**MT DPHHS State-Run Health Care Facilities**

November 2022

Monthly Status Update

**Facility Scorecard | Overview – November 30, 2022**

The overview of the November 2022 performance scorecard for Montana’s state-run health care facilities is below. To reflect the variance of performance across individual metrics by facilities, the scorecard now shows an overall status as well as targeted performance within key areas (i.e., census and staffing, budget, quality and training, and operations). SWMVH changed from green to yellow due to higher-than-expected projected expenses; EMVH changed from green to yellow due to decreasing census.

Status indicates performance, as assessed by financial status, condition, and operations. Green is acceptable performance. Yellow is challenges exist. Red is significant deficiencies.

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| --- | --- | --- | --- | --- | --- |
| **Facility** | **Overall Status** | **Census and Staffing** | **Budget** | **Quality and Training Metrics** | **Operations** |
| Montana State Hospital | Red | Red | Red | Yellow | Red |
| Montana Mental Health Nursing Care Center | Red | Red | Yellow | Yellow | Red |
| Intensive Behavior Center | Red | Red | Red | Red | Red |
| Montana Chemical Dependency Center | Yellow | Yellow | Yellow | Yellow | Yellow |
| Columbia Falls Montana Veterans’ Home | Yellow | Yellow | Green | Yellow | Yellow |
| Southwestern Montana Veterans’ Home | Yellow | Yellow | Yellow | Not Applicable | Yellow |
| Eastern Montana Veterans’ Home | Yellow | Yellow | Green | Not Applicable | Yellow |

**MSH | Scorecard – November 30, 2022**

Traveler spend at MSH increased between October and November, and projected expenses in FY23 are significant compared to budget. MSH continues to make progress on its quality indicators and training compliance; a third quality indicator was added in November.

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| --- | --- | --- | --- |
| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 84.1% | 84.4% | Not Applicable |
| Admissions | 61 | 75 | Not Applicable |
| Discharges | 50 | 72 | Not Applicable |
| Waitlist | 42 | 61 | < 12 |
| Employee Vacancy Rate | 47.1% | 45.2% | < 15% |
| Employee Turnover Rate | 4.4% | 1.4% | < 1.0% |
| Net Employee Hires | +2 | -1 | +6 |
| Starting Budget | $48,873,226 | $48,873,226 | Not Applicable |
| Actuals to Date | $25,158,151 | $30,055,580 | Not Applicable |
| Projected Expenses | Not Applicable | $87,172,320 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | - $38,299,094 | > $0 |
| Cost per Bed Day | Not Applicable | $1,052 | Not Applicable |
| Revenue to Date | $789,083 | $999,441 | Not Applicable |
| Monthly Traveler Spend | $3,950,271 | 4,124,597 | Not Applicable |
| Percent change in Traveler Spend | +2% | +4% | < -5% |
| % of patients evaluated for Medicaid eligibility upon admission | 100% | 100% | 95% |
| Patient attendance for group therapy sessions offered | 71% | 72% | 75% |
| % of completed community re-entry form within 10 days of admission | Not Applicable | 50% | 90% |
| Training Compliance | 90% | 94% | 100% |

**MMHNCC | Scorecard – November 30, 2022**

Employee vacancy rates at MMHNCC remain around 30 percent, though traveler spend decreased in November. Progress declined on the first two quality indicators between October and November. The facility has made continued progress on training compliance and added a third quality indicator for November.

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| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 57.3% | 57.3% | > 89.7% |
| Admissions | 1 | 1 | Not Applicable |
| Discharges | 0 | 0 | Not Applicable |
| Waitlist | 3 | 3 | < 1 |
| Employee Vacancy Rate | 29.8% | 29.9% | < 15% |
| Employee Turnover Rate | 4% | 1% | < 1.0% |
| Net Employee Hires | +2 | +1 | +4 |
| Starting Budget | $12,411,241 | $12,411,241 | Not Applicable |
| Actuals to Date | $4,033,390 | $4,644,391 | Not Applicable |
| Projected Expenses | Not Applicable | $13,581,961 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | - $1,170,720 | > $0 |
| Cost per Bed Day | Not Applicable | $555 | Not Applicable |
| Revenue to Date | $1,463,201 | $2,102,129 | Not Applicable |
| Monthly Traveler Spend | $224,525 | $161,073 | Not Applicable |
| Percent change in Traveler Spend | -28% | -28% | < -10% |
| Falls with major injuries (as % of residents) | 0% | 1.4% | 0% |
| % of patients being weighed monthly per CMS guidelines | 100% | 95% | 100% |
| % of residents with a UTI against the Montana state average | Not Applicable | 1% | < 2.9% |
| Training Compliance | 87% | 91% | 100% |

**IBC | Scorecard – November 30, 2022**

IBC continues to struggle with high employee vacancy rates, with a third of their positions vacant. Waitlist numbers increased significantly between October and November. There was no significant progress on quality indicators – and attendance at community outings dropped significantly.

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| --- | --- | --- | --- |
| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 83.3% | 83.3% | > 91.7 |
| Admissions | 0 | 1 | Not Applicable |
| Discharges | 0 | 1 | Not Applicable |
| Waitlist | 0 | 14 | < 1 |
| Employee Vacancy Rate | 66.7% | 66.7% | < 15% |
| Employee Turnover Rate | 9.1% | 0% | < 1.0% |
| Net Employee Hires | +1 | 0 | +4 |
| Starting Budget | $2,775,188 | $2,775,188 | Not Applicable |
| Actuals to Date | $2,422,020 | $2,757,378 | Not Applicable |
| Projected Expenses | Not Applicable | $8,360,079 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | - $5,584,891 | > $0 |
| Cost per Bed Day | Not Applicable | $2,290 | Not Applicable |
| Revenue to Date | $30,689 | $37,223 | Not Applicable |
| Monthly Traveler Spend | $495,783 | $393,558 | Not Applicable |
| Percent change in Traveler Spend | +19% | -21% | < -10% |
| Comprehensive behavior support plans are updated at least quarterly or based on the individual’s changing needs and expected outcomes | 60% | 60% | 100% |
| Total attendance at community outings | 20 | 4 | 12 |
| Training Compliance | 97% | 98% | 100% |

**MCDC | Scorecard – November 30, 2022**

MCDC remained fully staffed in November, and as a result had no traveler spend for the month. However, census remains low, at 50 percent of the total licensed bed capacity. The facility reduced its number of discharges against medical advice (AMAs) significantly during the month, and added a third quality indicator.

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| --- | --- | --- | --- |
| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 47.9% | 50% | > 90% |
| Admissions | 29 | 42 | Not Applicable |
| Discharges | 34 | 33 | Not Applicable |
| Waitlist | 0 | 0 | < 1 |
| Employee Vacancy Rate | 0 | 0 | < 15% |
| Employee Turnover Rate | 0% | 0% | < 1.0% |
| Net Employee Hires | 0 | 0 | 0 |
| Starting Budget | $6,000,763 | $6,000,763 | Not Applicable |
| Actuals to Date | $1,873,136 | $2,126,471 | Not Applicable |
| Projected Expenses | Not Applicable | $6,239,593 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | - $238,830 | > $0 |
| Cost per Bed Day | Not Applicable | $743 | Not Applicable |
| Revenue to Date | $98,820 | $143,527 | Not Applicable |
| Monthly Traveler Spend | $38,530 | $0 | Not Applicable |
| Percent change in Traveler Spend | -4% | -100% | < -10% |
| % of discharge follow-ups, or attempts, across all discharges | 100% | 100% | 100% |
| Number of discharges against medical advice (AMA) | 16 | 10 | 4 |
| Number of complete referrals to number of actual patient admissions | Not Applicable | 80% | 90% |
| Training Compliance | 99.5% | 88% | 100% |

**CFMVH | Scorecard – November 30, 2022**

Waitlist numbers remain high at CFMVH, though progress to reduce the number and admit new residents has been made. CFMVH is also on track with budget to expenses for the fiscal year thus far.

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| --- | --- | --- | --- |
| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 52.1% | 52.1% | > 89.7% |
| Admissions | 1 | 3 | Not Applicable |
| Discharges | 3 | 2 | Not Applicable |
| Waitlist | 197 | 162 | < 15 |
| Employee Vacancy Rate | 22.0% | 21.5% | < 15% |
| Employee Turnover Rate | 1.7% | 1.2% | < 1.0% |
| Net Employee Hires | +1 | +1 | > +4 |
| Starting Budget | $14,997,323 | $14,997,323 | Not Applicable |
| Actuals to Date | $3,421,644 | $4,223,154 | Not Applicable |
| Projected Expenses | Not Applicable | $13,906,246 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | + $1,091,077 | > $0 |
| Cost per Bed Day | Not Applicable | $625 | Not Applicable |
| Revenue to Date | $889,406 | $1,347,046 | Not Applicable |
| Monthly Traveler Spend | $94,264 | $287,097 | Not Applicable |
| Percent change in Traveler Spend | +263% | +205% | < -10% |
| All patients that have a risk of falls are identified and risk interventions are put in place | 100% | 100% | 100% |
| Number of UTIs per month | 0 | 0 | 0 |
| Use of antianxiety medications | 37% | 36% | 25% |
| Training Compliance | 78% | 74% | 100% |

**SWMVH & EMVH | Scorecard – November 30, 2022**

Waitlist numbers increased between October and November for SWMVH, and budget remains a concern for the facility. Budget remains on track for EMVH, though census continued to decrease.

Because SWMVH and EMVH are run by state contractors, we do not track data on staffing, quality measures, or training compliance. We also do not track certain budget components including traveler spend, cost per bed day, and revenue to date.

*SWMVH:*

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| --- | --- | --- | --- |
| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 71.7% | 66.7% | > 90% |
| Admissions | 4 | 0 | Not Applicable |
| Discharges | 4 | 1 | Not Applicable |
| Waitlist | 20 | 27 | < 15 |
| Starting Budget | $2,995,743 | $2,995,743 | Not Applicable |
| Actuals to Date | $599,508 | $960,360 | Not Applicable |
| Projected Expenses | Not Applicable | $4,257,932 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | - $1,262,189 | > $0 |

*EMVH:*

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **October 2022** | **November 2022** | **Goal** |
| Average Daily Census (%) | 70.0% | 67.5% | > 90% |
| Admissions | 1 | 3 | Not Applicable |
| Discharges | 3 | 4 | Not Applicable |
| Waitlist | 0 | 0 | < 15 |
| Indicator | October 2022 | November 2022 | Goal |
| Starting Budget | $4,511,074 | $4,511,074 | Not Applicable |
| Actuals to Date | $1,296,045 | $1,646,074 | Not Applicable |
| Projected Expenses | Not Applicable | $3,983,471 | Not Applicable |
| Variance – Budget to Projected Expenses | Not Applicable | + $527,603 | > $0 |

**Wins & Challenges (1 of 3) | November 30, 2022**

Montana State Hospital

Operations Status: Red

Current Operational Challenges:

* More work needed to analyze data and identify patterns and trends to drive quality initiatives.
* High vacancy rates continue, particularly for direct care staff. Contractors/travelers are being used to cover vacancies.
* There are opportunities to improve discharge planning and active treatment.
* *Climate and Culture Survey*: Employees reported low satisfaction with recognition, support, development, and salary.

Wins this month:

* MSH training compliance continued to increase this month, from 77% in August to 94% in November due to improved recordkeeping and training efforts.
* Updated training policy to include orientation and refresher which has restarted. Additional orientation dates have been added throughout the upcoming months.
* Conducted the Systemic Critical Incident Review (SCIR) Institute to improve incident tracking and review. Have also continued the process design for the incident review process.
* Program development is underway in order to improve glycemic control MSH.

Montana Mental Health Nursing Care Center

Operations Status: Red

Current Operational Challenges:

* Limited active behavioral health treatment.
* There appears to be over-reliance on particular treatment modalities. Lack of practice guidelines for psychotropic medication use.
* *Climate and Culture Survey*: Employees reported low satisfaction with workload, recognition, support, development, and salary.

Wins this month:

* MSH and MMHNCC coordination is improving.
* Held several resident events, including bowling, a concert at the facility, and other recreational events.
* New Facility Administrator started on November 7th.
* Held a focus group with CNAs to hear thoughts and feedback on recruitment process and retention initiatives.
* Held mandatory meetings with staff to have a “culture reset” and get feedback directly from staff on changes that can be made, have heard positive comments back from those meetings.

**Wins & Challenges (2 of 3) | November 30, 2022**

Intensive Behavior Center

Operations Status: Red

Current Operational Challenges:

* Continued high staff vacancy rates, slow hiring, and travel staff to cover.
* Physical plant needs upgrades.
* Continued challenges with delivery of active treatment.
* Decrease in community outings, need to develop an enhanced schedule that includes those.
* Environment continues to have an institutional feel.
* Difficulties with discharge and community placement.

Wins this month:

* Individualized Treatment Plans (ITPs) have been updated to embed Charting the LifeCourse (CtLC) tools which are now being used to inform goal selection. This has now been completed for 100% of the clients.
* Two new Direct Service Professionals have been hired, bringing the total now to 9. Two others are starting new hire orientation in December.
* IBC clients and staff put on a Thanksgiving event, with a special meal and activities.
* Job descriptions have been revised and a new organizational chart developed to align with more common practices in an ICF/IID.
* The Community of Boulder Committee has formed and are planning ways to support the facility and clients who live there.

Montana Chemical Dependency Center

Operations Status: Yellow

Current Operational Challenges:

* While census increased slightly in November, overall census and occupancy remains low. Barriers affecting census include patients leaving treatment prior to completion and scheduled admissions not arriving. Continuing to work on ways to improve census.
* Admissions were disrupted due to inclement weather, resulting in cancelled bus transportation and private transportation.

Wins this month:

* 100% staffed across the facility with direct care staff – as a result, there was no traveler spend for the month of November.
* There is a slight increase in average daily census between October and November (from 23 to 24, or 48% to 50% occupancy).
* The rate of discharges against medical advice (AMAs) decreased for the month by 37.5 percent – from 16 in October to 10 in November.
* 39 biopsychosocial assessments were completed internally.
* A COVID-19 outbreak was contained and no patients left AMA during isolation/quarantine.

Columbia Falls Montana Veterans Home

Operations Status: Yellow

Current Operational Challenges:

* Difficulty filling vacant positions. Vacancies are hard to fill due to local health care competition.
* Difficulty training PRN and off-shift employees.
* Lack of affordable housing.
* Low census.

Wins this month:

* Facility was identified by US News & World Report as a high performing facility, and in the top 16 percent of nursing homes nationwide.
* Residents had a large Thanksgiving meal event on November 22, and a smaller Thanksgiving meal on the 24th.
* The “Wish of a Lifetime” trip to Texas for our 95-year-old World War II veteran was completed, and was a great, unforgettable event for him.

**Wins & Challenges (3 of 3) | November 30, 2022**

Southwestern Montana Veterans Home

Current Operations Status: Yellow

Current Operational Challenges:

* Cottage 5 has been turned over from the state to Eduro Healthcare, however the cottage is not VA licensed due to ongoing construction. Estimated projected completion date is June 2023.

Wins this month:

* Adopt a Veteran for Christmas was a success, all Veterans plus 2 admissions were adopted to ensure residents have a great Christmas.
* Various Activities were completed with the Veterans, including weekly outing to Walmart and other locations.
* Thanksgiving was successful with many families visiting for the holiday and enjoying a meal with their family member.
* Veterans Day was a success. Three Montana Tech student groups came to the facility with a news crew to give the Veterans gifts for Veterans Day.
* The Honor Guard also came to the facility on Veterans Day to present flags to all the Veterans.

Eastern Montana Veterans Home

Operations Status: Yellow

Current Operational Challenges:

* Difficulty filling vacant positions.
* Contract has been signed through June 2023 with GMC – will need to address issues surrounding a contract extension early next year.
* To address building infrastructure concerns due to the age of the facility, there is an interior remodeling project underway using ARPA funds.

Wins this month:

* DPHHS and GMC signed a contract extension for GMC to manage EMVH through June 2023.
* Hired a new facility administrator, who is currently being mentored by GMC’s VP of Clinical Services.

Overall Healthcare Facilities Division

Operations Status: Yellow

Current Operational Challenges:

* Lack of electronic health records system makes it difficult to track patient quality and safety measures.
* Immature HR, Finance, and IT services across all facilities.
* Lack of quality improvement programs.
* Lack of ability to recruit experienced full-time employees.
* Lack of clinical leadership, and other human resources at the Division level.

Wins this month:

* Alvarez & Marsal completed its assessment of the healthcare facilities, and the report will be published in early December.