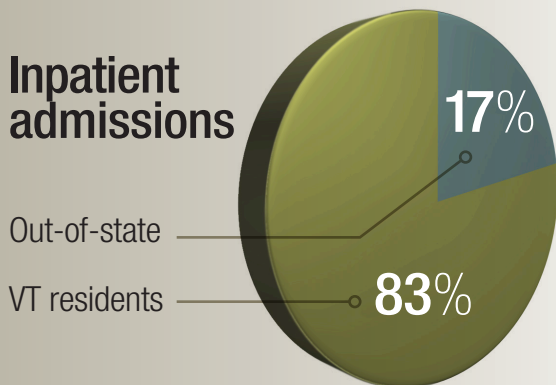


# Brattleboro Retreat

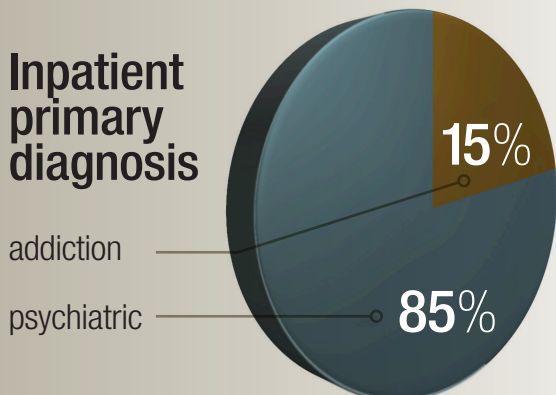
## The data

Inpatient admissions	1,873
Inpatient days	25,073
Adult inpatient admissions	1,407
Child and adolescent inpatient admissions	466

## Inpatient admissions



## Inpatient primary diagnosis



## 2020 Annual Report

As with most hospitals in Vermont and across the nation, 2020 presented the Brattleboro Retreat with some unexpected and often complex challenges related to the COVID-19 pandemic. Fortunately, efforts to prevent the spread of the coronavirus among patients and staff proved highly effective thanks to the vigilance of our employees and the expertise and tireless work of the Retreat's Infection Prevention department.

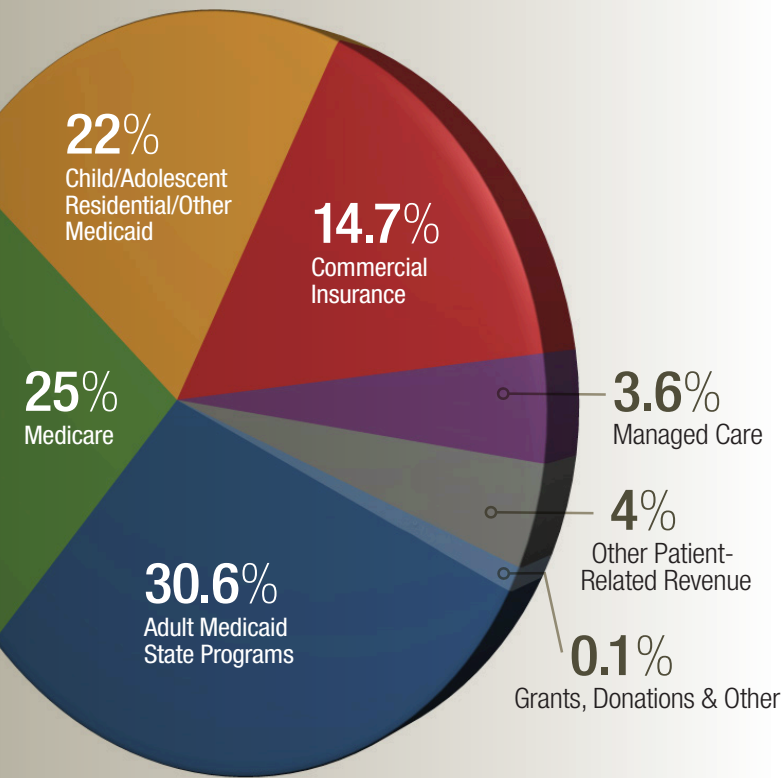
By year's end, the roll out of our staff immunization program was well underway. We went on to provide vaccinations to nearly 400 of our employees by the end of January, 2021.

The Retreat's ongoing partnership with Vermont's Agency of Human Services was highlighted in 2020 by the creation of a Sustainability Plan. Based in part on an independent report of the Retreat's business model and operational strengths and challenges, the Plan called for some difficult, but necessary changes aimed at securing the Retreat's long-term financial viability.

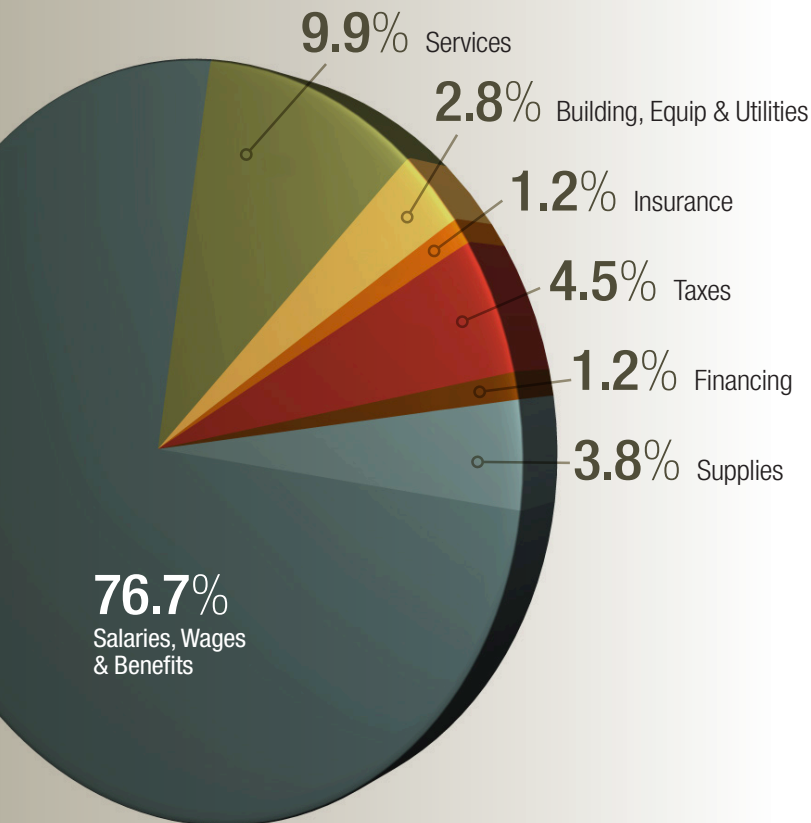
Among these was a decision to re-calibrate our organizational focus and clinical skills on providing inpatient care for patients, particularly those with severe psychiatric challenges. To accomplish this institutional re-set, an announcement was made in October to close six programs that provided various outpatient and educational services that included a reduction in our workforce.

A great deal of thought and effort went in to securing replacement services for clients and students impacted by

## Where the money comes from



## Where the money goes



these closures, and we were thrilled to be able to ensure that every person made a connection to alternative services.

We were also pleased to be able to retain certain services that might otherwise have been lost (for example, addiction-based intensive outpatient programming and pain management) by absorbing them into other departments. And when operation of the Mulberry Bush Independent School was passed on to Brattleboro-based Horizon Early Learning in late December, we were thrilled to be able to retain an on-campus early learning and child care center for the community and our staff.

Amidst such profound change and pandemic-related uncertainty, the Retreat continued to make progress on initiatives designed to improve patient care and strengthen hospital operations.

Our project to reengineer the admissions and revenue cycle functions known as RPM (Redesign with Patient in Mind) made steady progress throughout 2020 and went live in early 2021.

Construction of 12 new Level 1 beds on the first floor of our Linden Lodge building moved forward by leaps and bounds in 2020 despite COVID-related hurdles. This modern new unit, designed to accommodate some of the state's most vulnerable psychiatric patients, opened in October, 2021.

The end of 2020 saw a Brattleboro Retreat transformed in ways that few could have imagined at the turn of the New Year. While we experienced significant challenges, we also continued to move forward toward what we believe is the Retreat of tomorrow—a much leaner but more focused, more sustainable, and more patient-centered institution



**Brattleboro Retreat**

[brattlebororetreat.org](http://brattlebororetreat.org) • 1-800-RETREAT

1 Anna Marsh Lane | P.O. Box 803 | Brattleboro, VT 05302