PUBLIC HEALTH HOSPITALS SYSTEM (PHHS)

Public Health Council
August 21, 2019

Francis J. Doyle, Esq.
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

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Location</th>
<th>Operating Beds</th>
<th>Average Length of Stay</th>
<th>Campus Footprint in Acres</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lemuel Shattuck Hospital</td>
<td>Jamaica Plain</td>
<td>260</td>
<td>222 days</td>
<td>15</td>
</tr>
<tr>
<td>Tewksbury Hospital</td>
<td>Tewksbury</td>
<td>381</td>
<td>206 days</td>
<td>700</td>
</tr>
<tr>
<td>Pappas Rehabilitation Hospital for Children</td>
<td>Canton</td>
<td>93</td>
<td>1314 days</td>
<td>160</td>
</tr>
<tr>
<td>Western Massachusetts Hospital</td>
<td>Westfield</td>
<td>87</td>
<td>893 days</td>
<td>185</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td><strong>809</strong></td>
<td><strong>N/A</strong></td>
<td><strong>1,060</strong></td>
</tr>
</tbody>
</table>
PHHS Timeline 1850 - Present

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

1854 TWH opens as a state almshouse to care for the poor

1874 TWH Medical & Mental Health Services Added

1870's TWH Alcohol and Occupational Therapy Services Added

1894 TWH Nursing School Established

1894 TWH Opens as Westfield State Sanatorium for TB Patients

1900 TWH Name Changed to Tewksbury State Hospital

1904 TWH Medical & Mental Health Services Added

1907 PRHC Opens as Massachusetts Hospital School (MHS) with 104 children

1910 WMH Opens as Westfield State Sanatorium for TB Patients

1910 Early 20th Century TWH Last Resort Facility for Elderly and Mentally Ill, Care for Smallpox, Typhoid Fever, and TB

1910 TWH added to National Registry Of Historical Paces

1914 TWH added to National Registry Of Historical Paces

1920 TWH added to National Registry Of Historical Paces

1924 TWH added to National Registry Of Historical Paces

1928 TWH added to National Registry Of Historical Paces

1930 TWH added to National Registry Of Historical Paces

1932 TWH added to National Registry Of Historical Paces

1934 TWH added to National Registry Of Historical Paces

1936 TWH added to National Registry Of Historical Paces

1938 TWH added to National Registry Of Historical Paces

1940 TWH added to National Registry Of Historical Paces

1942 TWH added to National Registry Of Historical Paces

1944 TWH added to National Registry Of Historical Paces

1946 TWH added to National Registry Of Historical Paces

1948 TWH added to National Registry Of Historical Paces

1950 TWH added to National Registry Of Historical Paces

1952 TWH added to National Registry Of Historical Paces

1954 TWH added to National Registry Of Historical Paces

1960 WMH Cancer division expanded to include physician training

1962 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1964 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1966 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1968 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1970 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1972 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1974 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1976 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1978 WMH Sanatorium Closed Renamed Western Massachusetts Hospital

1980 WMH Specialty care services for head injury victims launched

1984 WMH Specialty care services for head injury victims launched

1988 WMH Specialty care services for head injury victims launched

1990 WMH Specialty care services for head injury victims launched

1992 WMH Specialty care services for head injury victims launched

1994 WMH Specialty care services for head injury victims launched

1996 WMH Specialty care services for head injury victims launched

1998 WMH Specialty care services for head injury victims launched

2000 WMH Specialty care services for head injury victims launched

2002 WMH Specialty care services for head injury victims launched

2004 WMH Specialty care services for head injury victims launched

2006 WMH Specialty care services for head injury victims launched

2008 WMH Specialty care services for head injury victims launched

2010 WMH Specialty care services for head injury victims launched

2012 WMH Specialty care services for head injury victims launched

2014 WMH Specialty care services for head injury victims launched

2016 WMH Specialty care services for head injury victims launched

2018 WMH Specialty care services for head injury victims launched

2020 WMH Specialty care services for head injury victims launched

Legend:
- Tuberculosis
- Smallpox
- Polio
- Opioid Epidemic
- HIV

Massachusetts Department of Public Health
mass.gov/dph
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

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Total % of DPH workforce at PHHS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Licensed Nursing (RNs, LPNs)</td>
<td>29%</td>
</tr>
<tr>
<td>Certified Nursing Assistants (CNAs)</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Total Nursing Staff</strong></td>
<td><strong>52%</strong></td>
</tr>
<tr>
<td>Physicians and Mid-Level Practitioners (NPs, PAs, Psychiatrists)</td>
<td>3%</td>
</tr>
<tr>
<td>Ancillary Therapists (OT, PT, Speech, Respiratory)</td>
<td>6%</td>
</tr>
<tr>
<td>Clinical Care &amp; Support (e.g. Quality, Compliance, Medical Records, Case Workers etc.)</td>
<td>23%</td>
</tr>
<tr>
<td><strong>Total Clinical Staff</strong></td>
<td><strong>84%</strong></td>
</tr>
<tr>
<td>Managers</td>
<td>2%</td>
</tr>
<tr>
<td>Administrative Support Staff</td>
<td>2%</td>
</tr>
<tr>
<td>Finance &amp; Accounting</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Administrative Staff</strong></td>
<td><strong>6%</strong></td>
</tr>
<tr>
<td>Facilities &amp; Grounds</td>
<td>4%</td>
</tr>
<tr>
<td>Campus Police &amp; Security</td>
<td>4%</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Facilities Staff</strong></td>
<td><strong>10%</strong></td>
</tr>
</tbody>
</table>
# Tewksbury Hospital – 381 Beds

## Programs and Services

<table>
<thead>
<tr>
<th>Program</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neuro Rehabilitation Unit</td>
<td></td>
</tr>
<tr>
<td>Huntington’s Disease Unit</td>
<td></td>
</tr>
<tr>
<td>Medical Services for Department of Developmental Service Clients (DDS)</td>
<td></td>
</tr>
<tr>
<td>Inpatient Hemodialysis Services</td>
<td></td>
</tr>
<tr>
<td>Psychiatric Services and Rehabilitation Center for Intermediate Care</td>
<td>managed by the Department of Mental Health</td>
</tr>
<tr>
<td>Infectious Disease Unit for Patients with SUD</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speech, Language, Occupational and Physical Therapy Services</td>
<td></td>
</tr>
<tr>
<td>Accessible Community Based Recreation Services</td>
<td></td>
</tr>
<tr>
<td>Adaptive Engineering</td>
<td></td>
</tr>
<tr>
<td>Pediatric Medical Specialties</td>
<td></td>
</tr>
<tr>
<td>Pediatric Chronic Care Hospital</td>
<td></td>
</tr>
<tr>
<td>Interdisciplinary Transitional Program to advance Independent Living, Skill Building, Community Integration and Placement</td>
<td></td>
</tr>
<tr>
<td>Department of Elementary and Secondary Education</td>
<td></td>
</tr>
<tr>
<td>Behavioral and Mental Health Services</td>
<td></td>
</tr>
</tbody>
</table>
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 Programming for the Greater Disabled Pediatric Population including a Summer Program
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?
Thank You!

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