



150 YEARS
OF ADVANCING
PUBLIC
HEALTH

Massachusetts Department of Public Health

PUBLIC HEALTH HOSPITALS SYSTEM (PHHS)

Public Health Council
August 21, 2019

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Assistant Commissioner
PHHS President and CEO

Agenda

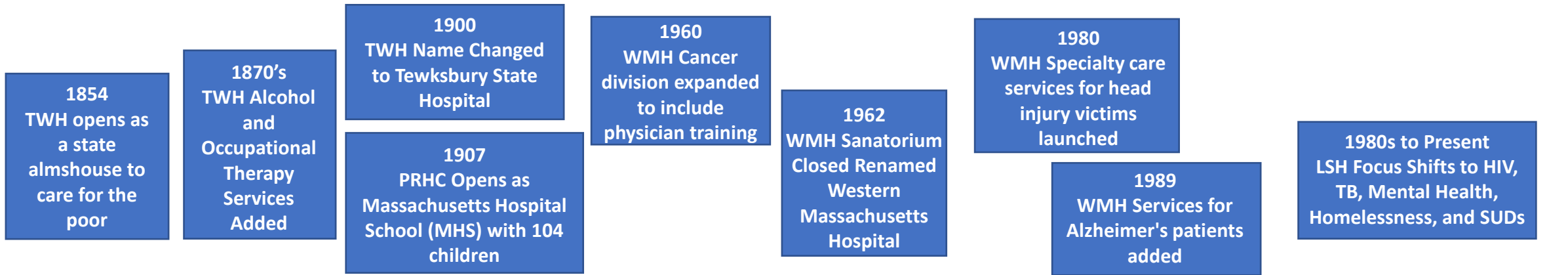
- Introduction to the PHHS Hospitals
- Historical Background
- Safety Net Access to Care
- Patient Complexity
- PHHS Finances
- PHHS Workforce
- Key Services by Hospital
- Partnerships and Collaborations

DPH PHHS Operates Four Long Term Acute Care (LTAC) Hospitals throughout the Commonwealth

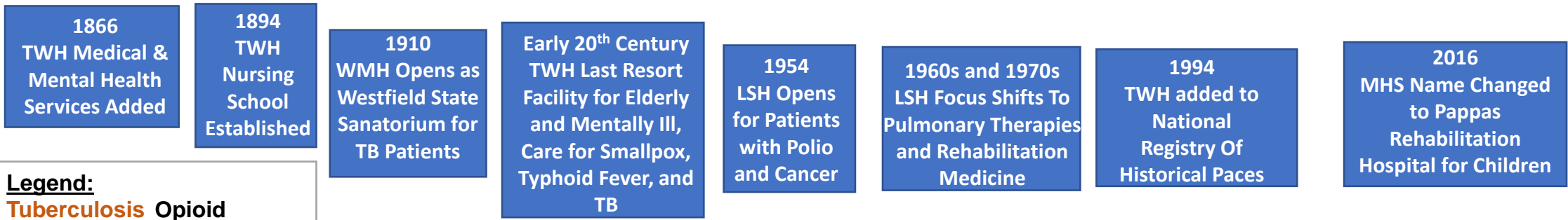
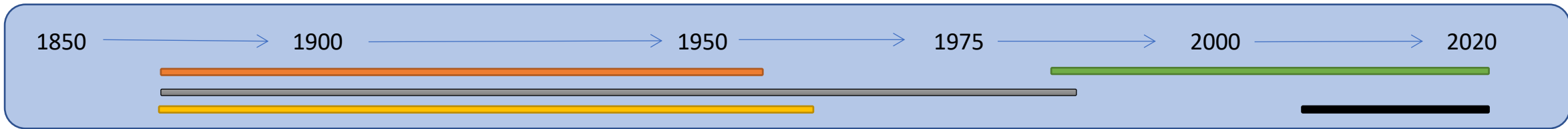
Hospital	Location	Operating Beds	Average Length of Stay	Campus Footprint in Acres
Lemuel Shattuck Hospital	Jamaica Plain	260	222 days	15
Tewksbury Hospital	Tewksbury	381	206 days	700
Pappas Rehabilitation Hospital for Children	Canton	93	1314 days	160
Western Massachusetts Hospital	Westfield	87	893 days	185
Totals		809	N/A	1,060

PHHS Timeline 1850 - Present

TWH: Tewksbury Hospital **WMH:** Western Massachusetts Hospital **LSH:** Lemuel Shattuck Hospital **PRHC:** Pappas Rehabilitation Hospital for Children



1980s to Present
LSH Focus Shifts to HIV, TB, Mental Health, Homelessness, and SUDs



Legend:
Tuberculosis Opioid Epidemic
Smallpox Epidemic
Polio HIV

PHHS Safety Net for Access to Care

- Each site is fully accredited as a Hospital by The Joint Commission and meets the Conditions of Participation set by the Center for Medicare and Medicaid Services (CMS) standards to ensure high quality care.
- Medically underserved patients with complex medical conditions and those presenting public health risks for contagion, e.g. contagious tuberculosis.
- Patients on court-commitments for forensic evaluations and dangerousness.

PHHS Clinical Complexity

- Medically complex patients with chronic conditions that are challenging to manage in most settings.
- Patients that need extended hospital-level acute care for persistent infections, post surgery care, ventilator dependency and wound care complicated by comorbidities.
- The hospitals are located on large campuses allowing other state agencies and private vendors to co-locate their specialized clinical programs such as behavioral health and opioid/substance use disorder services.
- Treat conditions requiring extended stays beyond 25 days for which community and teaching hospitals are not reimbursed for clinical services by Medicaid and Medicare.

PHHS Finances

- FY19 state budget appropriation for PHHS operations was \$185.8M
- PHHS staff account for 54% of the DPH workforce with over 1,550 FTEs

PHHS Workforce

Job Category	Total % of DPH workforce at PHHS
Licensed Nursing (RNs, LPNs)	29%
Certified Nursing Assistants (CNAs)	23%
Total Nursing Staff	52%
Physicians and Mid-Level Practitioners (NPs, PAs, Psychiatrists)	3%
Ancillary Therapists (OT, PT, Speech, Respiratory)	6%
Clinical Care & Support (e.g. Quality, Compliance, Medical Records, Case Workers etc.)	23%
Total Clinical Staff	84%
Managers	2%
Administrative Support Staff	2%
Finance & Accounting	2%
Total Administrative Staff	6%
Facilities & Grounds	4%
Campus Police & Security	4%
Housekeeping	2%
Total Facilities Staff	10%

Tewksbury Hospital – 381 Beds

Programs and Services

**Neuro Rehabilitation
Unit**

**Inpatient
Hemodialysis
Services**

**Huntington's Disease
Unit**

**Psychiatric Services
and Rehabilitation
Center for Intermediate
Care managed by the
Department of Mental
Health**

**Medical Services for
Department of
Developmental
Service Clients
(DDS)**

**Infectious Disease
Unit for Patients with
SUD**

Western Massachusetts Hospital – 87 Beds

Programs and Services

**Transitional
Support Services**

**Ventilator Care for
Vent Dependent
Patients**

**Alzheimer's Disease
with Complex
Behavioral
Problems**

**Outpatient Dental
Care**

**Neuro-Degenerative
Diseases**

Lemuel Shattuck Hospital – 260 Beds

Programs and Services

Mental Illness Forensic Evaluations and Court-Ordered step-down discharges from Bridgewater State Hospital

Acute Care Management – supported by Critical Care beds. Telemetry, Central Line Management, Wound Care, Full Diagnostic and Surgical Services

Continuum of Substance Use Services

Infectious Disease Specialization; Tuberculosis, Hepatitis C

Secure Inpatient and Outpatient settings for Correctional Health

Intermediate Care for Chronically and Severely Mentally Ill Patients

Surgery: General, Orthopedic, Vascular, Gastro-Intestinal, Urological and Ear, Nose and Throat

Pappas Rehabilitation Hospital for Children – 93 Beds

Programs and Services

**Speech, Language,
Occupational and
Physical Therapy Services**

**Accessible Community
Based Recreation Services**

Adaptive Engineering

**Pediatric Medical
Specialties**

**Pediatric Chronic Care
Hospital**

**Interdisciplinary
Transitional Program to
advance Independent
Living , Skill Building,
Community Integration
and Placement**

**Department of
Elementary and
Secondary Education**

**Behavioral and Mental
Health Services**

PHHS Campuses Host State & County Agencies

- Department of Mental Health (Including Two Regional Offices)
- Department of Corrections and County Sheriffs Health Systems
- Mass Health – Department of Medical Assistance
- Other Department of Public Health Bureaus
- Mass Department of Public Safety
- Mass Emergency Management Agency (MEMA)
- Department of Elementary and Secondary Education (DESE)
- Medical Examiner's office in Westfield



PHHS SUDs Services on Campus

Substance Use Disorders Treatment Partners

- High Point - Section 35 Unit for Opioid Treatment – LSH (32 beds)
- Pine Street Inn Stabilization Program – LSH (54 beds)
- Victory Programs – Living and Recovering Community (24 beds) and Women’s Hope (32 beds) – LSH
- Andrew House Detoxification Center – LSH (28 beds)
- Health Care Resource Center: Methadone Assisted Treatment - LSH
- Gandara Esperanza: Women’s Transitional Recovery Support Services - WMH (30 beds)
- Alcoholic Anonymous Meetings (5 groups - weekly) - WMH
- Tewksbury Treatment Center - TWH (40 beds)
- Casa Esperanza – TWH (34 beds)
- Glenice Sheehan/Lowell House, Inc. - TWH (40 beds)
- Lowell Recovery Home -TWH (24 beds)
- Hart House Healing and Recovery Together - TWH (15 Families)
- Nichols Building Transitions – TWH (40 beds)
- Driving Under the Influence of Liquor (DUIL) Program - TWH (45 beds)

PHHS Clinical Services on Campus

- DMH Community Based Treatment and Housing Services
- DPH TB Prevention and Control Referrals
- Tufts Dental Clinics
- Therapeutic Equestrian Riding, Aquatic and Recreation Programing for the Greater Disabled Pediatric Population including a Summer Program

PHHS Provides Training For Up To 800 Students Annually

Collaborations with: Brigham & Women's/Faulkner, Mass General, Carney, Tufts University School of Medicine/New England Medical Center, Boston University School of Medicine/Boston Medical Center, Mass College of Pharmacy and Health Services & 12 college-level Programs.

PHHS Training Programs:

- Medical Residency (e.g. GI & ID)
- Nursing
- Psychology
- Physician Assistants
- Social Work
- Radiological Technology
- Pharmacy
- Rehabilitation Services

It is ALL about the PEOPLE we SERVE

QUESTIONS?



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Thank You!

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