

OHA BEHAVIORAL HEALTH RESIDENTIAL+ FACILITY STUDY

February 2024

PROJECT SCOPE & DELIVERABLE REVIEW

Project Scope

Governor Kotek directed the Oregon Health Authority (OHA) to lead a new study to evaluate behavioral health facility capacity in Oregon. Public Consulting Group (PCG) contracted with the Oregon Health Authority (OHA) in July 2023 to complete a Behavioral Health Residential+ Facility Study to assess behavioral health facility capacity and unmet need for mental health residential, substance use residential, and withdrawal management facilities across the State. The following key tasks are the major components of this project:

- Collect data on the number and type of behavioral health facilities and their associated capacities and identify the gaps in the continuum by Trauma System Area.
- Conduct community engagement sessions with individuals in the State.
- Review available data and prioritize facility types by Trauma System Area.
- Develop funding allocation methodology to inform capital funding requests and distribution processes.
- Develop a final recommendations report that communicates the work completed and planning recommendations.

The Behavioral Health Residential+ Facility Study is broken down into the following five phases:



Data Collection &
Analysis



Community
Engagement



Recommendations &
Prioritization Review



Funding Methodology
& Forecast



Final Report &
Materials

Project Scope

PCG collaborated closely with OHA to identify the facilities within scope of the behavioral health care continuum for this Study. Following thorough consideration, the subsequent facility types fall within the scope of this engagement. PCG and OHA acknowledge this list does not encompass the entire care continuum in Oregon. Nevertheless, these are the adult clinical facilities that are examined in more detail throughout this report:

- **Hospitals**
 - State Hospitals
 - Acute Care Psychiatric Facilities (Freestanding)
 - Acute Care Psychiatric Unit in Community Hospitals or General Hospitals (distinct part unit)
- **Residential Mental Health Facilities**
 - Residential Treatment Facilities (RTF)
 - Secure Residential Treatment Facilities (SRTF)
 - Residential Treatment Homes (RTH)
 - Adult Foster Homes (AFH)
- **Substance Use Disorder (SUD) Facilities**
 - Residential SUD Facilities
 - Clinically Managed Withdrawal Management Facilities
 - Medically Monitored Withdrawal Management Facilities
- **Crisis Facilities**

Deliverables

Draft Report January 31, 2024

- Initial Projection of Behavioral Health Needed Capacity
- Initial Projection of Forecasted Construction Costs
- Capacity Map Visualizations
- Themes from Community Engagement
- Initial Proposed Recommendations

Final Report June 1, 2024

- Refined Behavioral Health Bed Needs
- Refined Behavioral Health Funding Needs/Costs
- Five-year plan for expanding capacity

DATA COLLECTION & ANALYSIS UPDATE

Data Collection and Analysis Updates



PCG utilized multiple data sources and methods to inform the results of this Behavioral Health Residential+ Facility Assessment.

Data Collection & Analysis consisted of the following key activities:

- Collect existing data on the inventory of Oregon's behavioral health facilities and capacities
- Develop and administer a provider survey to collect original data to understand additional details about facilities, capacities, and challenges

Quantitative Data Collection

- Licensing and Certification Data
- Hospital Data
- Survey Data
- Geolocations of Facilities And Providers

Qualitative Data Collection

- Community Engagement
- Key Informant Interviews
- Focus Groups/Listening Discussions
- Facility Visits
- Survey Responses
- Literature Review

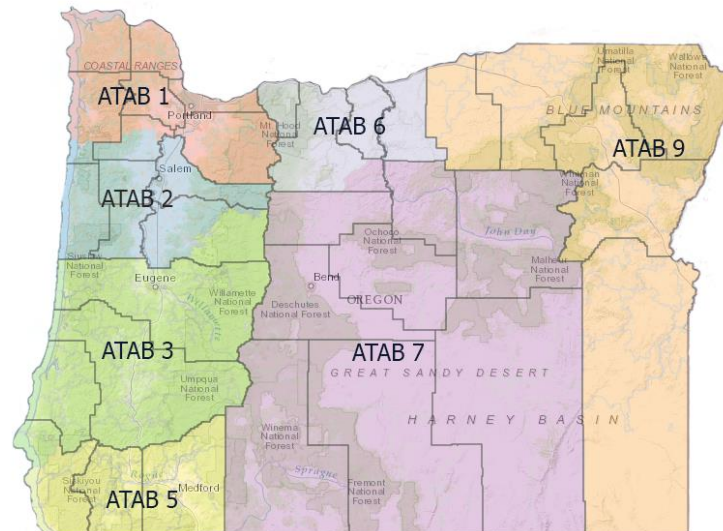
Data Collection and Analysis Updates

Current Facility Inventory

PCG created an inventory of the current facilities in Oregon that fall within the scope categories and their associated bed capacities.

Mapping of Current Capacity

PCG was directed to use Trauma System Areas for this project. After facilities were identified, PCG mapped all facilities to their associated trauma system area and completed an analysis to determine the number of beds in each region and the beds per 100,000 population for each region for each facility type.



Data Collection and Analysis Updates



Regional Summary of Current & Planned Capacity (Including In Progress)

Facility Type	Current and Planned Bed Count	Current & Planned Beds Per 100k Population
State Hospitals	544	12.71
Acute Care Psychiatric Facility	109	2.55
Acute Care Psychiatric Unit in Hospital	312	7.29
Residential Treatment Facility (RTF)	663	15.49
Secure Residential Treatment Facility (SRTF)	623	14.55
Residential Treatment Home (RTH)	406	9.48
Adult Foster Home (AFH)	503	11.75
Residential SUD Facility	1,650	38.54
Clinically-Managed Withdrawal Management Facility	12	0.28
Medically-Monitored Withdrawal Management Facility	353	8.25
Total Beds	5,175	

Source: Licensing and Certification Team, Survey Responses, and SDOH Grant Data

COMMUNITY ENGAGEMENT UPDATE

Community Engagement Updates



January's Draft Report details our community engagement goals, methods and emerging themes. An essential component of this project entails **actively involving a diverse range of community members.**

Collecting information and listening to the real-life experiences of Oregonians who have firsthand experience within the behavioral health system across the state, serving as a **paramount influence in shaping our analysis and recommendations.**

Community Engagement Updates



Focus Groups

PCG conducted community engagement through focus groups to hear about their experiences with behavioral health in Oregon.

PCG worked alongside the Office of Recovery and Resilience, Juntos LLC, and ASA Consulting to create guides and host focus groups that reflect diverse audiences and underrepresented voices. Focus Groups held/being held:

- Oregon Black Brown Indigenous Advocacy Coalition on 10/13/23
- Family Members of Those with Lived Experience on 10/24/23
- Tribal Listening Session on 12/7/23

Key Informant Interviews

PCG also conducted community engagement through key informant interviews to learn more about the behavioral health care continuum from those who have diverse experiences, knowledge, and involvement in behavioral health in the State. Key Informant Interviews will encompass the following groups:

- Rural & Urban CCO
- Rural & Urban Hospital
- Tribal*
- Public Safety
- Rural & Urban CMHP
- Housing
- Residential/LGBTQIA2S+
- Person with Lived Experience (PWLE)
- Peers
- Crisis

*The tribal interviews are currently being scheduled and are in progress.

PCG completed 26 Key Informant Interviews during the community engagement phase.

Emerging Key Themes



Common themes quickly emerged among the interview data collected. Although our study primarily focuses on identifying the capacity of residential behavioral health facilities, participants frequently addressed additional needs in behavioral health resources and how various points of care impact residential facilities. As a result, key themes not only centered on residential facilities but also extended across the entire behavioral health continuum. This is a brief overview of identified themes which will be further examined after the feedback analysis is completed.

Staffing/Workforce

- Burnout and Safety
- Administrative Burden
- Pay and Compensation
- Peer Expansion and Peer Experience

Facility Access, Availability, and Experience

- Wait Times
- SUD Level of Care Mismatch
- Residential Experience

Funding and Facility Expansion Priorities

- SUD Continuum of Care
- Culturally Specific Services
- Meeting Complex Needs
- Peer Workforce Expansion
- Models for Rural Communities

FORECASTED CAPACITY NEEDS AND COSTS

Methodology



Forecasted Costs For Additional Capacity in January 2024 Report

PCG has estimated the projected capacity needs and costs for the facility types outlined in the study, specifically those identified as the priority needs for Oregon. To conduct the estimates associated with expanding behavioral health capacity in the State, PCG assessed various data sources. PCG conducted an analysis of existing facility capacity per capita and completed comparisons to national standards and peer states as well as calculations from CAST scores from JG Research. PCG also leveraged the feedback from community engagement sessions to determine community needs. PCG was able to narrow down to Oregon specific costs with information from recent SDOH 5024 and 5202 data on new capacity and funding. PCG will utilize both quantitative and qualitative data to inform the forecasted need for Oregon behavioral health capacity.

Further Refinement For June 2024 Report

PCG will further refine the data for the forecasted capacity needs and costs for the June 2024 report. While the January report is provisional and includes our initial estimates, the June 2024 report will be further developed and include additional research, analysis, and data sources.

Estimated Statewide Capacity Needs Snapshot

Facility Type	Current Capacity	Pending Capacity	Total Projected Capacity by 3rd Qtr 2025	Projected Additional Capacity Needed	Total Number of Beds (Current + Pending + Needed)	% Increase
Acute Care Inpatient Psychiatric Beds	421	Unknown	421	529	950	125.65%
Mental Health Residential (RTF & RTH only)	855	214	1,069	74*	1,143	6.92%
Secure Residential Treatment Facility (SRTF only)	546	77	623	171	794	27.45%
SUD Residential	1,606	44	1,650	1,662**	3,312	100.72%
Withdrawal Management	349	16	365	523	888	143.29%
Totals	3,777	351	4,128	2,959	7,087	71.68%

*Given the estimated need ranged from 0-74, PCG used 74 for this analysis

**Given the estimated need ranged from 1,156 to 2,169, PCG used 1,662 for this analysis which is the average of the estimated range.

Estimated Costs Snapshot

Facility Type	Minimum Estimate	Maximum Estimate	Average Total Development Cost	Average Cost per Bed
Adult Mental Health Residential	\$515,658	\$12,494,000	\$4,294,638	\$314,928.80

Facility Type	Minimum Estimate	Maximum Estimate	Average Total Development Cost	Average Cost per Bed
SUD Residential & Withdrawal Management Facility	\$5,500,000	\$8,000,000	\$6,533,333.33	\$285,057.47

Facility Type	Projected Capacity Needed	Cost per bed	Total Projected Investment Costs
Residential Treatment Home	37	\$130,500	\$4,828,500
Residential Treatment Facility	37	\$249,558	\$9,233,646
Secure Residential Treatment Facility	171	\$415,982	\$71,132,922
Residential SUD Facility	1,662	\$193,390	\$321,414,180
Withdrawal Management	523	\$193,390	\$101,142,970
Totals	2,430	\$236,564*	\$507,752,218

*Represents the average cost per bed

PRELIMINARY RECOMMENDATIONS

Preliminary Recommendations

The recommendations included in this report are preliminary. The final recommendations will be included in the June 2024 Final Report.

Evaluating the entire behavioral health care continuum is a complex process that requires a comprehensive understanding of the various factors that contribute to the delivery of effective care. This report analyzes a portion of the facilities within the behavioral health continuum in Oregon and our recommendations are based on the data collected and analyzed as part of this Study, coupled with feedback and input from community partners.

Care Model
and Strategy

Workforce
Development

Additional
Facilities

Awareness,
Education, and
Engagement

Areas for Further Analysis

PCG understands there are a multitude of factors and considerations when identifying recommendations to expand behavioral health capacity in Oregon.

There are many pieces of information that are outside of scope for our current report, but that should be further explored and reviewed to provide a more holistic representation of the behavioral health landscape in the State. These considerations are noted below:

**Youth
Population**

**Geriatric
Population**

**Individuals
with Complex
Needs**

**Staffing and
Workforce**

**Crisis
Facilities**

**Quality of
Care**

Next Steps



The Behavioral Health Residential+ Facility Study Next steps are as follows:

