

Delaware Health Resources Board
Meeting Minutes
Thursday, June 27, 2019 2:30 PM
Delaware Technical Community College (Deltech Terry Campus)
Corporate Training Center Conference Rooms 400 A&B
100 Campus Drive
Dover, Delaware 19901

Board Members Present: Chair Brett Fallon, Dennis Klima, Ted Becker, Mark Thompson, Yrene Waldron, John Walsh, Edwin Barlow, Leighann Hinkle, Vincent Lobo, D.O., Carolyn Morris

Board Members Absent: Michael Hackendorn, Lynn Morrison and Julia O'Hanlon

Staff Present: Latoya Wright, Elisabeth Scheneman and Joanna Suder

Call to Order and Welcome:

The Chair welcomed the Board members and called the meeting to order at 2:32 p.m.

Action

February 28, 2019 Meeting Minutes

The meeting minutes were reviewed. There was a motion made to approve the minutes. There was a voice vote, three abstentions, no opposing. Motion carried.

MeadowWood Certificate of Public Review (CPR) application

MeadowWood submitted an application to expand their facility by 20 additional beds. The estimated capital expenditure is \$ 5 million. The Review Committee that reviewed the application was Ted Becker, Yrene Waldron and Dennis Klima. Ted, the Chair of the Review Committee provided the recommendation report to the Board.

Project Summary and Background Information

The 20 beds will be in an area of the hospital serving adolescent, co-occurring and adult psychiatric patients and space currently used for administrative purposes will be built out for the additional beds. MeadowWood believes that this "flex" expansion will enable it to lower deflection rates. MeadowWood's minor seven bed expansion, Dover Behavioral Health 16 bed addition and the addition of SUN Behavioral Health downstate has not met all the needs as evidenced by deflections. The current 100-bed facility is located on 10-private acres and offers a safe and comfortable treatment environment. We believe that each patient's care must be coordinated with health care providers, family members, and other community supports. MeadowWood's physician-led team provides an individualized treatment plan for each patient, designed to focus on their current difficulties. The proposed expansion to renovate MeadowWood will afford greater flexibility in meeting the changing daily needs of the community.

MeadowWood maintains a diverse, qualified professional staff that is highly trained and educated in various aspects of medical and behavioral health. The team operates cooperatively to provide a multi-disciplinary approach, utilizing evidence-based practices as a guide to assessing,

treating, and caring for all individuals receiving care at MeadowWood Hospital. MeadowWood has the following programs:

- **Adult Psychiatric Inpatient Program**
- **Co-Occurring Inpatient Program**
- **Senior Behavioral Health Program**
- **Adolescent Inpatient Psychiatric Program**
- **Partial Hospitalization Program**

A public hearing regarding the proposal was held on June 5, 2019. Three review committee meetings were held on April 22, 2019, June 18, 2019 and June 27, 2019. All meetings were open to the public. The public hearing on June 5, 2019 was held in Dover, DE. Representatives from the public and other behavioral health organizations attended the hearing. Public comments were made from SUN Behavioral Health (SUN). SUN stated they were not speaking for or against the MeadowWood's proposal. SUN provided an update regarding the status of their facility. SUN opened in October 2018. They are less than 50% occupied due to staffing levels. New employees have completed orientation classes and additional classes are underway. SUN also provided comments regarding the a screening process in Delaware in which screeners must go through a mental health screening certification course offered through the state in which SUN has had some employees complete that course. SUN will have new providers joining their organization within the next 30 days.

II. Conformity of Project with Review Criteria

Criterion I: The relationship of the proposal to the Health Resources Management Plan.

The application notes, the proposed expansion conforms to Delaware's HRMP. In addition to the above discussion, the proposed limited, "flex" expansion of MeadowWood Hospital aligns with the HRMP's "Triple Aim" framework whereby all Delawareans receive an improved care, improved patient experience and reduction of healthcare costs by:

- Increasing community access to psychiatric inpatient services by MeadowWood Hospital being able to "flex" beds across three patient populations
- Addressing the critical needs of the community through facilitating increased resources that address the opioid crisis
- Increasing patient satisfaction as well as affording staff more ability to focus on the individual's treatment as opposed to bedding concerns/control, (i.e., movement between units)
- Increasing the physical number of beds available to individuals in crisis during times when multiple facilities are at capacity
- Reducing the length of times for individuals in crisis awaiting emergency psychiatric treatment
- Reducing the length of time that medical resources are tied up in emergency departments while awaiting the appropriate placement of psychiatric patients
- Increasing the ability of MeadowWood to provide necessary emergency

treatment to individuals experiencing a crisis

- Utilizing current administrative space at MeadowWood Hospital for the expansion, therapy adding access (i.e., beds) for a limited cost
- MeadowWood has a signed participation agreement with the Delaware Health Information Network ("DHIN") and submits service records and accesses data and information from DIHN for care coordination purposes. The overall health and well-being of the members of the communities served, as well as safety and security, will be improved due to the increased number of individuals experiencing a psychiatric emergency who will be able to receive care as a result of this expansion.

The Board discussed staffing shortages in the behavioral health system across the state.

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion I. There was a voice vote, no abstaining, and no opposing. Motion carried.

Criterion II: The need of the population for the proposed project.

The application states, the 2016 Delaware Behavioral & Mental Health Task Force Report's recommendations recognize the need for additional psychiatric beds in Delaware. The completion of SUN Behavioral Health in Sussex County did not alleviate the local shortage in MeadowWood Hospital's densely populated immediate area as evidenced by capacity at UHS Rockford Center and MeadowWood deflection rates. This proposal is specifically to add only 20 licensed beds.

The addition of these beds will afford MeadowWood the ability to further creatively flex the design of the facility and adjust for imbalances in the changing demands of the referral sources and community. With these 20 beds, MeadowWood will be able to "swing" three different units - adolescent, co-occurring and adult psychiatric, and thus better accommodate these different populations directly and all of its patients indirectly. The addition of beds at MeadowWood will relieve bedding pressure within the State Public Mental Health System, which has well-documented deficits and shortages. MeadowWood believes that the State will benefit from granting this application for expansion because it will promote better overall services for the citizens of Delaware.

The Board discussed how the population does need additional behavioral health services and MeadowWood's occupancy rate averaging at 100%.

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion II. There was a voice vote, no abstaining, and no opposing. Motion carried.

Criterion III: The availability of less costly and/or more effective alternatives to the proposal, including alternatives involving the use of resources located outside the State of Delaware.

There are other providers of psychiatric services in Delaware that could serve MeadowWood's patient population, including The Rockford Center and the Dover Behavioral Center. However, based upon deflection rates within Delaware and the surrounding region, it is uncertain if these

services are readily accessible at the time of patient need. Deflections lead to intake delays and patients being forced to seek assistance in emergency departments. The latter is significantly more costly and more importantly, counter-therapeutic.

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion III. There was a voice vote, no abstaining, and no opposing. Motion carried.

Criterion IV: The relationship of the proposal to the existing health care delivery system.

MeadowWood is a wholly owned subsidiary of Acadia, a leading provider of psychiatric and addiction services in the United States for over 12 years. MeadowWood has established and maintained excellent relationships and partnerships with many community agencies, organizations, and hospitals.

The proposed MeadowWood expansion would affect the current health care system positively in that it would:

- Relieve pressures on existing Emergency Departments to retain mentally ill individuals as a result of a lack of bed availability
- Provide greater access and faster initiation of emergency psychiatric services and thereby improve potential patient outcomes
- Provide the natural benefits of competition, including concerning the quality of service and cost

MeadowWood has established referral arrangements with other providers to ensure appropriate continuity of care, accessibility, and related quality enhancing consideration. When MeadowWood hospital is at capacity, or if a specific treatment impasse arises, the following facilities are contacted to facilitate the treatment of the individual experiencing the need's access to services:

- Christiana Care Health System (Only accepts Voluntary Patients)
- Delaware Psychiatric Center (at capacity)
- Dover Behavioral Health System (at capacity)
- Rockford Center (at capacity)

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion IV. There was a voice vote, no abstaining, and no opposing. Motion carried.

Criterion V: The immediate and long-term viability of the proposal in terms of the applicant's access to financial, management and other necessary resources.

The proposed expansion cost of approximately \$5 million will be funded with cash on hand. The submitted financial proformas includes the financial data projections for the 20-bed inpatient expansion of MeadowWood. The information in the proformas is based on the

current growth trend data for inpatient services, and it projects the revenues, operating expenses, and contribution margins for a period of 2 years.

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion V. There was a voice vote, no abstaining, and no opposing. Motion carried.

Criterion VI: The anticipated effect of the proposal on the costs of and charges of healthcare.

Schedule 4 in the application provides the estimated costs and charges for annual expenses and revenue for the expansion. It is believed that the proposed, limited, "flex" expansion will have a small, beneficial impact on the cost and charges of existing health services being provided within the health care system. Specifically, as deflections decrease, those patients will be provided services at MeadowWood, and not expensive emergency room department services.

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion VI. There was a voice vote, no abstaining, and no opposing. Motion carried.

Criterion VII: The anticipated effect of the proposal on the quality of health care.

MeadowWood is Medicare and Medicaid certified. The Joint Commission accredits MeadowWood for the Accreditation of Hospital Organizations (JCAHO).

Action

There was a motion made to accept the Review Committee's recommendation that the application met criterion VII. There was a voice vote, no abstaining, and no opposing. Motion carried.

Other Review Considerations

MeadowWood has and will continue to promote the highest quality continuum of care, including:

- Upon accessing services at MeadowWood, the referring agency is contacted within 24 hours of the individual's admission.
- Community providers are identified during the initial assessment process, and that provider is contacted to coordinate care. This may occur at various levels, (i.e., physician-to-physician, nurse-to-nurse and therapist to therapist).
- Daily contact is maintained with the payer via the utilization management department staff.
- Before discharge from the hospital, aftercare arrangements and appointments are established with the appropriate outpatient provider(s).
- All patients receive discharge instructions and a list of their medications with the dosages and times at discharge to further reinforce the patient's

understanding as well as to promote continuity of care.

The project will meet or exceed the requirements of the energy code for electrical, HVAC, and architectural assemblies. The proposal will meet the requirements for the Americans with Disabilities Act.

Action

There was a motion made to accept the Review Committee's recommendation to approve the Certificate of Public Review application submitted by MeadowWood to expand their facility by 20 additional beds.

Upcoming Items before the Board

Peninsula Regional Health System (PRHS) Presentation

Peninsula Regional Health System submitted an application on June 7, 2019 for an affiliation with Nanticoke Health System. There is no capital expenditure amount for the affiliation agreement. The public notice was sent out on June 21, 2019. Representatives from Peninsula Regional and Nanticoke presented the affiliation proposal to the Board with the following benefits:

- Experienced leadership
- Favorable demographics
- Sound strategic planning
- Solid medical staff alignment
- Maintain commitment to NHS's Mission
- Enhance operating efficiencies
- Continue to provide high-quality services
- Enhance recruitment and retention

Both organizations have a strong dedication to the community. The combined commitments and resources provided will ensure the long-term sustainability of both organizations.

PRHS Mission

To improve the health of the communities we serve

Nanticoke Mission

To positively impact our communities' quality of life through superior health service.

Examples of Opportunities with Affiliation

- Expansion and integration of an ambulatory strategy
- Development of an integrated physician enterprise
- Review and develop appropriate primary & specialty coverage
- Improve and expand value-based reimbursement
- Enrich information technology
- Enhance operating efficiencies (e.g., supply chain management)
- Expand community outreach
- Improve access to capital

Peninsula Regional's full presentation is located on the Delaware Health Resource's Board's website at the following link: <https://dhss.delaware.gov/dhss/dhcc/hrb/dhrbhome.html> , and clicking on Meeting Presentations.

Notice of Intent Christiana Spine Center

Christiana Spine Ambulatory Center LLC is currently licensed to perform invasive procedures. This facility provides single- specialty spine related procedures for pain management. In April, Christiana Spine Center submitted a Notice of Intent to request a change of the current facility licensure status, to that of a freestanding surgical center. The capital expenditure is estimated at \$100,000. The application will be forthcoming.

Action-Other Business

MeadowWood Certificate of Public Review one year progress update seven bed expansion

On April 19, 2018, the Board approved MeadowWood's application to expand their facility by seven beds. MeadowWood provided a progress update for your review with the following highlights:

- The seven beds were completed per schedule.
- Occupancy rate has been 100%.

Action

There was a motion made to deem sufficient progress has been made since the Board granted the MeadowWood's approval for their seven-bed expansion in 2018. There was a voice vote, no abstentions, no opposing. Motion carried.

Beebe Healthcare Certificate of Public Review one year progress update Millville projects- freestanding emergency department and cancer center

The Board was unable to take action on this item due to the loss of a quorum. There were 10 Board members at the meeting and three recusals which resulted in not having a quorum. This item will be deferred until the next meeting.

Updates

Senate Bill 108

Senate Bill 108 is introduced-An Act to Amend Title 16 of the Delaware Code relating to the Delaware Health Resources Board. The Joint Legislative Oversight and Sunset Committee approved a project to work with the Governor's Office throughout 2018 and 2019 to identify antiquated boards, commissions, and councils that need statutory updates or outright repeals. The Delaware Health Resources Board was identified as needing three major changes: reducing the number of members to make it easier to make quorum and fill Board vacancies, updating language to provide for 3-year terms, and authorizing the Board to elect a vice chair. This Act also makes technical corrections to conform existing law to the standards of the Delaware Legislative Drafting Manual. Status: Reported out of the Senate Sunset Committee as of June 5, 2019.

Public Comment

There was no public comment

Adjourn

The meeting adjourned at 3:30 p.m.

Next Meeting
July 25, 2019