

REPORT TO THE LEGISLATURE

**Performance Report for Eastern and Western State Hospitals
SFY 2021**

Session Law, Engrossed Substitute Senate Bill 6168, Sec. 202 (1)(p)

December 8, 2021

Behavioral Health Administration
PO Box 45050
Olympia, WA 98504-5204
(360) 902-7637
<http://www.dshs.wa.gov/bha>

Contents

	PAGE
SFY 2021 State Hospital Performance Summary	1
Monthly FTE and Dollar Expenditures Compared to Allotments	2
Monthly FTE and Dollar Expenditures per 1,000 Bed Days	3
Percentage of FTE Expenditures for Overtime	4
Median Length of Stay by Patient Category	5
Average Monthly Wait Lists, Forensic and Civil Patients	7
Rate of Staff and Patient Assaults per 1,000 Bed Days	8
Monthly Vacancies for Key Clinical Positions	9

CONTACT

Alice Huber, PhD, Deputy Director, DSHS Research and Data Analysis Division, 360-902-0707, alice.huber@dshs.wa.gov

SFY 2021 State Hospital Performance Summary

EXECUTIVE SUMMARY

The 2020 Washington State Legislature enacted Engrossed Substitute Senate Bill 6168, the 2020 supplemental operating budget. Section 202(1)(p) provides:

Within the amounts provided in this subsection, the department must develop and submit an annual state hospital performance report for eastern and western state hospitals. Each measure included in the performance report must include baseline performance data, agency performance targets, and performance for the most recent fiscal year. The performance report must include a one page dashboard as well as charts for each fiscal and quality of care measure broken out by hospital and including but not limited to:

- (i) monthly FTE expenditures compared to allotments;
- (ii) monthly dollar expenditures compared to allotments;
- (iii) monthly FTE expenditures per ten thousand patient bed days;
- (iv) monthly dollar expenditures per ten thousand patient bed days;
- (v) percentage of FTE expenditures for overtime;
- (vi) average length of stay by category of patient;
- (vii) average monthly civil wait list;
- (viii) average monthly forensic wait list;
- (ix) rate of staff assaults per 10,000 bed days;
- (x) rate of patient assaults per 10,000 bed days;
- (xi) average number of days to release after a patient has been determined to be clinically ready for discharge; and
- (xii) average monthly vacancy rates for key clinical positions.

The following report details relevant metrics for both Eastern and Western State Hospitals. When applicable, agency performance targets are included. The Department is still in the process of determining how to report the average number of days to release after a patient is found to no longer require active psychiatric treatment at an inpatient level of care.

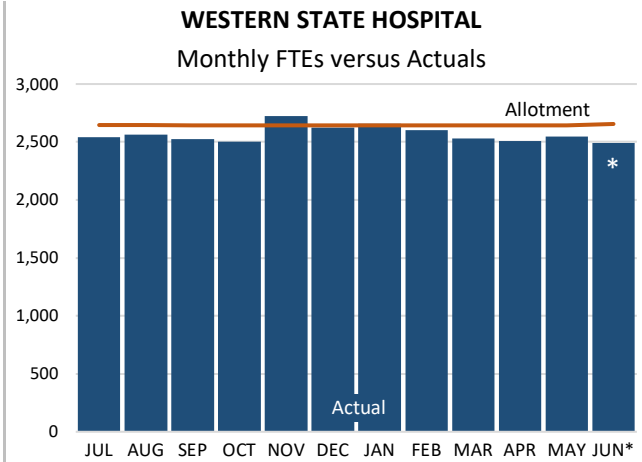
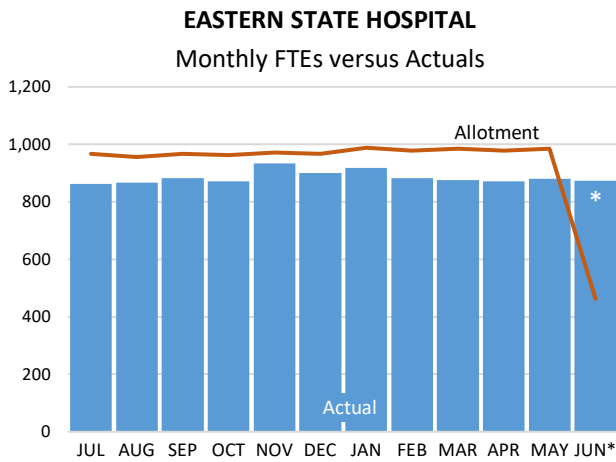
Western State Hospital was established in 1871, employs over 2,500 full time staff, and in 2021 had an annual operating budget of \$321,937,375. Eastern State Hospital was established in 1891, employs nearly 900 full time staff, and in 2021 had an annual operating budget of \$113,272,380. The two hospitals served a total of 1,896 patients in SFY 2021.

Please note the following with respect to the SFY 2021 data:

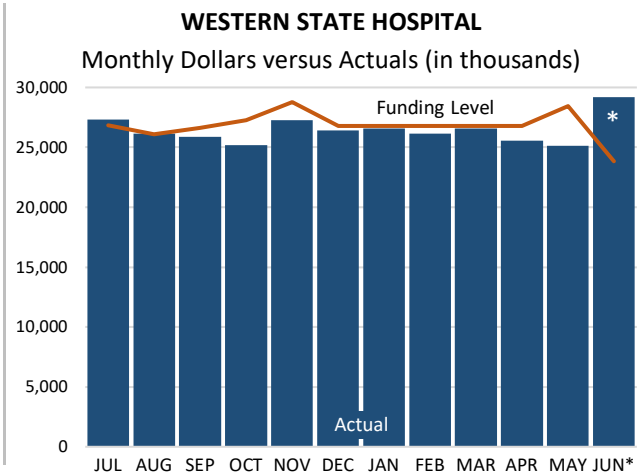
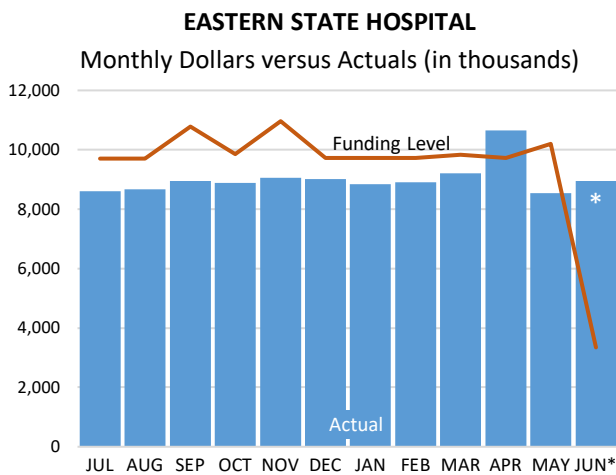
- (1) Allotments for the SFY 2021 Supplemental are lumped into June 2021. For ESH this resulted in a decreased allotment related to a \$4.26 million savings from the closure of a civil ward. See Monthly FTE and Dollar Expenditures Compared to Allotments, page 2.
- (2) A May 2021 adjustment decreased overtime expenditures reimbursed by the Federal Emergency Management Agency. See Percentage of FTE Expenditures for Overtime, page 4.
- (3) At Western State Hospital, the increase in the length of stay for civil patients is the result of a decrease in the civil patient census and no new civil admissions. See Median Length of Stay by Patient Category, page 5.

Monthly FTE and Dollar Expenditures Compared to Allotments

SFY 2021 FTE Expenditure Trend



SFY 2021 Dollar Trend

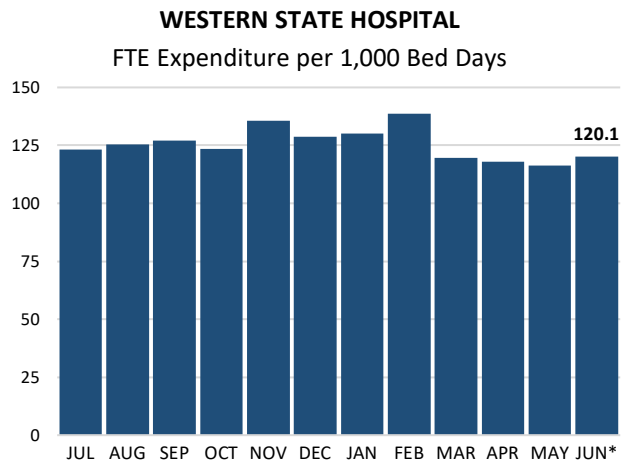
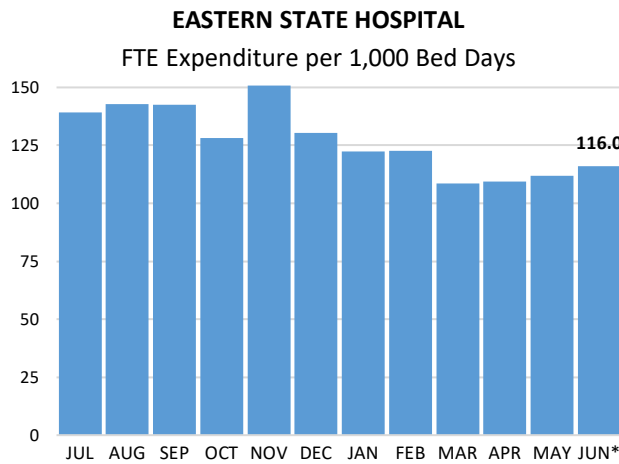


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN*	TOTAL
SFY 2021													
Eastern State Hospital													
FTE Allotment	967.0	956.0	966.0	962.0	971.0	966.0	988.0	979.0	984.0	979.0	984.0	462.4	930.4
FTE Actuals	863.2	867.3	882.2	872.0	933.7	899.4	917.1	883.2	876.3	870.8	880.6	874.2	885.0
FTE Variance	103.8	88.7	83.8	90.1	37.3	66.6	70.9	95.8	107.7	108.2	103.4	411.8	45.4
Funding Level (000s)	9,708	9,695	10,782	9,860	10,964	9,717	9,720	9,723	9,843	9,719	10,195	3,346	113,272
Actuals (000s)	8,613	8,679	8,956	8,891	9,058	9,016	8,847	8,896	9,217	10,662	8,538	8,949	108,324
Dollar Variance (000s)	1,094	1,015	1,826	969	1,905	701	873	826	627	943	1,657	5,603	4,949
Western State Hospital													
FTE Allotment	2,644.4	2,644.4	2,643.4	2,643.4	2,643.4	2,643.4	2,643.4	2,643.4	2,643.4	2,643.4	2,643.4	2,655.4	2,644.6
FTE Actuals	2,539.7	2,561.3	2,525.9	2,500.3	2,724.6	2,622.0	2,655.9	2,600.5	2,531.5	2,506.2	2,544.4	2,493.9	2,567.2
FTE Variance	104.7	83.1	117.5	143.1	81.2	21.4	12.5	42.9	111.9	137.2	99.0	161.5	77.4
Funding Level (000s)	26,854	26,100	26,636	27,268	28,777	26,809	26,809	26,809	26,809	26,809	28,423	23,836	321,937
Actuals (000s)	27,304	26,133	25,894	25,169	27,241	26,423	26,582	26,135	26,589	25,535	25,109	29,203	317,318
Dollar Variance (000s)	450	34	741	2,099	1,535	386	227	673	220	1,274	3,314	5,366	4,620

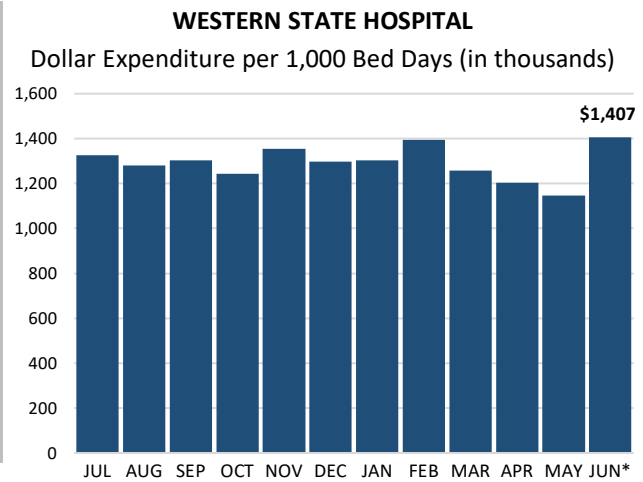
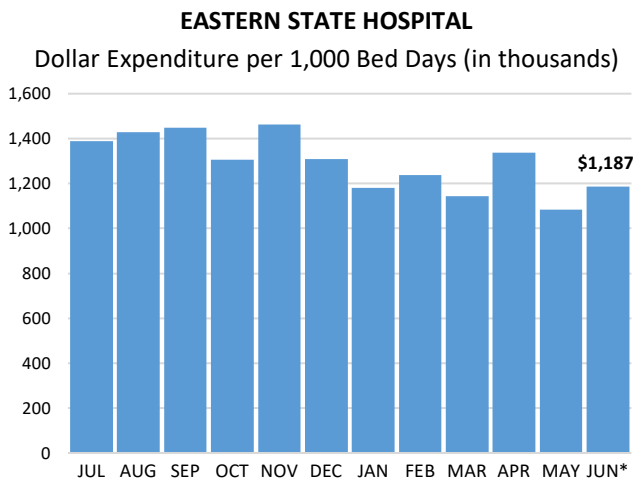
NOTE: *SFY 2021 Supplemental Allotments are lumped into Fiscal Month 24 (June 2021).

Monthly FTE and Dollar Expenditures per 1,000 Bed Days

SFY 2021 FTEs per 1,000 Bed Days



SFY 2021 Dollars per 1,000 Bed Days

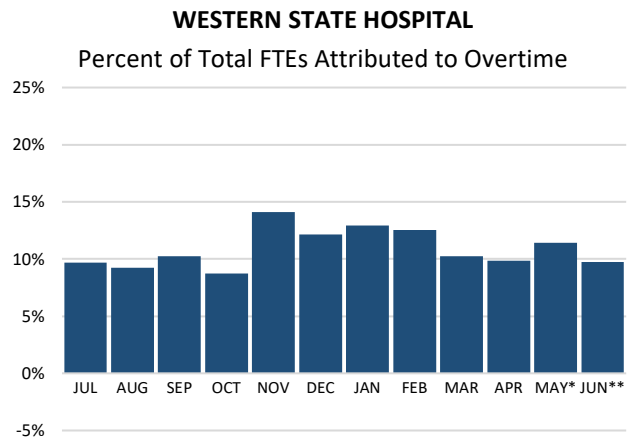
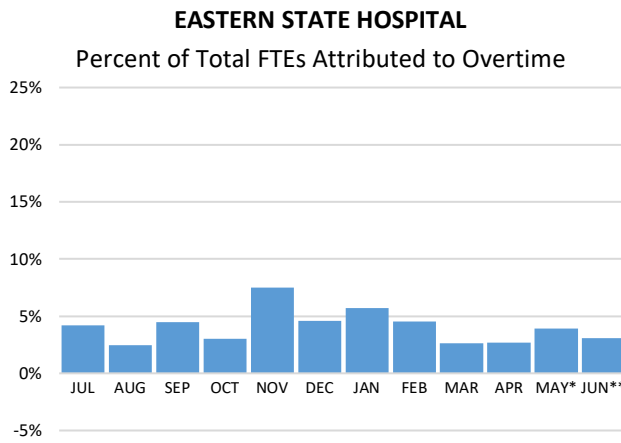


	SFY 2021											
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN*
Eastern State Hospital												
Total Patient Days	6,202	6,078	6,189	6,806	6,190	6,893	7,495	7,196	8,063	7,968	7,878	7,537
FTE Actuals	863.2	867.3	882.2	872.0	933.7	899.4	917.1	883.2	876.3	870.8	880.6	874.2
FTEs/1000 Patient Days	139.2	142.7	142.5	128.1	150.8	130.5	122.4	122.7	108.7	109.3	111.8	116.0
Dollars Actual (000s)	8,613	8,679	8,956	8,891	9,058	9,016	8,847	8,896	9,217	10,662	8,538	8,949
Dollars/1000 Patient Days (000s)	1,389	1,428	1,447	1,306	1,463	1,308	1,180	1,236	1,143	1,338	1,084	1,187
Western State Hospital												
Total Patient Days	20,597	20,404	19,880	20,260	20,092	20,370	20,420	18,746	21,144	21,224	21,899	20,762
FTE Actuals	2,539.7	2,561.3	2,525.9	2,500.3	2,724.6	2,622.0	2,655.9	2,600.5	2,531.5	2,506.2	2,544.4	2,493.9
FTEs/1000 Patient Days	123.3	125.5	127.1	123.4	135.6	128.7	130.1	138.7	119.7	118.1	116.2	120.1
Dollars Actual (000s)	27,304	26,133	25,894	25,169	27,241	26,423	26,582	26,135	26,589	25,535	25,109	29,203
Dollars/1000 Patient Days (000s)	1,326	1,281	1,303	1,242	1,356	1,297	1,302	1,394	1,258	1,203	1,147	1,407

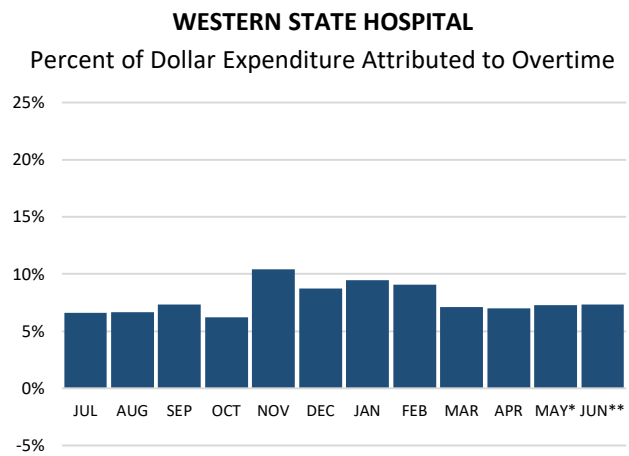
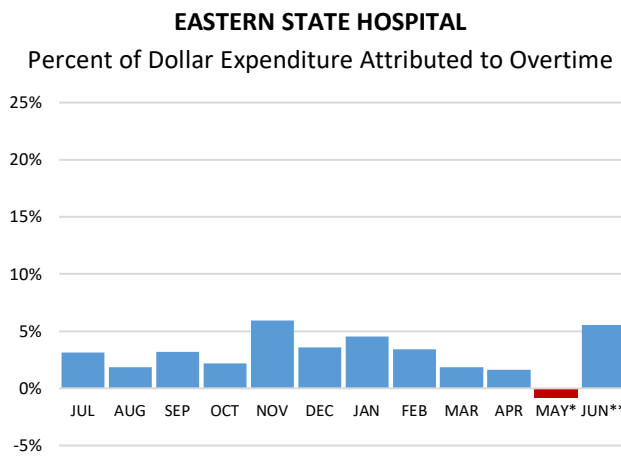
NOTE: *SFY 2021 Supplemental Allotments are lumped into Fiscal Month 24 (June 2021).

Percentage of FTE Expenditures for Overtime

SFY 2021 FTE Overtime Trend



SFY 2021 Trend in Overtime Dollar Expenditures

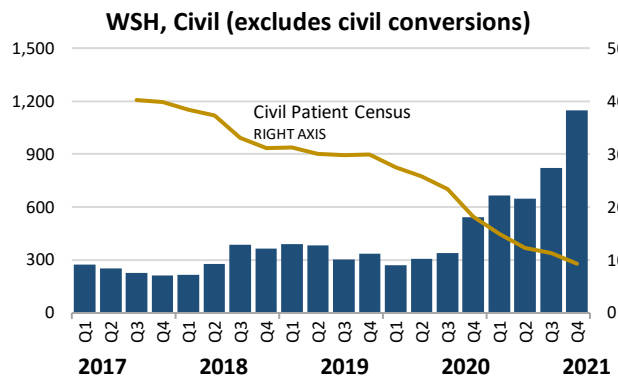
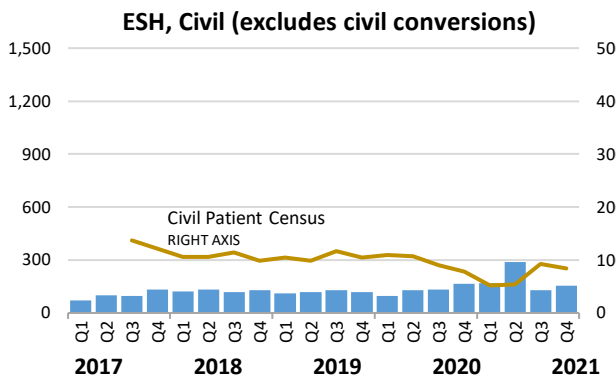
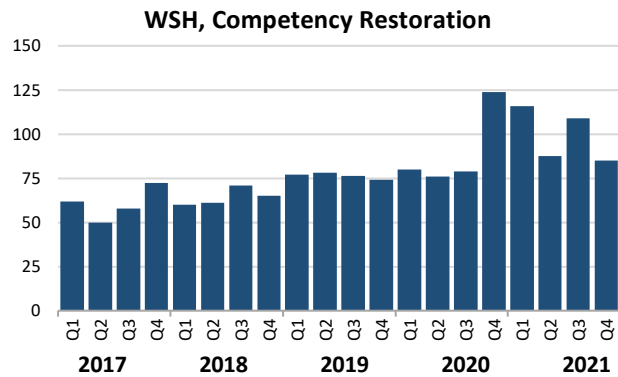
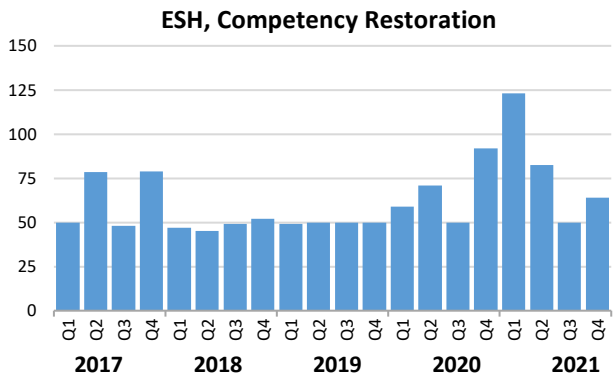
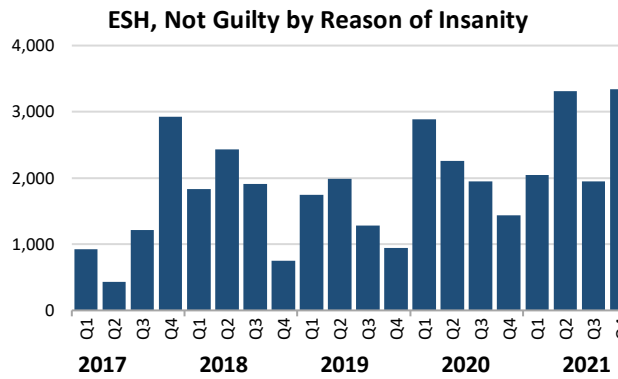
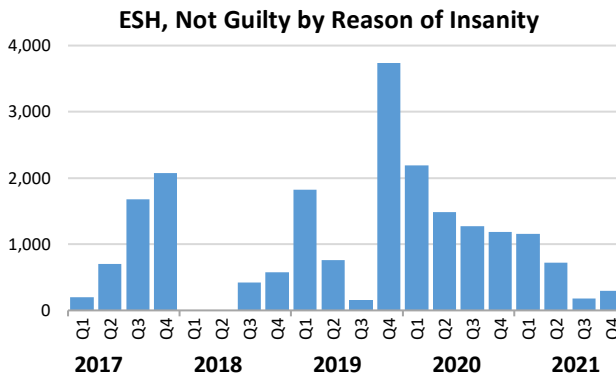
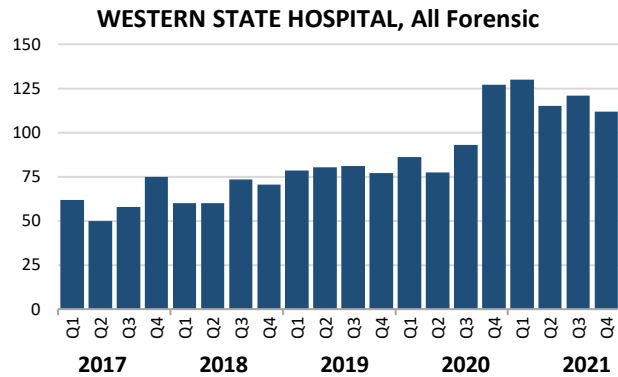
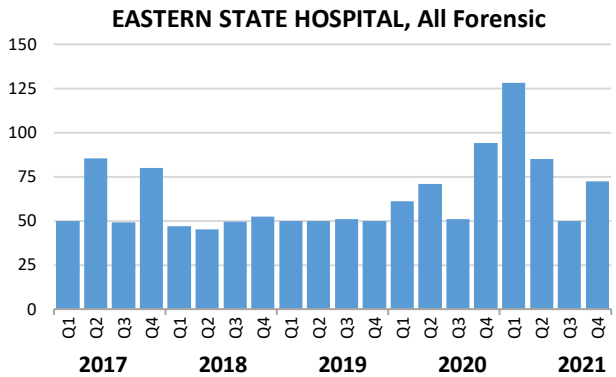


	SFY 2021													TOTAL
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY*	JUN**		
Eastern State Hospital														
FTE Actuals	863.2	867.3	882.2	872.0	933.7	899.4	917.1	883.2	876.3	870.8	880.6	874.2	885.0	
FTE Overtime Actual	36.2	21.4	39.5	26.2	70.2	41.4	52.4	40.3	23.1	23.4	34.7	26.8	36.3	
Percent FTEs Overtime	4.2%	2.5%	4.5%	3.0%	7.5%	4.6%	5.7%	4.6%	2.6%	2.7%	3.9%	3.1%	4.1%	
Funding Actual 000s	8,613	8,679	8,956	8,891	9,058	9,016	8,847	8,896	9,217	10,662	8,538	8,949	108,324	
O/T Expenditure 000s	270.2	161.7	288.1	194.6	538.1	320.8	402.2	302.5	168.3	170.0	73.0	493.9	3,237.6	
Percent \$\$\$s Overtime	3.1%	1.9%	3.2%	2.2%	5.9%	3.6%	4.5%	3.4%	1.8%	1.6%	-0.9%	5.5%	3.0%	
Western State Hospital														
FTE Actuals	2,539.7	2,561.3	2,525.9	2,500.3	2,724.6	2,622.0	2,655.9	2,600.5	2,531.5	2,506.2	2,544.4	2,493.9	2,567.2	
FTE Overtime Actual	245.5	237.1	258.2	218.5	384.4	318.8	344.0	326.1	259.7	247.5	291.0	243.0	281.1	
Percent FTEs Overtime	9.7%	9.3%	10.2%	8.7%	14.1%	12.2%	13.0%	12.5%	10.3%	9.9%	11.4%	9.7%	11.0%	
Funding Actual 000s	27,304	26,133	25,894	25,169	27,241	26,423	26,582	26,135	26,589	25,535	25,109	29,203	317,318	
O/T Expenditure 000s	1,803.4	1,741.2	1,893.7	1,563.9	2,836.8	2,308.3	2,507.7	2,373.4	1,884.2	1,789.4	1,833.2	2,139.7	24,674.8	
Percent Overtime \$\$\$s	6.6%	6.7%	7.3%	6.2%	10.4%	8.7%	9.4%	9.1%	7.1%	7.0%	7.3%	7.3%	7.8%	

NOTE: *In Fiscal Month 23 (May 2021), a large FEMA/CARES adjustment occurred at ESH. **SFY 2021 Supplemental Allotments are lumped into Fiscal Month 24 (June 2021).

Median Length of Stay by Patient Category

Median Length of Stay (Days in Episode) by Quarter, SFY 2017 Q1 - SFY 2021 Q4



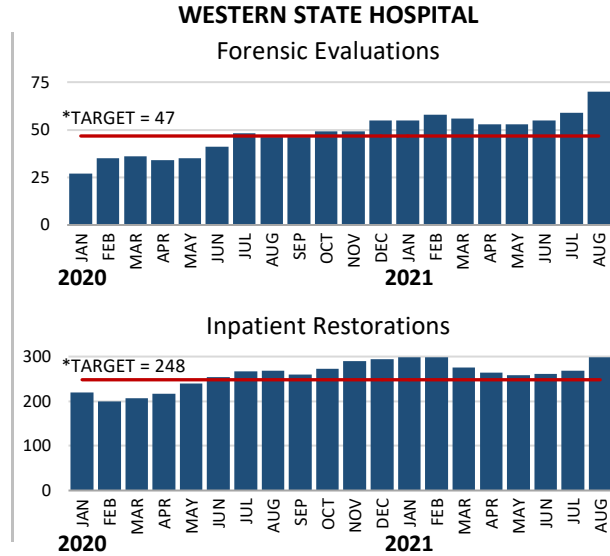
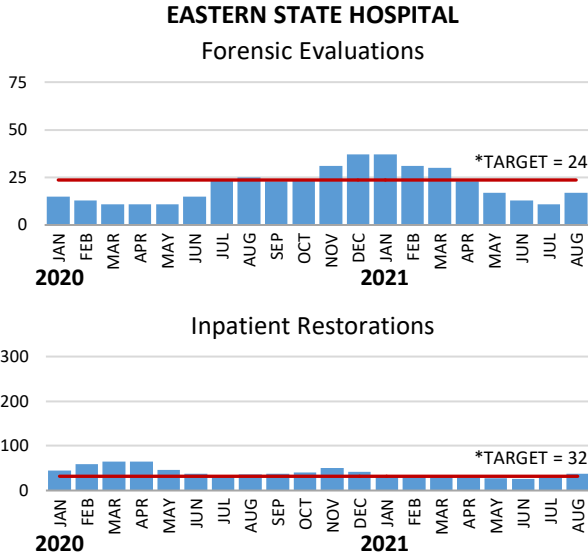
	SFY 2017				SFY 2018				SFY 2019				SFY 2020				SFY 2021					
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Eastern State Hospital, Forensic Patients																						
All Forensic	50	86	49	80	47	45	50	53	50	50	51	50	61	71	51	94	128	85	50	73		
Not Guilty/Insanity	201	705	1680	2074	<i>See note</i>				423	572	1821	755	160	3741	2191	1485	1274	1184	1152	717	183	299
Comp. Restoration	50	79	48	79	47	45	49	52	49	50	50	50	59	71	50	92	123	83	50	64		
Western State Hospital, Forensic Patients																						
All Forensic	62	50	58	75	60	60	74	71	79	81	81	77	86	78	93	127	130	115	121	112		
Not Guilty/Insanity	928	433	1212	2923	1836	2433	1915	754	1748	1991	1282	943	2891	2260	1946	1438	2050	3311	1946	3339		
Comp. Restoration	62	50	58	73	60	61	71	65	77	78	77	74	80	76	79	124	116	88	109	85		
Civil Patients																						
ESH, Civil	71	100	95	132	121	132	119	129	110	118	128	119	98	130	132	167	170	288	130	154		
<i>ESH, Civil Census</i>	137				121	106	106	114	98	105	99	117	105	109	107	90	78	52	54	92	84	
WSH, Civil	274	253	228	214	216	276	386	363	389	384	304	334	270	307	338	541	667	646	823	1149		
<i>WSH, Civil Census</i>	402				398	384	373	330	311	312	300	298	299	275	258	234	182	149	123	113	93	

NOTES: **1** Consecutive service spans are combined into a single episode of care and include state hospitals, community hospitals and evaluation and treatment facilities. **2** Patients with treatment at both Eastern and Western state hospitals were assigned to the hospital where they spent the most time in that episode. **3** Quarters with fewer than 4 NGRI patient discharges from a hospital are suppressed. **4** Civil census counts include in-residence patients and exclude those released on authorized leave or medical discharge. **5** At Western State Hospital, the increase in the length of stay for civil patients is the result of a decrease in the civil patient census and no new civil admissions. **6** Targets are not included for length of stay.

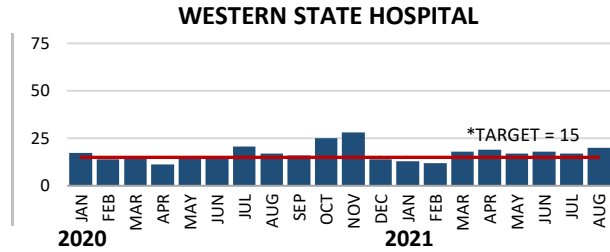
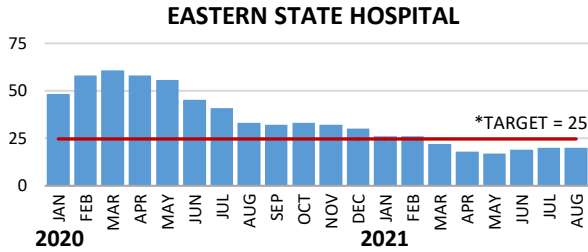
SOURCE: DSHS Research and Data Analysis Division, Integrated Client Databases.

Average Monthly Wait Lists, Forensic and Civil Patients

Forensic Wait List, CY 2020 - CY 2021



Civil Wait List, CY 2020 - CY 2021



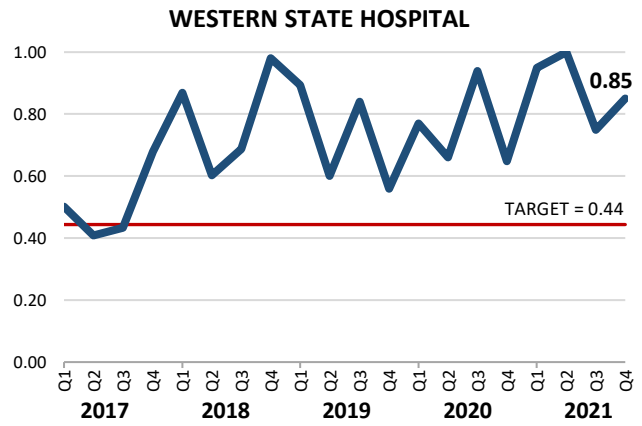
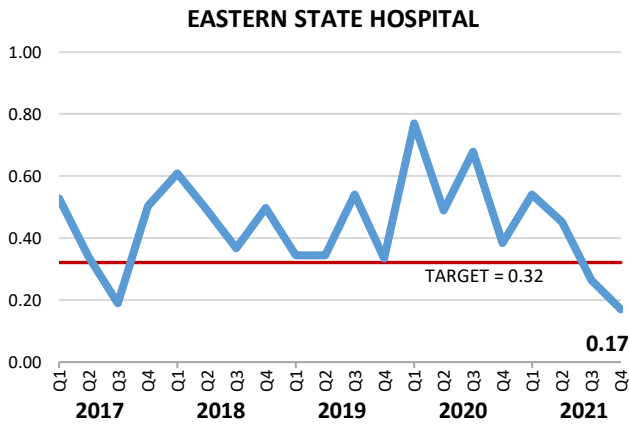
	CY 2020												CY 2021							
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Eastern State Hospital, Forensic (through August 2021)																				
Forensic Evaluations	15	13	11	11	11	15	24	25	23	24	31	37	37	31	30	23	17	13	11	17
Target	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
IP Restorations	44	59	65	65	46	37	35	36	38	41	51	42	32	33	34	29	28	26	29	38
Target	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32	32
Western State Hospital, Forensic (through August 2021)																				
Forensic Evaluations	27	35	36	34	35	41	48	46	46	49	49	55	55	58	56	53	53	55	59	70
Target	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47	47
IP Restorations	220	200	206	217	240	254	267	268	260	272	290	294	299	298	276	264	258	261	268	298
Target	248	248	248	248	248	248	248	248	248	248	248	248	248	248	248	248	248	248	248	248
Eastern State Hospital, Civil (through August 2021)																				
Civil Wait List	48.4	58	60.6	58	55.8	45.3	40.9	33	32	33	32	30	26	26	22	18	17	19	20	20
Target	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
Western State Hospital, Civil (through August 2021)																				
Civil Wait List	17.5	13.9	15.5	11.1	15.4	15.4	20.8	17	16	25	28	14	13	12	18	19	17	18	17	20
Target	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15	15

NOTES: 1 Forensic wait list includes all clients awaiting an evaluation or restoration regardless of location (In-jail; Out-of-jail; Personal Recognizance). 2 Forensic evaluations include patients waiting for inpatient competency evaluations, NGRI admissions, and 72-hour dismissal evaluations. 3 Targets are 10% below the prior state fiscal year average. Long-term targets are 0%.

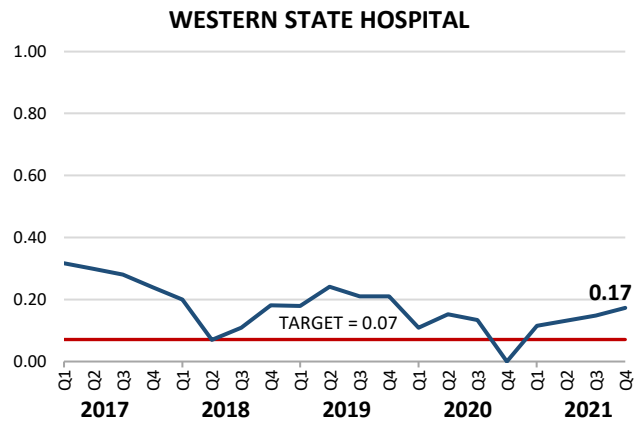
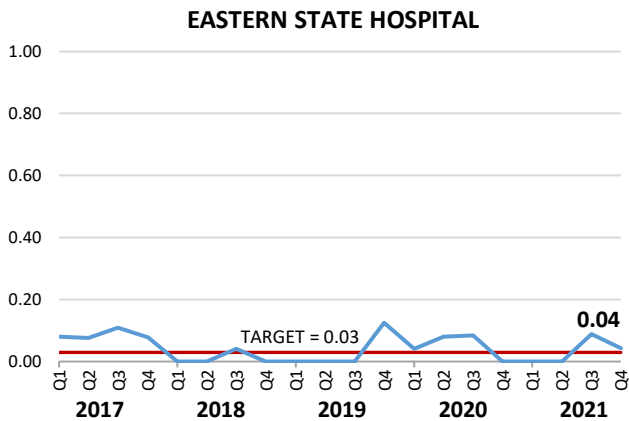
SOURCE: DSHS Behavioral Health Administration Forensic Data System and data provided by Western and Eastern State Hospitals.

Rate of Staff and Patient Assaults per 1,000 Bed Days

Patient to Staff Assaults by Quarter, SFY 2017 - SFY 2021



Severe Patient Injuries by Quarter, SFY 2016 - SFY 2021



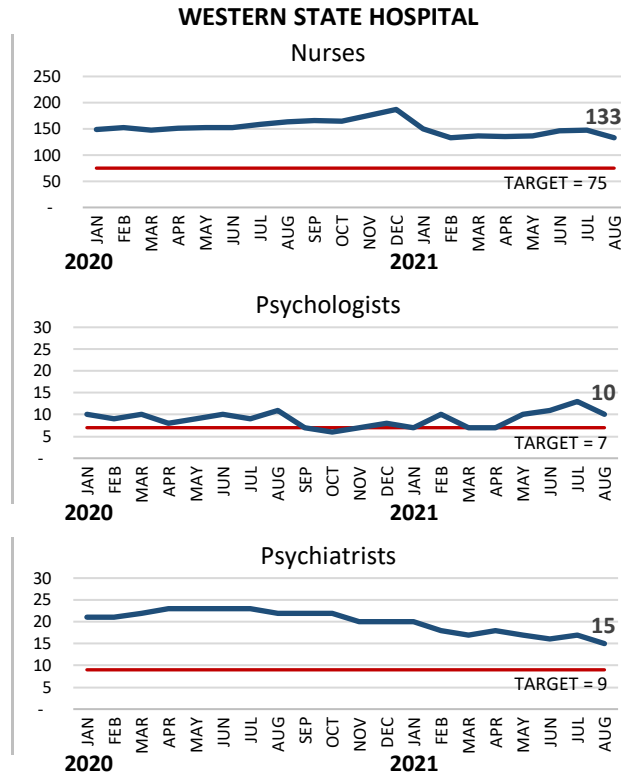
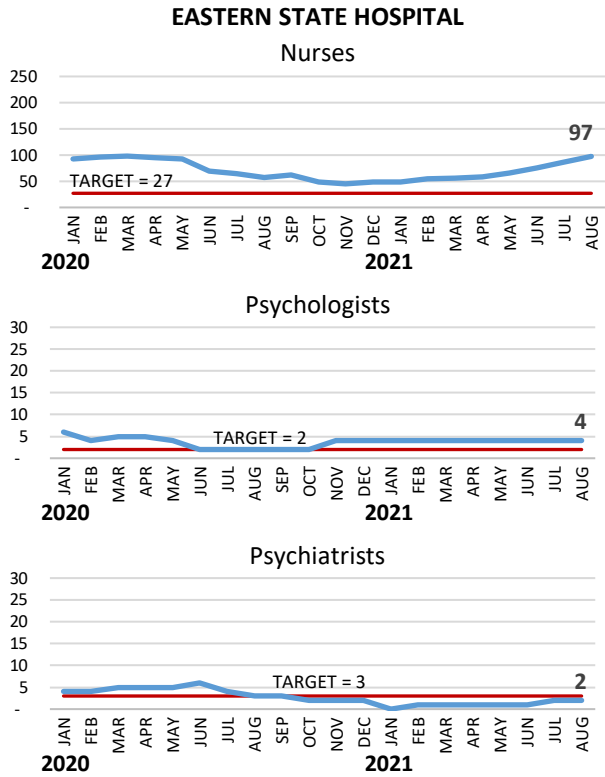
	SFY 2017				SFY 2018				SFY 2019				SFY 2020				SFY 2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Eastern State Hospital																				
Patient to Staff Assaults	0.53	0.34	0.19	0.50	0.61	0.49	0.37	0.50	0.34	0.34	0.54	0.33	0.77	0.49	0.68	0.38	0.54	0.45	0.26	0.17
Target	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32	0.32
Severe Patient Injuries	0.08	0.08	0.11	0.08	0.00	0.00	0.04	0.00	0.00	0.00	0.00	0.12	0.04	0.08	0.08	0.00	0.00	0.00	0.09	0.04
Target	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Western State Hospital																				
Patient to Staff Assaults	0.50	0.41	0.43	0.68	0.87	0.60	0.69	0.98	0.89	0.60	0.84	0.56	0.77	0.66	0.94	0.65	0.95	1.00	0.75	0.85
Target	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44	0.44
Severe Patient Injuries	0.32	0.30	0.28	0.24	0.20	0.07	0.11	0.18	0.18	0.24	0.21	0.21	0.11	0.15	0.13	0.00	0.11	0.13	0.15	0.17
Target	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07

NOTES: 1 Incidents are distinctly tracked for each of the state hospitals, for purposes of mapping rates by facility. 2 An injury occurs when a patient suffers physical harm or damage, excluding the result of a disease process. Severe patient injuries include all patient injuries with a severity level of "3" or higher (3 = medical intervention; 4 = hospitalization; 5 = death). 3 Targets for Western State Hospital are 50 percent below the prior state fiscal year average. Eastern State hospital targets are 10 percent below the prior state fiscal year average.

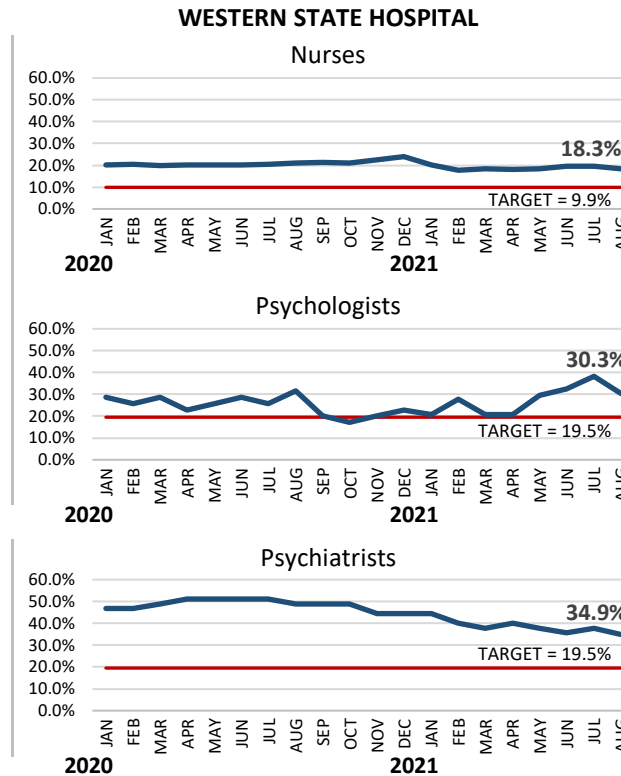
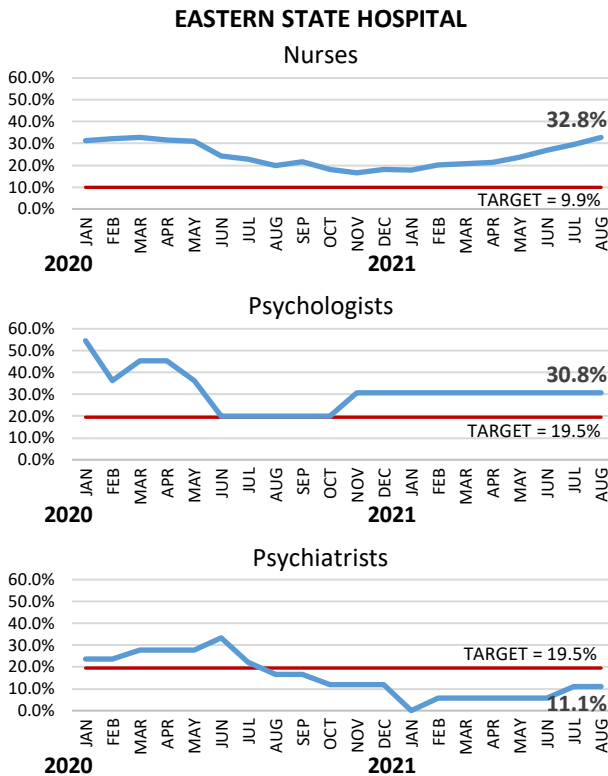
SOURCE: Reports from Eastern State Hospital and Western State Hospital.

Monthly Vacancies for Key Clinical Positions

Number of Vacancies, CY 2020 - CY 2021



Percent of Vacancies, CY 2020 - CY 2021



NUMBER	CY 2020												CY 2021							
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Eastern State Hospital (through August 2021)																				
Nurses	93	96	98	95	93	69	65	57	62	49	45	49	48	55	56	58	66	76	86	97
Target	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27
Psychologists	6	4	5	5	4	2	2	2	2	2	4	4	4	4	4	4	4	4	4	4
Target	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Psychiatrists	4	4	5	5	5	6	4	3	3	2	2	2	0	1	1	1	1	1	2	2
Target	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Western State Hospital (through August 2021)																				
Nurses	149	153	148	151	153	153	158	163	166	164	175	187	150	133	137	135	137	146	147	133
Target	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Psychologists	10	9	10	8	9	10	9	11	7	6	7	8	7	10	7	7	10	11	13	10
Target	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
Psychiatrists	21	21	22	23	23	23	23	22	22	22	20	20	20	18	17	18	17	16	17	15
Target	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9

PERCENT	CY 2020												CY 2021							
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Eastern State Hospital (through August 2021)																				
Nurses	31%	32%	33%	32%	31%	24%	23%	20%	22%	18%	17%	18%	18%	20%	21%	21%	24%	27%	30%	33%
Target	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%
Psychologists	55%	36%	45%	45%	36%	20%	20%	20%	20%	31%	31%	31%	31%	31%	31%	31%	31%	31%	31%	
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	
Psychiatrists	24%	24%	28%	28%	28%	33%	22%	17%	17%	12%	12%	12%	0%	6%	6%	6%	6%	6%	11%	11%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	
Western State Hospital (through August 2021)																				
Nurses	20%	21%	20%	20%	20%	20%	21%	21%	21%	21%	23%	24%	20%	18%	18%	18%	18%	19%	20%	18%
Target	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%	9.9%
Psychologists	29%	26%	29%	23%	26%	29%	26%	31%	20%	17%	20%	23%	21%	28%	21%	21%	29%	32%	38%	30%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	
Psychiatrists	47%	47%	49%	51%	51%	51%	51%	49%	49%	49%	44%	44%	44%	40%	38%	40%	38%	36%	38%	35%
Target	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	19.5%	

DEFINITION: Number and percent of vacancies per employee classification per month.

NOTES: **1** The nurse category includes Registered Nurses, Licensed Professional Nurses and Psychiatric Security Nurses. **2** The psychologists category includes Psychologist - Forensic Evaluators. **3** Nursing percentage targets shown are average national nurse vacancy rates. Psychologist and Psychiatrist percentage targets are based on the national hospital staff turnover rate. See Nursing Solutions, Inc. (NSI), https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf. **4** Numerical targets use the same percentages, calculated from the number of positions allotted for each hospital in respective employment categories (Human Resource Management System).

SOURCE: DSHS Human Resources Division, Human Resource Management System.