Total funded full-time employees: 406 employees
- Serves adult patients residing in the Upper Peninsula and northeast Lower Peninsula.

## Kalamazoo Psychiatric Hospital

- CY 2020 average census: 159 patients
- Total funded full-time employees: 522 employees
- Serves adult patients in western and the central Lower Peninsula.

## Walter Reuther Psychiatric Hospital (Westland)

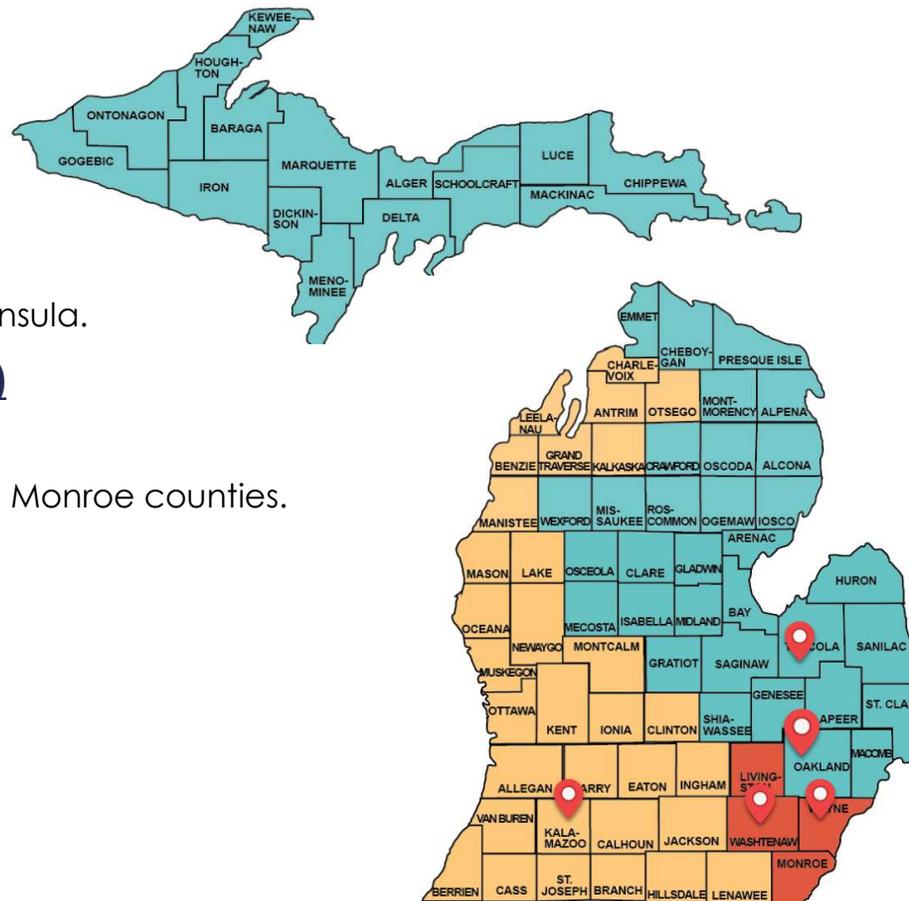
- CY 2020 average census: 155 patients
- Total funded full-time employees: 414 employees
- Serves adult patients in Livingston, Washtenaw, Wayne and Monroe counties.

## Hawthorn Center (Northville)

- CY 2020 average census: 52 patients
- Total funded full-time employees: 262 employees
- Serves children & adolescent patients across Michigan.

## Center for Forensic Psychiatry (Saline)

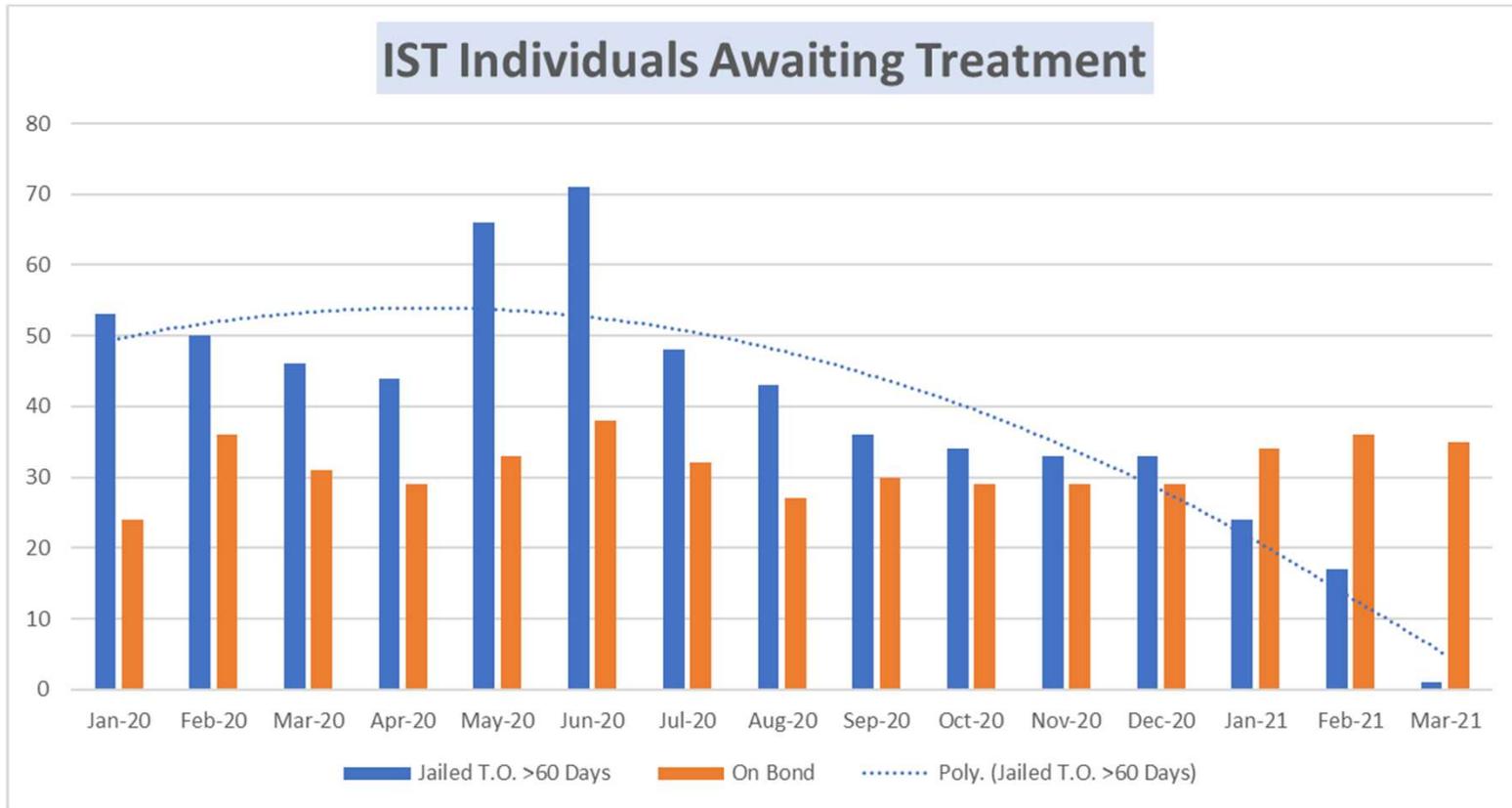
- CY 2020 average census: 234 patients
- Total funded full-time employees: 613 employees
- Serves adult forensic patients across Michigan.



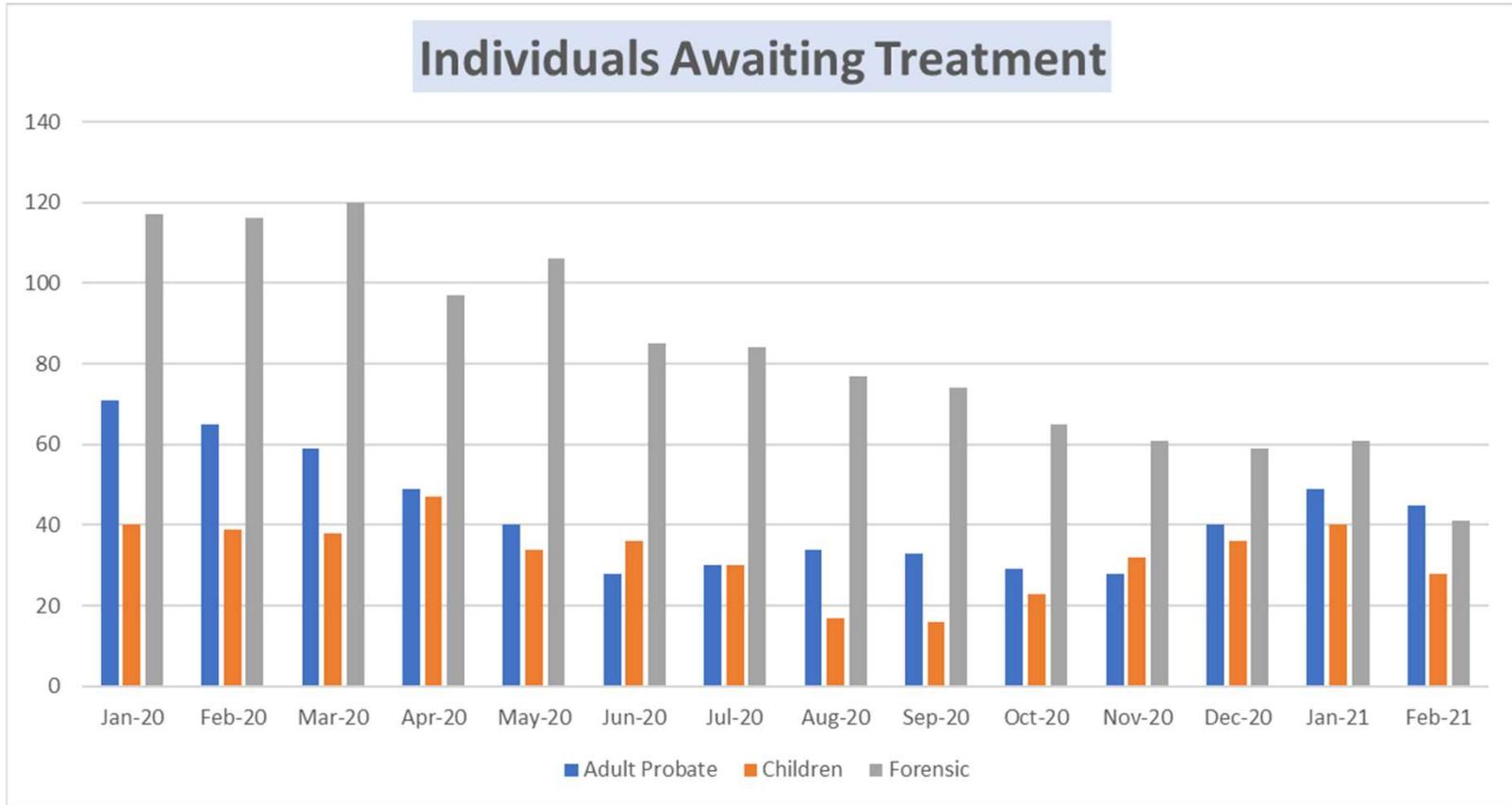
## State Hospital Administration FY 2020 Strategic Accomplishments

- Development and Implementation of community transition program for adults consistent with Section 962 of Public Act 67 (2019)
  - Placements began in fall 2020
  - As of March 1, 12 patients have been placed with contractual entities.
  - Intend to have placed 100 ready-to-discharge patients placed by the end of the fiscal year.
- Continued Progress with Caro Center Project
  - Site work initiated in September 2020.
  - Project on pace for spring 2023 occupancy.
- State Hospital Administration Throughput Outcomes
  - Average wait time for persons determined incompetent to stand trial before admission to the Center of Forensic Psychiatry went from 157 days in 2019 to 137 days in 2020.
  - Average wait time for persons determined incompetent to stand trial before admission to another state-operated psychiatric hospital went from 96 days in 2019 to 89 days in 2020.
- State Hospital Administration SARS CoV-2 Response

# State Hospital Throughput Outcomes



# State Hospital Throughput Outcomes





## State Hospital Administration SARS CoV-2 Response

- Early recognition of pandemic allowed for development and initiation of:
  - System-wide clinical, infection control and exposure guidelines.
  - Twice-daily huddles with key variable focus with Administration and hospital clinical and executive leadership.
  - Establishment of appropriate isolation and quarantine spaces.
- Surveillance
  - Clinical.
  - Laboratory.
- Vaccine Administration
  - Initiated week of 12/28/20 system-wide.
  - Ongoing management likely for the foreseeable future.

# State Hospital Administration SARS CoV-2 Response

State Hospital Patient SARS CoV-2 Impact					
	<u>Total Average Census</u>	<u>Total Patient Postives (Mar. '20 - Feb. 21')</u>	<u>Month w/ Most Patient Infections (# of Infections)</u>	<u>Number of Patients Receiving Vaccination</u>	<u>Percentage of Patients Receiving Vaccination</u>
Caro Center	98	15	Nov. '20 (14)	63	64%
Center for Forensic Psychiatry	234	23	May '20 (16)	140	60%
Hawthorn Center	52	7	Jan. '21 (7)	N/A	N/A
Kalamazoo Psychiatric Hospital	159	101	Oct. '20 (59)	117	74%
Walter Reuther Psychiatric Hospital	155	67	Mar. '20 (28)	107	69%

# State Hospital Administration SARS CoV-2 Response

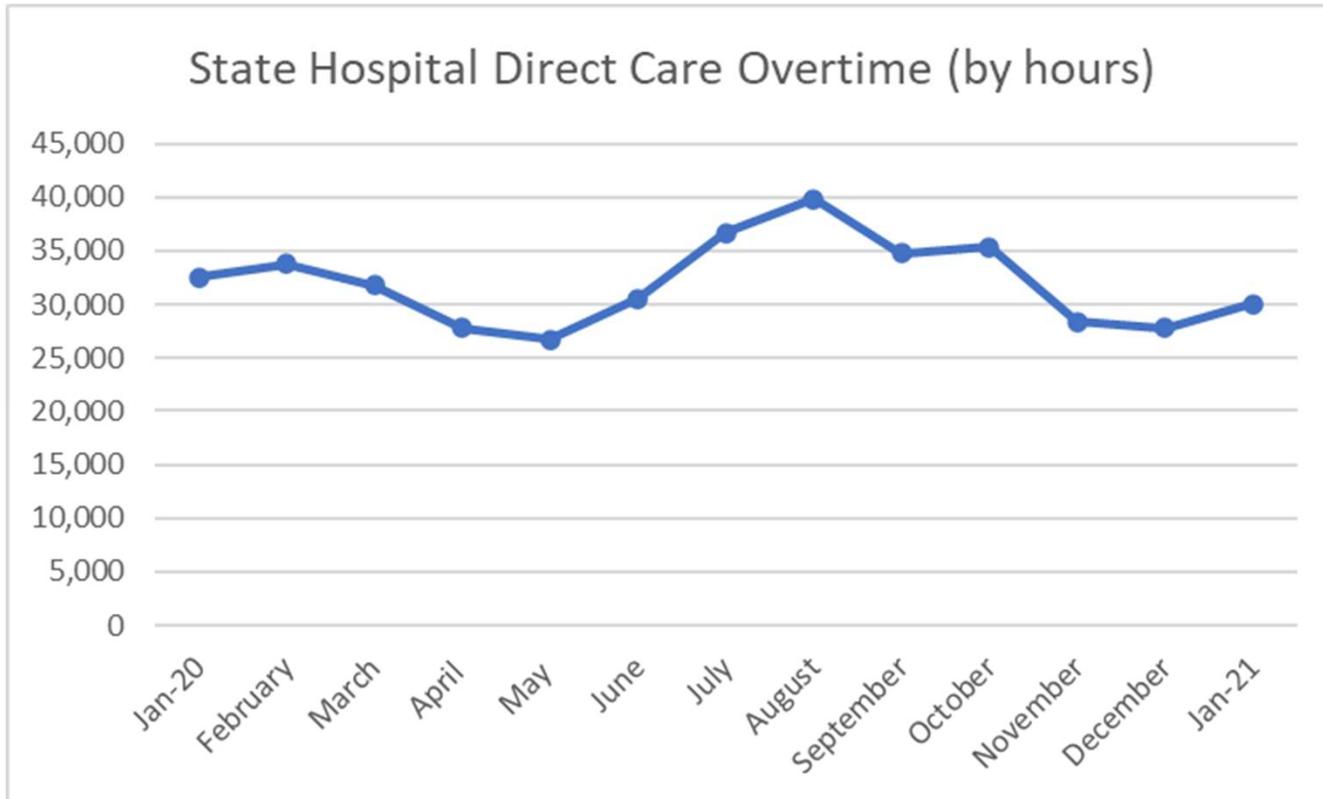
State Hospital Staff SARS CoV-2 Impact					
	<u>Total Staff</u>	<u>Total Staff Positives (Mar. '20 - Feb. 21')</u>	<u>Month w/ Most Staff Infections (# of Infections)</u>	<u>Number of Staff Receiving Vaccination</u>	<u>Percentage of Staff Receiving Vaccination</u>
<b>Caro Center</b>	406	55	Nov. '20 (21)	129	32%
<b>Center for Forensic Psychiatry</b>	613	57	Nov. '20 (12)	342	56%
<b>Hawthorn Center</b>	262	36	Jan. '21 (13)	128	49%
<b>Kalamazoo Psychiatric Hospital</b>	522	119	Oct. '20 (64)	179	34%
<b>Walter Reuther Psychiatric Hospital</b>	414	57	Mar. '20 (25)	141	34%



## State Hospital Staffing

- Overtime management continues to be a challenge system-wide
  - Continued reliance of contractual professional staff.
- Legislative investment in state hospital direct care staff
  - 100 additional direct care positions appropriated within Public Act 67 (2019).
  - 60 additional direct care positions appropriated within Public Act 166 (2020).
- Arrangement with the University of Michigan Center for Healthcare Engineering and Patient Safety.
  - Relationship initiated in 2019 with preliminary analysis done of current processes and hospital staffing applications.
  - Develop staffing tools based on patient acuity.
  - Develop system-wide solutions to create flexible, dynamic staffing schedules.

## State Hospital Staffing





## State Hospital Facility & Land Management

- State Hospital Administration manages...
  - 1,316,872 square feet...
  - Within 31 buildings...
  - Spanning 770 acres.
- Building improvements completed or currently in process include:
  - Ongoing ligature and patient safety updates.
  - Chiller replacement at Walter Reuther Psychiatric Hospital.
  - Walter Reuther Psychiatric Hospital kitchen renovation.
  - Video surveillance upgrades at Kalamazoo Psychiatric Hospital, Hawthorn Center and Walter Reuther Psychiatric Hospital.
  - Galvanized piping upgrades at Hawthorn Center.



## Looking Ahead

- Completion of Caro Center project
  - Project on pace for spring 2023 occupancy.
  - 100-bed facility incorporating 130,000 gross square feet.
- Increase throughput
  - Continued focus on forensic process patients and those waiting treatment in jails.
  - Continuous community placements via community transition programs.
- Establishment of Psychiatric Residential Treatment Facilities
  - Provides 24/7 treatment for youth not requiring a hospital level of care.
  - Home-like, unlocked six to eight bed facilities in communities.
  - Anticipated implementation late fall/early spring 2021.
- Assessment of system-wide administrative and clinical processes
  - Identification of risks.
  - Increase patient safety and enhance efficiencies.
  - Data driven.



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