



# House Ways & Means Healthcare Subcommittee Hearing

January 19, 2022

# Agency Attendees

Kenneth Rogers

Director

Paul Morris

Deputy Director of the Division of Administrative Services and  
Chief Financial Officer

Mark Binkley

Director of Governmental and Legislative Affairs

# Overview



DMH is one of two integrated mental health systems in the U.S.

The mission of the South Carolina Department of Mental Health is to support the recovery of people with mental illnesses.

- 3 State Hospitals
- 16 Community Mental Health Centers covering all 46 counties
- DMH Nursing Home (Roddey Pavilion)

The agency has other important missions, including

- Operating State Veterans Nursing Homes (5 current)
- Operating the State's Sexually Violent Predator Treatment Program

# A CRISIS WITHIN A CRISIS

## SCDMH HOSPITALS AND NURSING HOMES

- Staff losses lead to more staff losses as the remaining employees are required to work overtime and managers must fill in as direct care staff.

December 2021	RN Vacancies	LPN Vacancies	CNA & BHA Vacancies
Morris Village	36%	88%	28%
WSHPI	83%	-	43%
Harris	30%	55%	41%
Stone	64%	50%	64%
Roddey	50%	61%	72%
BPH	59%	77%	46%
DIS Float Pool	83%	100%	20%
Totals	54%	66%	50%

# A CRISIS WITHIN A CRISIS

## SCDMH HOSPITALS AND NURSING HOMES

Facility	2/2020 ADC	2/2021 ADC	3/2021 ADC	4/2021 ADC	5/2021 ADC	6/2021 ADC	7/2021 ADC	8/2021 ADC	9/2021 ADC	10/2021 ADC	11/2021 ADC	% Decrease November 2021 as Compared to February 2020
CM Tucker-Roddey	166	135	132	126	125	124	123	122	121	117	111	33%
CM Tucker-Stone	88	56	56	58	56	56	53	53	52	51	47	47%
Richard Campbell	218	174	185	194	196	201	203	198	198	199	198	9%
Veterans VH	219	160	159	165	172	182	183	174	162	157	156	29%
Patrick Harris	124	94	98	98	91	93	96	98	86	83	81	35%
Bryan Civil	147	114	115	113	110	108	107	107	102	99	96	35%
Bryan Forensics	196	142	157	160	159	170	171	166	168	173	174	11%
Hall Adol. Recovery	6	0	0	0	0	0	0	0	0	0	0	100%
Hall C&A	26	21	23	22	21	24	19	12	12	17	21	19%
Morris Village	88	43	56	57	49	52	55	52	57	55	51	42%

# A CRISIS WITHIN A CRISIS

## SCDMH HOSPITALS

The negative consequences of the decline in SCDMH hospitals capacity

- More patients with serious mental illness boarding in community hospital EDs
- Significantly longer wait times for indigent patients in need of psychiatric hospitalization

# A CRISIS WITHIN A CRISIS

## WORKFORCE SHORTAGES IMPACT ON SERVICES

- Employee vacancies are increasing across all areas.
- Agency is struggling to fill 900 vacant position.
- Healthcare vacancies are outpacing other sectors.
- Modest wage increases (4.5%) and bonuses have slowed but not stopped attrition.

# Workforce

DMH currently is struggling to fill over **900** open positions.

## Nursing Shortage

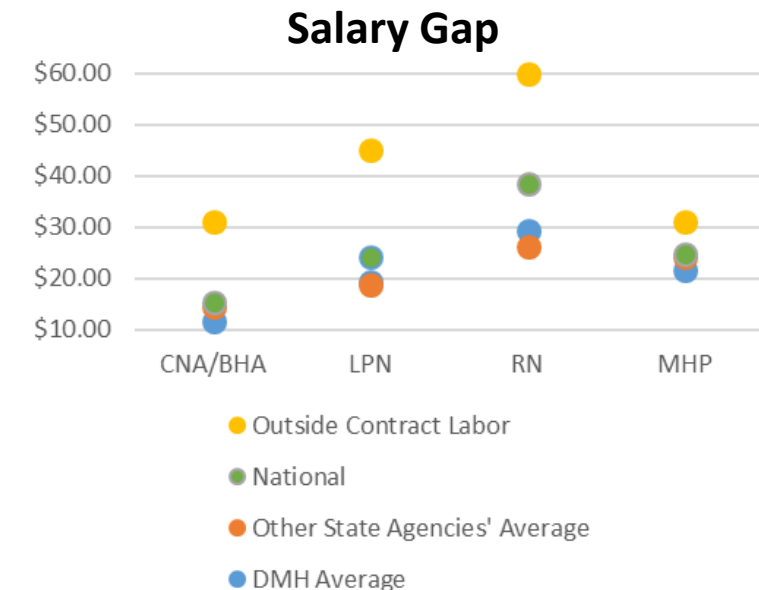
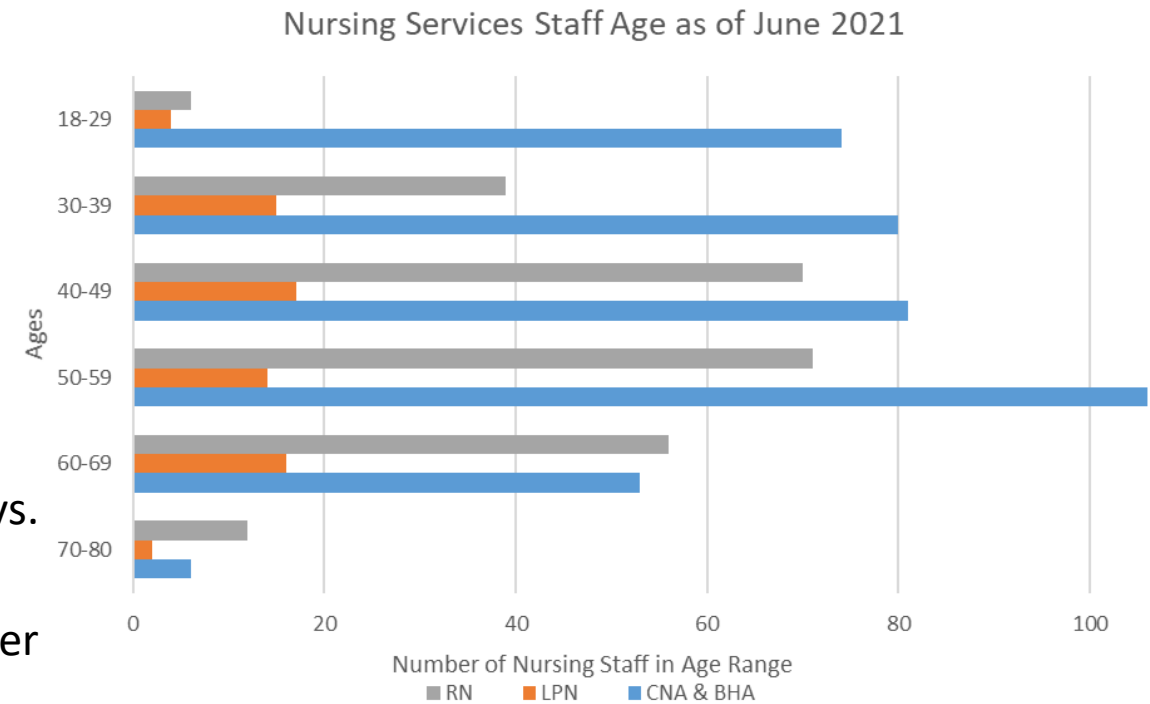
- 7.89 nurses in South Carolina per 1,000 people vs. national average of 12.06
- Intense competition (DMH is now an exporter to other states and industries.)

## Age of Workforce

- Many nurses quickly reaching retirement.
- Uncompetitive salaries and wages severely hinder recruiting younger talent.

## Turnover

- 33.29% for FY 21
- This rate is consistent with the past five years.
- Many leave for higher salaries or telehealth opportunities.





# Census

## Beds Available and the Workforce

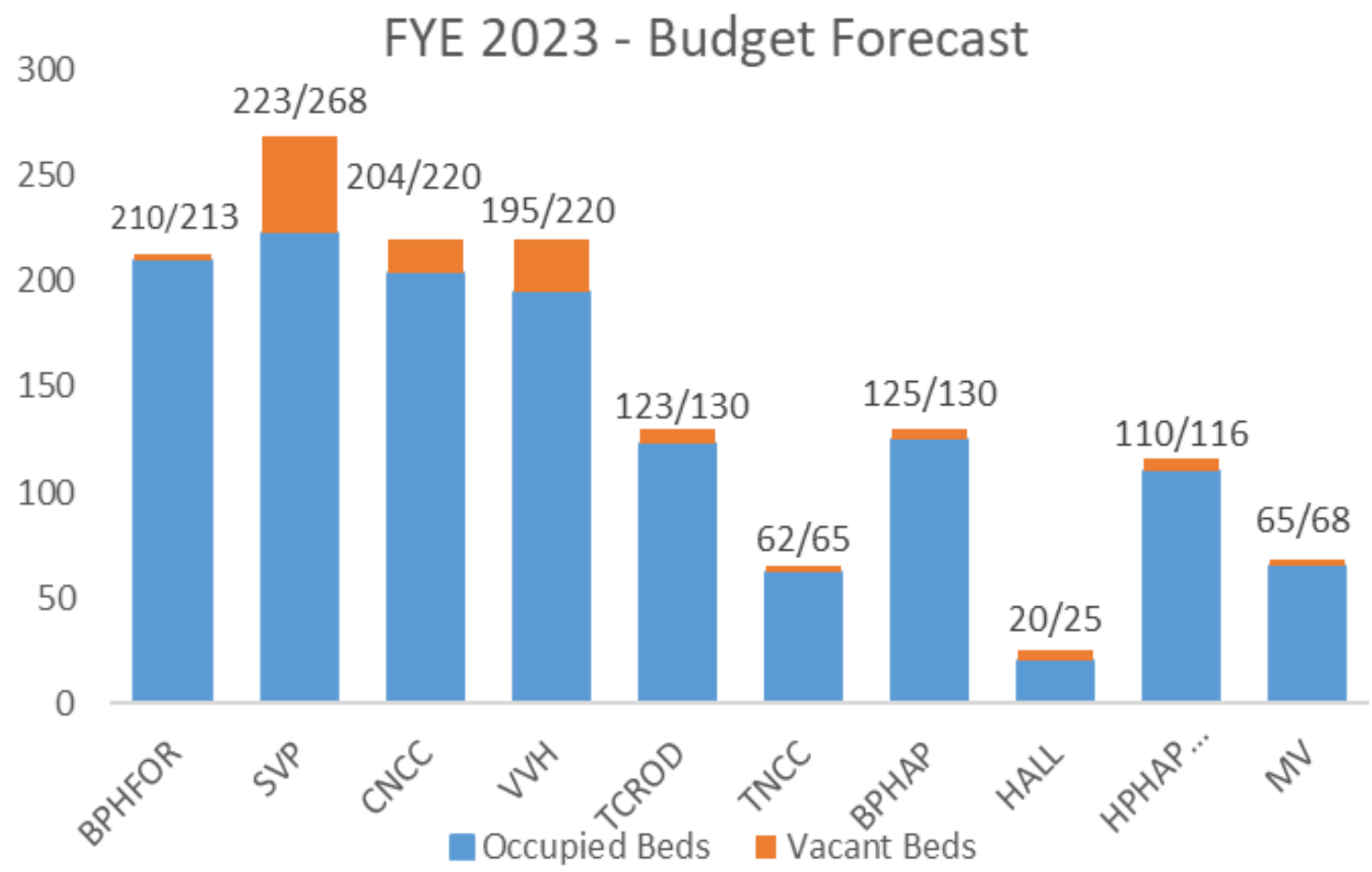
Agency is the third largest health system in State, with 1,904 licensed nursing home and psychiatric beds. Current patient census is 1,185.

The nursing shortage limits the number of operational beds.

These limitations affect the mandated services the Department must offer, the forensics program, the sexually violent predator treatment program, and the state veterans nursing homes.

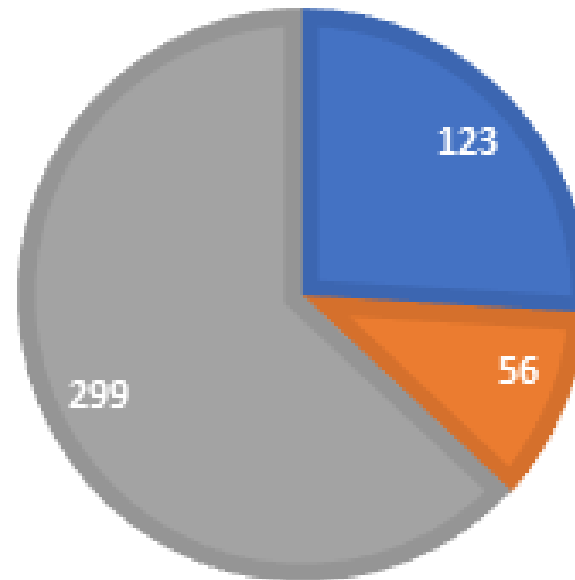
Currently, the waitlist for mandated services is 147 patients.

The projected occupancy is 92.5% of existing operational beds.



## DIS NURSING 15 HOUR PLUS SHIFTS BY POSITION

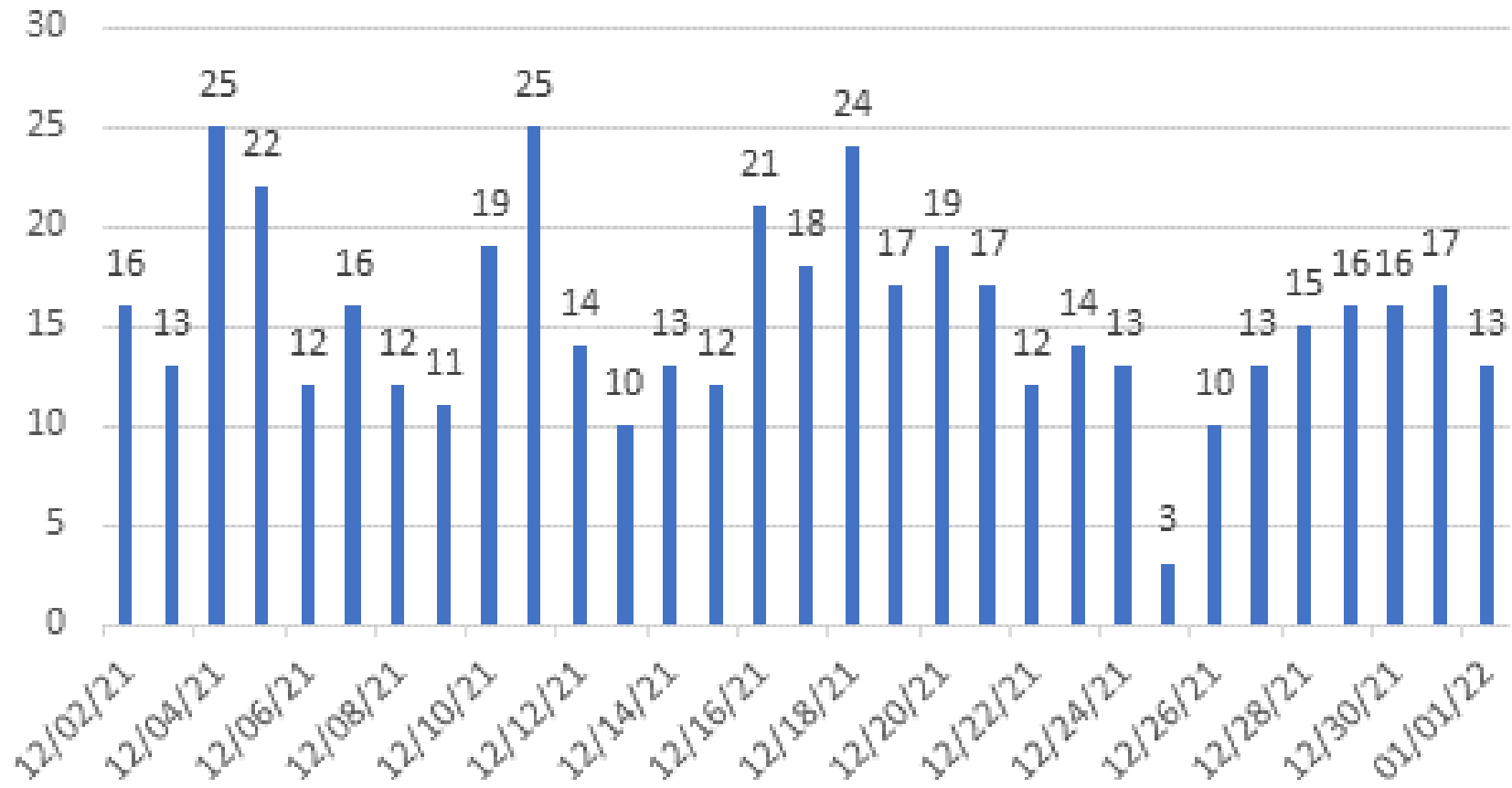
■ RN Shifts ■ LPN Shifts ■ BHA Shifts



146 DIS Nursing staff members worked a total of 478 shifts exceeding 15 hours in a 30-day time period.

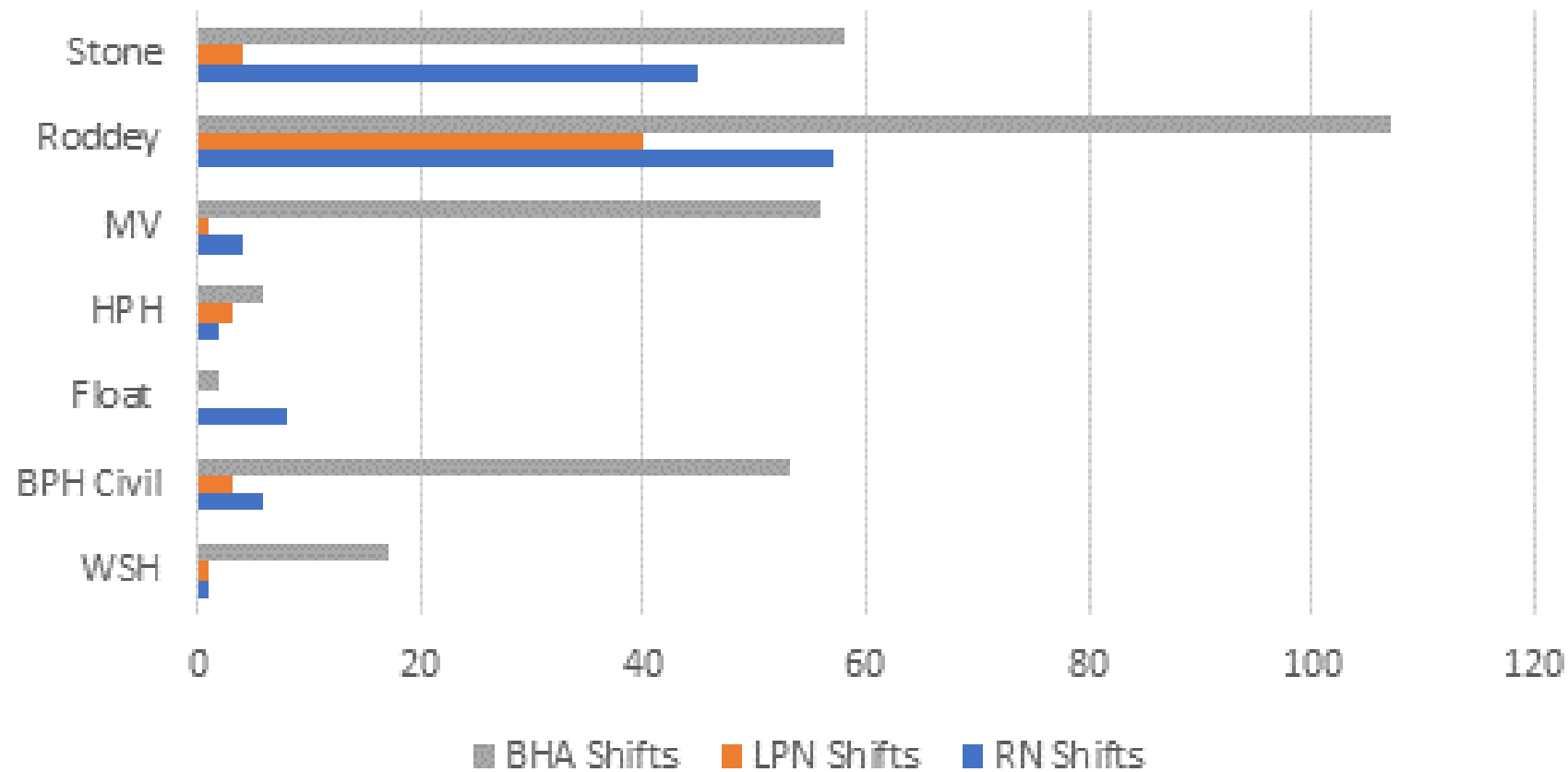
12/2/2021-1/1/2022

## DIS Nursing 15 Plus Hour Shifts



12/2/2021-1/1/2022

# DIS Nursing 15 hour shifts by Position and Facility



SCDMH - Community Mental Health Services																					
Center	MHP I		MHP II		MHP III		Total Number of MHP vacancies	Peer Support Spec.		Nurse I		Nurse II		Nurse Manager		# of School Mental Health*		Total # of all vacancies**			
	posted	unposted	posted	unposted	posted	unposted	posted and unposted	posted	unposted	posted	unposted	posted	unposted	posted	unposted	posted	unposted	posted	unposted		
ABMHC	14	1	1	0	0	0	16	0	0	1	1	0	0	0	0	8	0	20	10		
AOP	20	7	1	0	0	0	28	0	4	0	1	0	0	0	0	11	7	32	19		
Beckman	31	0	0	0	0	0	31	1	0	0	0	0	0	0	0	12	0	35	5		
Berkeley	1	3	1	3	1	5	14	1	1	0	0	0	0	0	0	1	7	5	19		
Catawba	10	0	2	0	0	0	12	1	0	0	0	1	0	0	0	4	0	14	0		
CDMHC	46	14	2	0	0	0	62	1	1	0	0	3	5	0	0	22	11	76	35		
Coastal	10	0	0	0	0	0	10	0	0	1	0	0	0	0	0	3	1	14	1		
Columbia	4	11	0	1	0	0	16	0	0	0	2	0	0	0	0	1	3	5	33		
GGMHC	8	6	9	1	3	7	34	1	0	0	0	3	0	0	0	7	6	37	17		
Lexington	5	2	0	1	0	0	8	0	1	0	2	0	0	0	0	7	0	12	6		
Orangeburg	0	0	0	0	3	1	4	0	0	0	0	0	0	0	0	2	0	5	1		
Pee Dee	7	4	0	0	0	0	11	0	0	0	0	0	0	0	0	1	0	16	3		
SWMHC	0	0	0	0	3	0	3	2	2	0	0	1	0	0	0	9					
Spartanburg	32	6	2	3	0	0	43	0	3	0	0	5	0	1	0	19	11	59	14		
Tri-County	4	7	0	0	0	0	11	0	0	2	0	0	0	0	0	3	2	6	7		
Waccamaw	28	3	2	0	0	0	33	0	0	0	0	0	0	0	0	10	0	36	7		
Total across system	220	64	20	9	10	13	336	7	12	4	6	13	5	1	0	120	48	372	177		
Total number of filled MHP positions							802											Total number of filled SMH positions	354	Total number of filled positions All positions/All disciplines	1845
**Total number of all vacancies - All positions/All disciplines																					
All data current as of January 2022																					

# Current SCDMH School Mental Health (SMH) Staffing

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Mental Health Center	# Schools with MHC Staffing	Total # Schools by Center	% Schools with Staffing by Center*
Aiken-Barnwell	19	56	33.9%
Anderson-Oconee-Pickens	48	92	52.2%
Beckman	26	81	32.1%
Berkeley	29	47	61.7%
Catawba	55	109	50.5%
Charleston-Dorchester	88	133	66.2%
Coastal-Empire	31	72	43.1%
Columbia Area	32	110	29.1%
Greater Greenville	99	112	88.4%
Lexington	67	73	91.8%
Orangeburg Area	23	40	57.5%
Pee Dee	39	76	51.3%
Santee-Wateree	23	59	39.0%
Spartanburg Area	54	108	50.0%
Tri-County	2	34	5.9%
Waccamaw	23	77	29.9%
<b>Total</b>	<b>658</b>	<b>1279</b>	<b>51.4%</b>

# A CRISIS WITHIN A CRISIS

## Community Mental Health Centers

The negative consequences of the decline in Community MHC capacity include

- Limiting our care only to those with serious and persistent mental illness
- Significantly longer wait times
- Limiting school mental health services

# Recurring

**Funding for Increased Costs of Mandatory Programs**

**Insurance Premium Increases**

**Replacement of Existing One-Time Funding**

# Capital Projects

**188 Buildings**

**1,643 South Carolina Acres**

**Some Structures 90 Years Old**

**The Longer the Infrastructure Is Neglected,  
The Quicker the Costs Rise**

# Community Programs

**Suicide Crisis Hotline** (second center to meet South Carolina's COVID-related increase of calls)

**Recurring Proviso 188.18 Funding** (bed purchases, transportation, and telepsychiatry for community centers)

**Civil Commitment Counsel** (special probate judges presiding over commitment hearings in psychiatric hospitals)

**Emergency Telepsychiatry** (meeting the COVID-related demand)



# COVID-19 Expenditures

(Excluding Grants)

- The Department of Mental Health received \$17,931,073 in COVID-related funding.
- Inpatient and outpatient costs excluding Guidehouse expenses were \$15,893,307.
- Guidehouse expenses totaled \$4,037,673.

# Use of FY 2022 Funds

## Non-recurring

### Inpatient Services - \$2,000,000

- Services provide indigent patients with access to private psychiatric hospitalization and community hospital beds.

### Alternative Transportation Program - \$1,000,000

- Proviso 117.178 describes this pilot program.
- Working with MMO, agency drafted an RFP and circulated it to stakeholders (sheriffs, hospital association, probate judges, and others).

### Detention Center Mental Health Assistance - \$1,843,000

- Assistance funds mental health assessments and purchases expensive but more effective long-acting injectable psychiatric medications.
- This work is done in collaboration with sheriffs and jail administrators associations.

### Crisis Stabilization Unit pilot -- Midlands - \$1,200,000

# Use of FY 2022 Funds

## Recurring

### Forensic Services - \$3,700,000

- Contracted services grew more expensive from rising medication prices and increasing staffing costs related to court-ordered capacity and criminal responsibility evaluations.

### Contract State Veterans Nursing Homes - \$14,037,366

- Costs rose for the two existing contracted State Veterans Nursing Homes – Richard M. Campbell in Anderson and Veterans Victory House in Walterboro.
- In April, DMH awarded operations contracts for the newest State Veterans Nursing Homes – Veteran Village in Florence and Palmetto Patriots Home in Gaffney.

### Sustainability of Workforce - \$4,360,000

- DMH is combining this recurring appropriation with other agency revenue to fund a 2% salary increase agency-wide. Also, agency provided targeted increases to critical areas - BHAs, CNAs, and Environmental Services workers.

# Budget Requests

• Division of Inpatient Services	
• Workforce	\$ 8,942,635
• Civil Hospital and Residential Services ( <i>includes Mandated Services</i> )	\$ 10,968,545
• Community Mental Health Centers	
• Workforce	\$ 11,004,232
• Additional Programs	\$ 33,258,000
• Administrative and Support	
• Workforce	\$ 1,454,225
• Recurring Funds	\$ 6,617,125
• Other	\$ 450,000
• Capital Requests	
• Projects	\$ 91,314,979
• Federal Grants	
• Requested Increase in Federal Authorization	<u>\$ 11,874,733</u>
Total Requests	<u>\$175,884,475</u>

# Cost Savings Plans

- Agency will direct each entity to create an action plan for reducing \$8.4 million across the agency.
- Each will first apply savings to identified expenditures outside of salary and wages, producing an immediate decrease. This includes strategies reducing the cost of copiers and cell phones. The Department also is undergoing a revenue cycle study to generate an estimated \$3 million in savings.
- If additional savings are necessary, each area will evenly reduce salaries and wages in a manner creating the least consequence on Agency services to the citizens of the State.
- Agency will diligently monitor and follow up on each area's plan, guaranteeing implementation of all measures.