



STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
*OFFICE OF THE COMMISSIONER*

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Lori A. Shibinette  
Commissioner

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Lori A. Weaver  
Deputy Commissioner

December 8, 2022

His Excellency, Governor Christopher T. Sununu  
and the Honorable Council  
State House  
Concord, New Hampshire 03301

**REQUESTED ACTION**

Pursuant to RSA 94:6, the Department of Health and Human Services respectfully requests to place Kathleen E. Collins at Step 7 for the position of Chief Executive Officer, Hampstead Hospital and Residential Treatment Facility (HHRTF), Position #9U724, unclassified salary grade PP, earning \$167,206.00, effective December 30, 2022 upon Governor and Council Approval. 100% Other Funds.

**EXPLANATION**

In May 2022, the State of New Hampshire purchased Hampstead Hospital and Residential Treatment Facility (HHRTF), a psychiatric inpatient and residential treatment facility focusing on the behavioral health needs of children, youth, and young adults. On March 31, 2022, the Department established six non-classified positions for the HHRTF Executive Team: Chief Executive Officer, Chief Operating Officer, Chief Financial officer, Compliance Officer, General Counsel, and Contract Manager. Chapter 272, Laws of 2022, 272:33 established the six roles as full-time unclassified positions to replace the non-classified positions. Finally, following Korn Ferry review and support of the rationale of the assigned letter grades for each unclassified position, on October 13, 2022, the Joint Committee on Employee Classification (JCEC) ratified Korn Ferry approval of assigned letter grades and approved the transfer of the six non-classified positions to newly established unclassified positions.

Position #9U724, Chief Executive Officer (CEO), HHRTF, has broad and significant responsibilities running New Hampshire's sole pediatric psychiatric hospital. The position manages a \$2.7M annual payroll budget, a \$33M operating budget, and a \$27.5M budget for contracted staff. The CEO must build and sustain effective partnerships across large organizational systems and significant internal and external accountabilities, including communication, negotiation, and collaboration with state and federal healthcare partners, vendors, contractors, other state agencies, and health-allied associations and groups. The CEO represents HHRTF and DHHS with the Governor & Executive Council, NH Legislature, and advisory and oversight committees. The position requires a minimum of ten years of experience in a healthcare or behavioral health facility at a senior management level.

Ms. Collins earned a Master of Health Administration and is a member of the American College of Healthcare Executives. She has over 25 years of experience at HHRTF, 20 of which have been spent in leadership, including Director of Operations and Chief Operating Officer. Having spent her first years at the facility providing therapeutic care to patients as a Mental Health Counselor before moving onto her executive leadership path, Ms. Collins has a deep understanding and wide perspective on all aspects of behavioral healthcare delivery: clinical,

programmatic, administrative, financial, and strategic. As behavioral health issues and evidence-based care models have evolved, she has led HHRTF through many cycles of adaptation and innovation to ensure it is meeting the needs of New Hampshire youth and families.

Although it is not the goal for government to compete with private industry, our goal is still to recruit and hire quality, experienced employees to enable the department to provide services to the citizens of New Hampshire effectively and efficiently. Based on research the average salary for a Hospital CEO with the experience that we are looking to utilize is between \$130,000 (Salary.com) and \$309,000 (HealthAffairs.org). The New Hampshire Hospital CEO was a comparable used for the Korn/Ferry review and is also assigned to letter grade PP. Ms. Collins was originally hired into a non-classified position at a PP letter grade step 7 with an annual salary of \$167,206.00. This request is part of the administrative process allowing for the transfer from a non-classified position to an unclassified position while maintaining the salary paid upon hire.

Respectfully submitted,



Lori A. Weaver  
Deputy Commissioner

# KATHLEEN E. COLLINS, MHA

## QUALIFICATIONS

Dedicated professional combines initiative and advanced training in healthcare administration with proven track record in operations, supervision, and programs. Background includes 20+ years diverse responsibility with oversight of 150 personnel at *Hampstead Hospital*, vast knowledge of regulatory compliance, accomplishments in implementation, and strengths in data analysis and problem solution. Team leader who can apply excellent communication and interpersonal skills and sound judgment, serving as role model of ease in collegial environment. Technically proficient in Microsoft Office Suite, Windows operating system, Adobe Photoshop, Celayix e-Express scheduling software, and Internet with additional capabilities in PowerPoint presentations.

- ◆ Strategic Planning
- ◆ Program Development
- ◆ Process Improvement
- ◆ Quality Assurance
- ◆ Labor Negotiation
- ◆ Performance Management
- ◆ Policies & Procedures
- ◆ Compliance
- ◆ Financial Management

## CAREER ACCOMPLISHMENTS

### HAMPSTEAD HOSPITAL

#### Challenge

- To provide quality patient care and safety in an ever-changing healthcare environment.

#### Action

- Identified service needs in the community and state to remain a leading mental health facility, while aligning with challenges brought about by a pandemic.

#### Result

- Contributed to establishment of a partnership with the State of NH to provide all inpatient psychiatric care for NH children and adolescents.

## RELATED EXPERIENCE

HAMPSTEAD HOSPITAL, Hampstead, New Hampshire

1995 - Present

*A regionally known leader in mental health treatment.*

#### **Chief Operating Officer (2019 - present)**

- Responsible for day-to-day operational management of the hospital and personnel.
- Oversee programs and departments to optimize both the quality of patient care, as well as, the efficient use of hospital resources to achieve agreed upon goals and objectives.
- Negotiate and administer union contract; conflict resolution, mediation, and arbitration experience.
- Direct senior management team to assure hospital-wide compliance with Joint Commission standards, Medicare regulations, and State of New Hampshire licensure standards.
- Produce and analyze financial reports and budgets for presentation to the Board of Directors and senior management team.
- Collaborate with senior management to ensure provision of cutting-edge services for patients and families.
- Manage payer relationships with the hospital and medical staff.
- Develop and maintain community relationships and serve as the hospital's primary spokesperson in contacts with the media.
- Serve on hospital and Statewide committees.

**RELATED EXPERIENCE** (Continued)**HAMPSTEAD HOSPITAL** (Continued)**Director of Operations (2005 - 2019)**

- Supervise 150-member staff and ensure job performance and compliance at all levels.
- Implement and manage staffing hospital-wide; develop staff schedules.
- Oversee staffing expenditures for inpatient units and make recommendations to unit managers to ensure fiscal responsibility.
- Develop and implement corrective action plans.
- Optimize patient care in collaboration with administrative and clinical teams, nursing administration, and physicians.
- Serve on committees to formulate action plans to address safety issues while optimizing fiscal benefits.
- Communicate with unit staff and management regarding revisions or improvements.
- Conduct trainings in group and individually; provided counseling in new JCAHO and Medicare standards, increasing compliance in treatment planning, seclusion, and restraint.
- Track and analyze compliance data and write monthly and quarterly reports.
- Facilitate departmental meetings; developed morale committee.
- Established new treatment planning processes and forms; created daily progress notes.
- Designed new scheduling system to include computerized software, leading to higher productivity.
- Implemented new auditing procedures, providing more in-depth knowledge of processes and solutions.
- Designed new communication procedures, decreasing errors in collaboration with nursing administration.

**Clinical Leader, Inpatient Child and Adolescent Psychiatric Unit (2003 - 2005)**

- Oversaw daily operations and financial budget of unit.
- Provided clinical support to staff and developed treatment in cooperative clinical team environment.
- Supervised 30 employees and completed annual assessments and reviews.
- Oversaw development and implementation of treatment planning process.
- Organized and facilitated daily treatment rounds.
- Assigned case management responsibilities.
- Interfaced with community agencies in relation to patient advocacy.
- Developed new treatment plan model; developed multiple therapeutic programs for specialized populations.
- Liaised between administration and unit staff.

**Senior Counselor, Child Psychiatric Unit (2000 - 2003)**

- Performed milieu management; provided support for direct care staff.
- Supervised 15 staff counselors; trained in how to facilitate therapeutic groups and documentation.
- Developed and implemented extensive therapeutic curriculum.
- Provided patient counseling in group and individual sessions.
- Organized daily activities of unit; handled staff assignments, scheduling, and training.
- Developed and implemented treatment plans; wrote daily progress notes.
- Achieved promotion to first senior counseling position with supervisory responsibility.

**Mental Health Counselor (1995 - 2000)**

- Provided safe therapeutic environment promoting improvement of psychiatric and behavioral disorders.
- Wrote daily progress notes; developed and implemented treatment plans; applied intervention as needed.
- Taught needed skills to patients transitioning to less restrictive environment.
- Communicated daily with charge nurse regarding symptoms.
- Achieved promotion with supervisory responsibility.

**EDUCATION**

UNIVERSITY OF PHOENIX

*Master of Health Administration*, 2005

~ Coursework in Health Care Finance, Marketing for Health Care, Health Care Economics

~ GPA: 3.9/4.0

MERRIMACK COLLEGE, Andover, Massachusetts

*Bachelor of Arts in Psychology / Sociology*, 1992

~ GPA: 3.92/4.0

~ *Recipient*, Academic Scholarship, 1988 – 1992

### **Membership**

Hampstead Hospital Board of Directors

American College of Healthcare Executives