

2018

Report to Stakeholders & Friends



Brattleboro Retreat

A young child with light brown hair is sitting on a large, dark brown sculpture of a cow's head. The child is laughing joyfully, with their mouth wide open. They are wearing a blue long-sleeved shirt, light-colored pants, and white sneakers. The background is a blurred outdoor setting with green grass and trees.

Transforming care.
Transforming lives.

At the Brattleboro Retreat, we understand that mental illness and addiction can affect anyone, at any age, from any walk of life. That's why we're here for everyone with quality programs to serve children, teens, adults, men and women in uniform, and LGBTQ individuals.

Our team of skilled caregivers is united by a common passion to help people heal. And as stewards of our historic healthcare institution, we are called to match that

passion with thoughtful planning to ensure the continuation of our essential work.

In 2017, we initiated a new three-year strategic plan. It maps out the steps we will take to see that the Retreat remains a vital resource for many years to come. On the pages that follow, we'll update you on our progress.

I believe our strategic plan is more than a guide to help transform our organization. Ultimately, it will help us transform people's lives.

We've set this standard for ourselves because we know that the final measure of our success will be the long-term health and well-being of our patients and our community.



Louis Josephson, PhD,
President and CEO

We're
here for
everyone.



Setting a New Standard

Last year, the Brattleboro Retreat launched its 2017-2019 strategic plan based on a unifying theme we call “Setting a New Standard.” Since then we’ve been working to raise the bar in four key areas: financial stability, clinical excellence, increased accountability, and re-imagining the Retreat campus. Achieving our goals in these four key areas will help us address one important question: **How do we ensure a strong, sustainable hospital that will meet the growing need for effective mental illness and addiction treatment?** Now in our plan’s second year, we can confidently report that yes, the Retreat’s clinical and operational standards are reaching new heights.



Focus on Clinical Excellence

We're aligning our clinical services with new evidence-based practices that combine empirical data, clinical expertise, and patient perspectives to strengthen care and improve outcomes.

In 2017 we took steps that have contributed to positive patient outcomes:

- Adopted research-driven, evidence-based practices including Dialectical Behavior Therapy (DBT) and Acceptance and Commitment Therapy (ACT) in programs across the hospital.
- Successfully launched tele-psychiatry services to remove barriers to treatment and help more people get needed care.
- Created a model with Brattleboro Memorial Hospital's Emergency Department to provide real time consultations for people in acute psychiatric distress. Now we're looking to expand this service to other Vermont hospitals.
- Expanded our ability to utilize the clinical information capacities of our Electronic Medical Record.



“The evidence-based practices we piloted in select programs at the Retreat are now bringing positive outcomes to patients across the hospital.”

—Mark McGee, MD, Chief Medical Officer



Achieve Financial Stability

Operational improvements in billing and collections are improving customer service and helping stabilize the Retreat's cash flow while addressing our long-term financial needs.

We reached some important financial milestones in 2017:

- Redesigned our Billing Department by modernizing our claims submission systems and hiring and training new staff members.
- Improved the timeliness and accuracy of our billing process.
- Standardized the data collection procedures we follow upon each admission to ensure that insurance coverage and patient billing information are current and accurate.
- Established a process to provide on-the-spot Medicaid eligibility for uninsured patients.



“Our new Financial Services team received extensive training that has significantly improved the first-time accuracy of complex insurance claims.”

—Arthur Nichols, Chief Financial Officer



Increase Accountability

As we ask our employees to meet increasingly complex demands, we're also providing them with the tools and training they need to succeed.

Here are some steps we took in 2017:

- Established a robust education schedule to help our direct-care staff learn and perfect the use of evidence-based practices like DBT and ACT.
- Designed a Manager Training Academy to support our organization's overall performance.
- Launched new recruitment initiatives using social media and other digital strategies.
- Rolled out an expedited hiring process.
- Successfully piloted new staff retention initiatives to underscore our belief that people are our most valuable asset.



“It’s important for the Retreat to maintain a full staff of highly qualified clinicians, even as healthcare organizations across the country face staffing shortages.”

—Susan Rowell, Vice President of Human Resources

Reimagine our Historic Campus

What will future patients, staff, and clinical programs need in tomorrow’s environment of care? The time to ask that question is now.

Through our 2017-2019 strategic plan we’ve set in motion a process to:

- Identify our needs based on a thoughtful assessment of where medicine is heading overall.
- Develop a master plan for campus improvements including the renovation of certain facilities in the years ahead.
- Explore new affiliations and partnerships that may lead to an expanded campus.
- Prepare for the adoption of clean energy alternatives and the use of renewable resources.



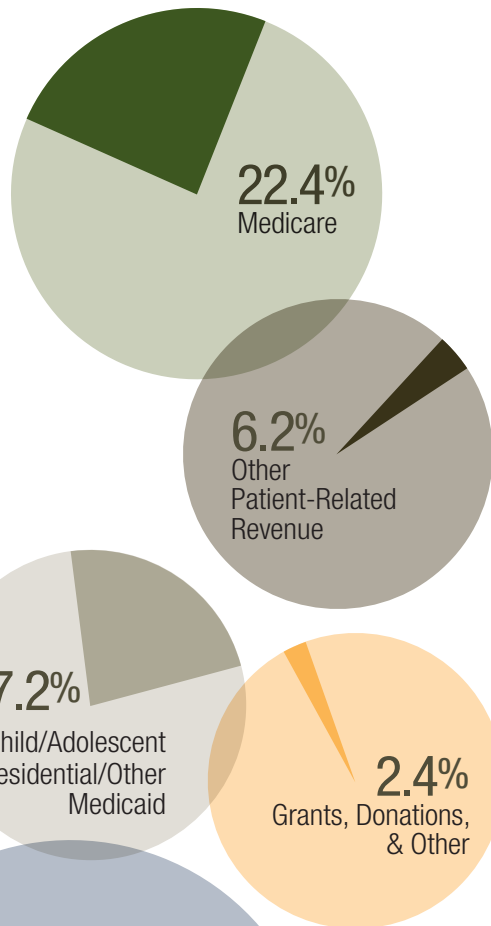
“We’re aware of our responsibility to create spaces that patients and providers can use effectively decades from now.”

—Gerri Cote, Chief Operating Officer

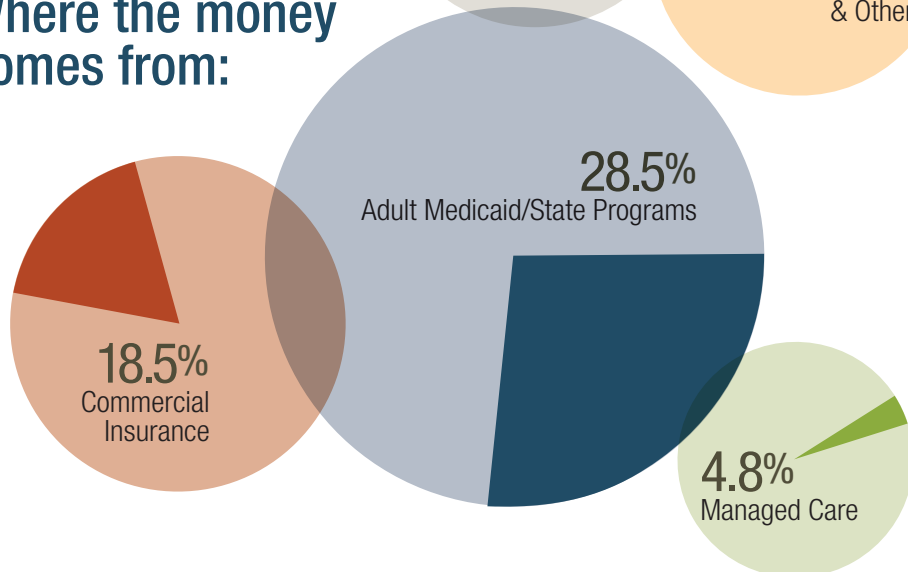
Brattleboro Retreat Financials

The Brattleboro Retreat had a positive impact on thousands of individuals and communities throughout 2017. Last year we served 4,650 children, adolescents, and adults who sought treatment for mental illness or addiction. Total operational expenditures in 2017 amounted to \$69.5 million.

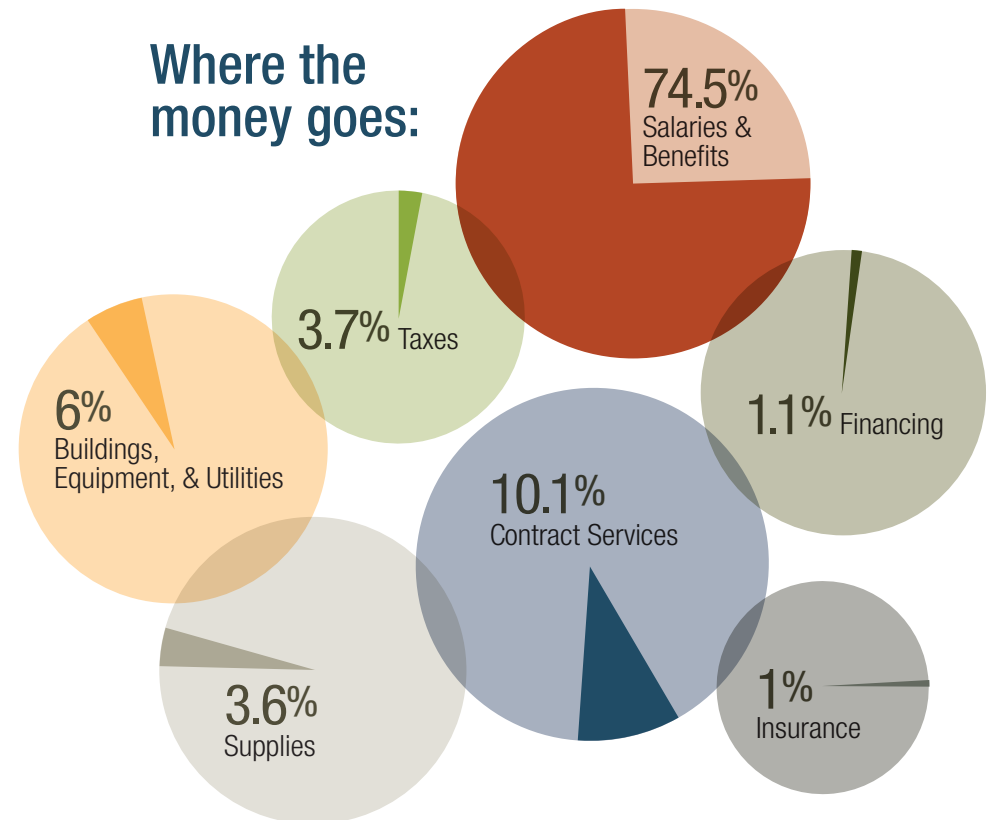
As the healthcare environment changes, we continue to meet the need for high quality care by strengthening our expertise and extending the reach of our services.



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William Rockwell, our first and longest serving superintendent of 36 years, selflessly returned \$400 of his \$1,000 salary to help keep the hospital going in 1836 during the first year of operation. The Rockwell Society recognizes employees who have donated a cumulative of \$10,000 or more across years.

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Our mission: Inspired by the courage of our patients, the Brattleboro Retreat is dedicated to children, adolescents, and adults in their pursuit of recovery from mental illness, psychological trauma, and addiction. We are committed to excellence in treatment, advocacy, education, research, and community service. We provide hope, healing, safety, and privacy through a full continuum of medical and holistic services delivered by expert caregivers in a uniquely restorative Vermont setting.



The Fund for the Brattleboro Retreat

One hundred percent of all gifts to The Fund go directly to improving the lives of patients who face mental illness or addiction.



PO Box 803, Brattleboro, VT 05302

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