

# Healthcare Facilities Division and Near-Term Initiatives Updates



DEPARTMENT OF  
**PUBLIC HEALTH &  
HUMAN SERVICES**

# Healthcare Facilities Division



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# Healthcare Facilities | Division Overview - MT Regional Health System

The Healthcare Facility Division's "north star" is a regional health system approach to support Montana's most vulnerable populations. Additional background context on the Healthcare Facilities Division (HFD) is provided below.

## Background

HFD was created in the 2023 Biennium to allow for more focus and centralized support to the facilities and is currently the newest Division within DPHHS. HFD manages seven healthcare facilities across the Montana region, each serving populations with unique needs and challenges. HFD has 817 FTEs working across Montana.

## Our Vision

A high quality, person-centered "system of care" in service of individuals living with mental illness, intellectual and developmental disabilities, aging related health conditions, and substance use disorders.

## What We're Doing

These facilities are Montana's safety net and play a critical role for all healthcare providers statewide. We are reforming the facilities to establish a regional health system, restructuring performance consistent with modern quality standards, and better meeting the needs of vulnerable Montanans.



- 1 MT State Hospital | Inpatient Psychiatric Hospital | Warm Springs
- 2 MT Mental Health Nursing Care Center | Long-Term Care (BH) | Lewistown
- 3 Intensive Behavior Center | I/DD Intermediate Care Facility | Boulder
- 4 MT Chemical Dependency Center | SUD Treatment Center | Butte
- 5 MT Veterans Home | Long-Term Care | Columbia Falls
- 6 Southwestern MT Veterans Home | Long-Term Care | Butte
- 7 Eastern MT Veterans Home | Long-Term Care | Glendive

# Healthcare Facilities | Facility Updates - Noted Key Accomplishments

We have seen improvements across all facilities. Noted improvements are listed below by facility.

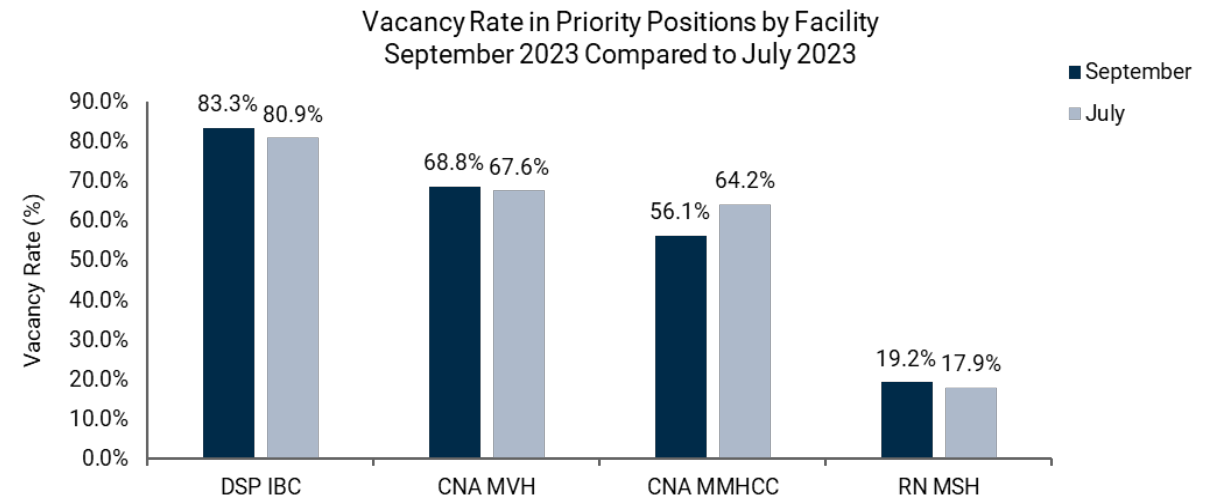
<p><b>Healthcare Facilities Division (HFD)</b></p> <ul style="list-style-type: none"> <li>The Healthcare Facilities Division has hired a new Chief Administrative Officer, Jennifer Savage, and Chief Medical Officer, Dr. Doug Harrington.</li> <li>The Healthcare Facilities Division is actively recruiting a Chief Operating Officer and Chief Nursing Officer.</li> </ul>	<p><b>Montana State Hospital (MSH)</b></p> <ul style="list-style-type: none"> <li>Partnered with Traditions Behavioral Health to hire Dr. Hoffman as the new Medical Director.</li> <li>Continuous efforts have been initiated to transform the cultural foundation at the Montana State Hospital</li> <li>Architecture &amp; Engineering (A&amp;E) is currently reviewing Spectrum's assessment for physical infrastructure compliance requirements needed for the facility.</li> <li>Continuous creation and revision of required policies and procedures to meet federal and state regulations.</li> </ul>	<p><b>Intensive Behavior Center (IBC)</b></p> <ul style="list-style-type: none"> <li>One discharge to a group home after being here for one year. We had one client discharged to self-directed care after being at IBC for 7years.</li> <li>Actively building relationships with community providers and hosted four providers visits with more scheduled.</li> <li>Facility had 4 out of 8 clients attend outings to visit their family over Thanksgiving, 2 additional clients have family visit them often.</li> <li>Successful Family Day hosted in summer of 2023 and first holiday part for clients and families will take place December 2023.</li> </ul>	<p><b>Montana Mental Health Nursing Care Center (MMHNCC)</b></p> <ul style="list-style-type: none"> <li>Hired a Director of Support Services and a Director of Nursing in November</li> <li>Completed this year's phase of the reroofing project with A&amp;E</li> <li>Completed flooring project on G wing</li> <li>Secured grant funding to conduct a full-scale HVAC assessment and cover necessary filter costs for the year.</li> </ul>
<p><b>Montana Chemical Dependency Center (MCDC)</b></p> <ul style="list-style-type: none"> <li>Facility is fully staffed across direct patient care positions; travel staff spend remained \$0 since July 2023</li> <li>Continued collaboration with Office of American Indian Health to increase supports with native population. Exploring program and facility additions that would increase utilization of the facility</li> <li>Actively educating referents on our requirements of the admission process as to make the process smoother and decrease wait time for admissions.</li> </ul>	<p><b>Eastern Montana Veterans Home (EMVH)</b></p> <ul style="list-style-type: none"> <li>Eduro Healthcare assumed operations in March 2023</li> <li>Secured \$48,000 in funding from the EMVH Foundation to complete court yard improvements for residents.</li> <li>Completed phase 1 of the interior and exteriors remodeling projects.</li> </ul>	<p><b>Southwestern Montana Veteran Home (SWMVH)</b></p> <ul style="list-style-type: none"> <li>New Director of Nursing was hired in September.</li> <li>Submitted a complete grant application for VA funding for Cottage 6</li> </ul>	<p><b>Columbia Falls Montana Veterans Home (CFMVH)</b></p> <ul style="list-style-type: none"> <li>Montana Veterans Home is among the elite 19% of SNFs that earned a "High Performing" rating, the highest possible achievement, from U.S. News &amp; World Report for 2024.</li> <li>Multiple HB5 projects in progress: HVAC system upgrade, flooring replacement, roofing replacement and improvements to the dementia care unit courtyard.</li> </ul>

# Healthcare Facilities | DPHHS's Recruitment and Retention Initiatives

HFD is launching a recruitment and retention workgroup that is focused on expanding outreach to target colleges and universities, increasing its digital footprint to market open job positions to online job boards, exploring options for nursing teaching site partnerships, improving the efficiency of the interview process, and improving employee retention through coordinated efforts.

## Key Updates and Initiatives

- Initiated contract for paid media campaign in collaboration with Asher Agency to advertise hiring and referral incentives program for direct-patient care positions
- Expanding resources within Office of Human Resources to include a Healthcare Facilities Division Supervisor and recruiter. For consistency, all facility HR staff will report to new HR supervisor.
- Developing a process flow for the existing recruitment process and identifying gaps that can be addressed for streamlining the resources needed.
- DPHHS is expanding its online outreach and recruitment presence to additional professional organizations' career sites. Leveraging relationships with relevant unions, professional associations and recruitment firms to identify & refer qualified candidates to be able to attract highly qualified applicants.
- Expanded learning and development, specifically Crisis Prevention Institute training, for staff at state-run healthcare facilities to assist with de-escalation techniques
- Montana State University is building a new nursing teaching facility to increase enrollment at its Great Falls campus by 50% to help offset the shortage of health care professionals in the Great Falls area and throughout the state.<sup>1</sup>



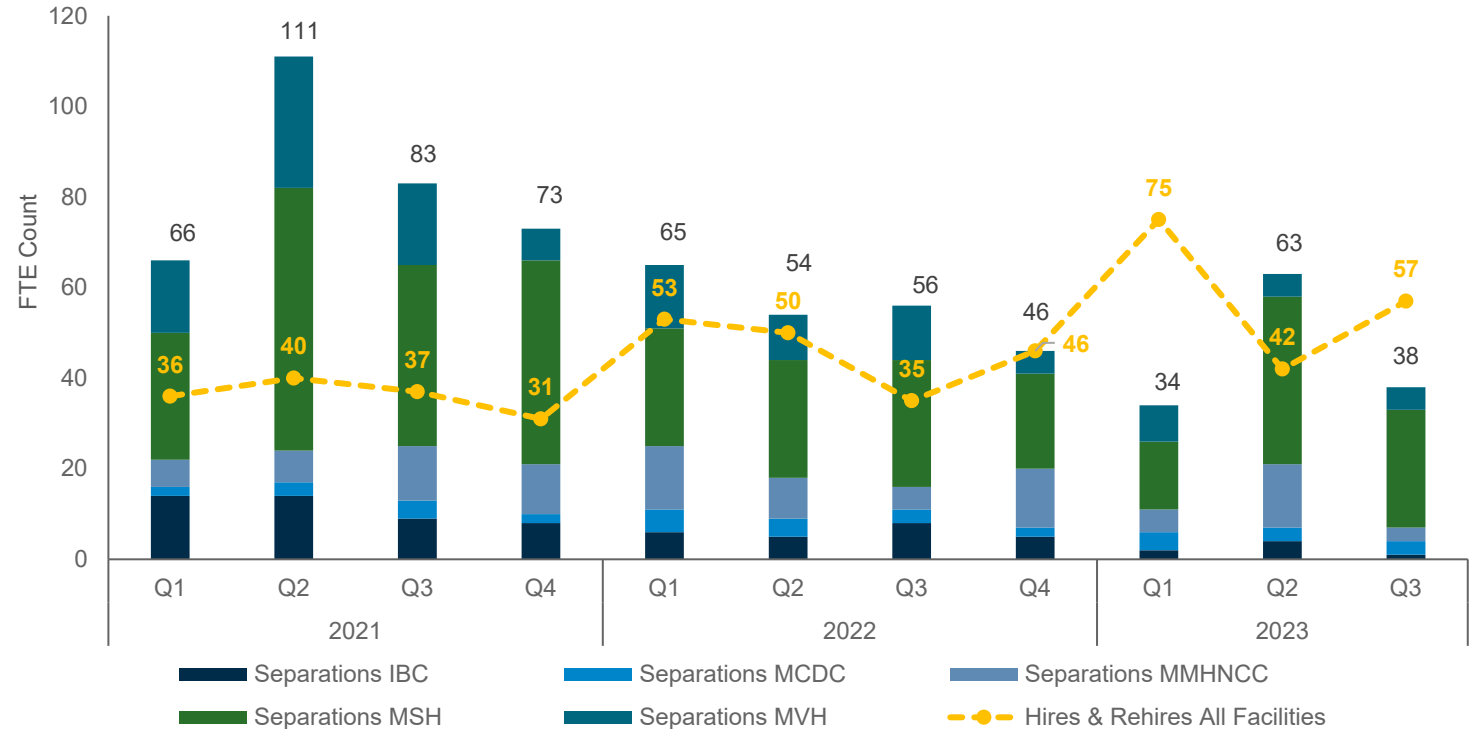
# Healthcare Facilities | Hires & Rehires - Structure and Constraints

Top 5 Vacancies at State-Run Healthcare Facilities (September 30<sup>th</sup>)

Position	# of Vacancies	% of Total Vacancies
Psychiatric Technicians	86	24.8%
Registered Nurse 2	57	16.4%
Certified Nurse Aide	54	15.6%
Direct Support Professional	36	9.9%
Custodian	1	3.5%

The Division is working actively on **facility- and organization-wide cultural change and transformation** as a key component of increasing employee satisfaction, moral, and—ultimately—retention.

Attrition / Hires & Rehires at State-Run Healthcare Facilities (January 2020 - September 2023 - CYQ)



# Healthcare Facilities | MSH Recertification Project Plan (July 23 – Dec. 24)

**62% Implemented**  
*Average of CMS Initiatives*

CMS Workstream/Initiative	7/23	8/23	9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24	9/24	10/24	11/24	12/24	
1. Governing Body	[Grey]					[Green Arrow]													
2. Patient Rights	[Grey]						[Green Arrow]												
3. Emergency Preparedness	[Grey]						[Green Arrow]												
4. QA and PI Program	[Grey]							[Green Arrow]											
5. Medical Staff	[Grey]							[Green Arrow]											
6. Nursing	[Grey]							[Green Arrow]											
7. Medical Records	[Grey]						[Green Arrow]												
8. Food and Dietetic Services	[Grey]	[Green Arrow]																	
9. Utilization Review	[Grey]										[Green Arrow]								
10. Physical Environment	[Grey]																		
11. Infection Prevention & Control	[Grey]						[Green Arrow]												
12. Special Med Record Require.	[Grey]						[Green Arrow]												

# Healthcare Facilities | Overview - Key Recertification Efforts at MSH

## Key Updates Since September 2023

- 1. Governing Body:** Continued efforts to create and update policies and procedures for ongoing discussion with Governing Body board members and Medical Executive Committee
- 2. Patient Rights / Utilization Review:** Onboarded a new psychiatrist, Medical Director, for Montana State Hospital
- 3. Emergency Preparedness:** Radios and related equipment for Montana State Hospital's emergency communication system were ordered. The hospital plans to implement upon arrival of the equipment.
- 4. Quality Assurance and Performance Improvement:** The Department and hospital continued to review and update quality metrics for opportunities to monitor opportunities for improvement at the hospital
- 5. Medical Staff:** The hospital filled two Nurse Educator positions to support the development of skilled competencies and facilitate ongoing training / programming
- 6. Medical Staff:** Montana State Hospital is in the process of hiring a new Chief Operating Officer
- 7. Nursing:** New Chief Nursing Officer for Healthcare Facilities Division and Montana State Hospital were created to improve leadership and the quality of patient care; the hospital has started recruitment initiatives for this position
- 8. Medical Records:** Health Information Management (HIM) phase-one assessment completed by Savista, third-party consultant facilitated by Mountain-Pacific Quality Health
- 9. Physical Environment:** Architecture and Engineering retained a third-party consultant, Spectrum, to contract the capital improvements for Montana State Hospital's infrastructure
- 10. Physical Environment:** Spectrum is in the process of finalizing the project plans with the Department and Montana State Hospital
- 11. Discharge Planning:** The Department and hospital are reviewing the potential reorganization of clinical services support (e.g., recreational therapists) to identify opportunities to improve patient care of current operations
- 12. Discharge Planning:** Onboarded a new Director of Social Services to align with Conditions of Participation competency requirements of Centers for Medicare and Medicaid Services (CMS)





# Healthcare Facilities | HFD Contracting Expenditures

HFD continues to rely heavily on contract staffing due to necessity. Below are the SFY23 spend and the current SFY24 projected spend on contract traveler by facility:

Contractor Traveler SFY 2024 Projected Spend				
Facility	SFY 23 Total Spend	% of Total Spend	SFY 24 Projected Spend	% of Total Spend
Montana State Hospital	\$ 46,501,053	81%	\$ 42,381,932	77%
Intensive Behavior Center	\$ 4,683,522	8%	\$ 4,690,446	9%
Montana Veteran's Home	\$ 3,027,930	5%	\$ 4,282,515	8%
Montana Mental Health Nursing Care Center	\$ 2,862,765	5%	\$ 3,477,417	6%
<b>Total</b>	<b>\$ 57,075,270</b>	<b>100%</b>	<b>\$ 54,832,310</b>	<b>100%</b>

- Current projections show a 4% reduction in costs compared to last year after utilizing the \$30 million in contingency. The lower than anticipated reduction in contracted services creates a projected cost overrun in general fund in the amount of just over \$13 million.

# Healthcare Facilities | HFD Contract Staffing Utilization - Mitigation

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DPHHS has several cost mitigation strategies underway to reduce expenses further. In addition to the previously discussed activities on recruitment and retention, DPHHS is developing data dashboards so that facility and Department leadership have real-time information on actual staffing levels versus facility staffing benchmarks so immediate action can be taken as appropriate to address variances.

- Proposed Pay Reform
- Benchmarking and staffing plans; utilize new reporting strategies to monitor and adjust contract staffing needs
- Recruitment Strategies
  - Dedicated FTE for facilities recruitment, including a new OHR/HFD Supervisor
  - Digital, radio, and billboard advertising
  - Comprehensive review of job titles and classifications (as needed)
  - Recruitment tracking status updates; weekly review with Director and executive leadership team
  - All facility HR offices formally report to HQ OHR
- HB 819 Housing Plan



# Near-Term Initiatives



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# Near-Term Initiatives | Status Update

The table below summarizes the status of each Commission-approved NTI, as well as next steps and roadblocks.

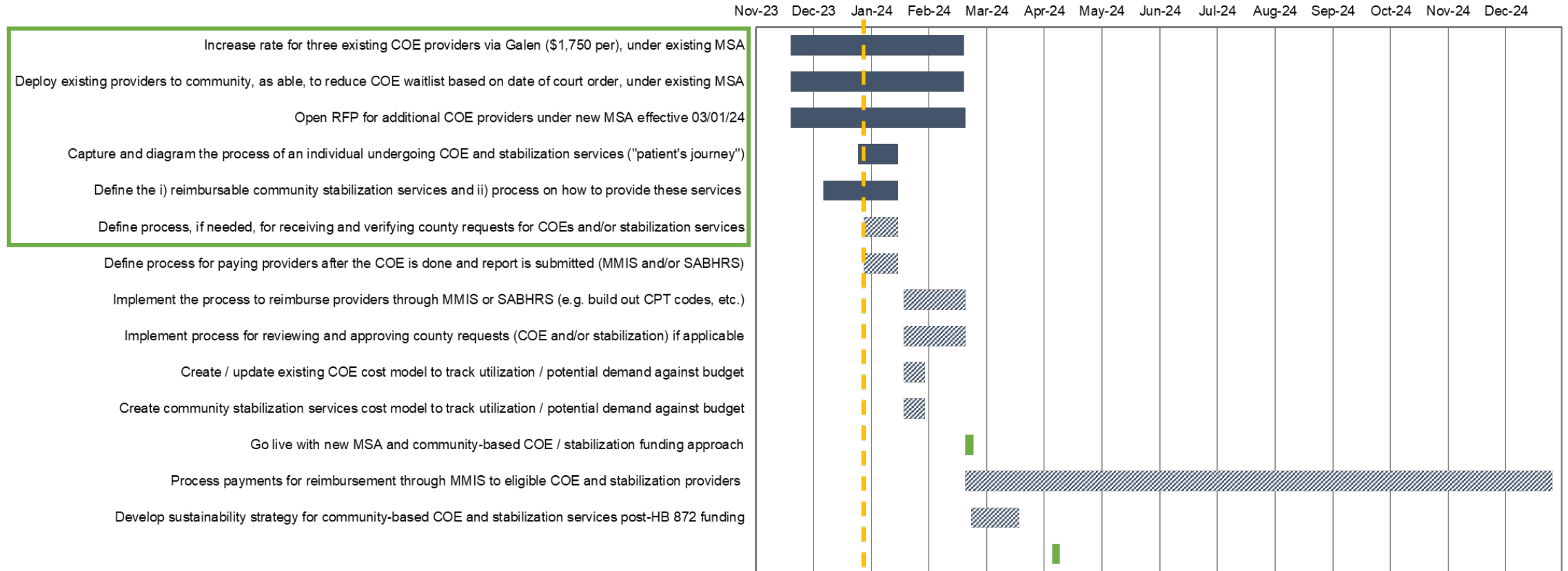
#	NTI	Approved by Governor	Launch Date <sup>1</sup>	Goal	Progress to Date	Status	Next Milestone
1	Community Court-Ordered Evaluation (COE) and Stabilization Funds	Yes	3/1/24	HB 872 funds are available for providers to use for community-based COE and/or stabilization services.	Increased rate for current contracted providers to perform community COEs; finalized new workplan and timeline to reflect new MSA effective 3/1/24.	On-track	Define and implement internal processes for approving COE and/or stabilization requests and ensuring provider compensation.
2	Residential Setting Grants	Yes	2/5/24	HB 872 funds are awarded to residential setting providers to increase capacity.	Identified procurement vehicle (Submittable); finalized workplan and timeline; developed grant application criteria, scoring and review processes.	On-track	Go live with grant application posting on Submittable; begin receiving applications.
3	Mobile Crisis / Crisis Receiving and Stabilization Unit Grants	Pending	TBD	HB 872 funds are awarded to existing mobile crisis providers to enhance financial stability; and to crisis receiving and stabilization providers to expand capacity.	Work planning started and underway.	Initiative Launch Pending	Finalize workplan and timeline.
4	Crisis Curriculum	Pending	TBD	HB 872 funds are awarded to a university partner to develop (with DPHHS) and host a crisis curriculum for all crisis workers.	Work planning started and underway.	Initiative Launch Pending	Finalize workplan and timeline.

1. Launch date marks when relevant entities may first access program; date is **subject to change** as NTI programs are implemented.

**Status Key** ■ On-track ■ At-risk ■ Behind Schedule ■ Initiative Launch Pending

# Near-Term Initiatives | COE / Stabilization Timeline

The timeline below reflects the major tasks and estimated timing\* of the COE and stabilization NTI implementation.

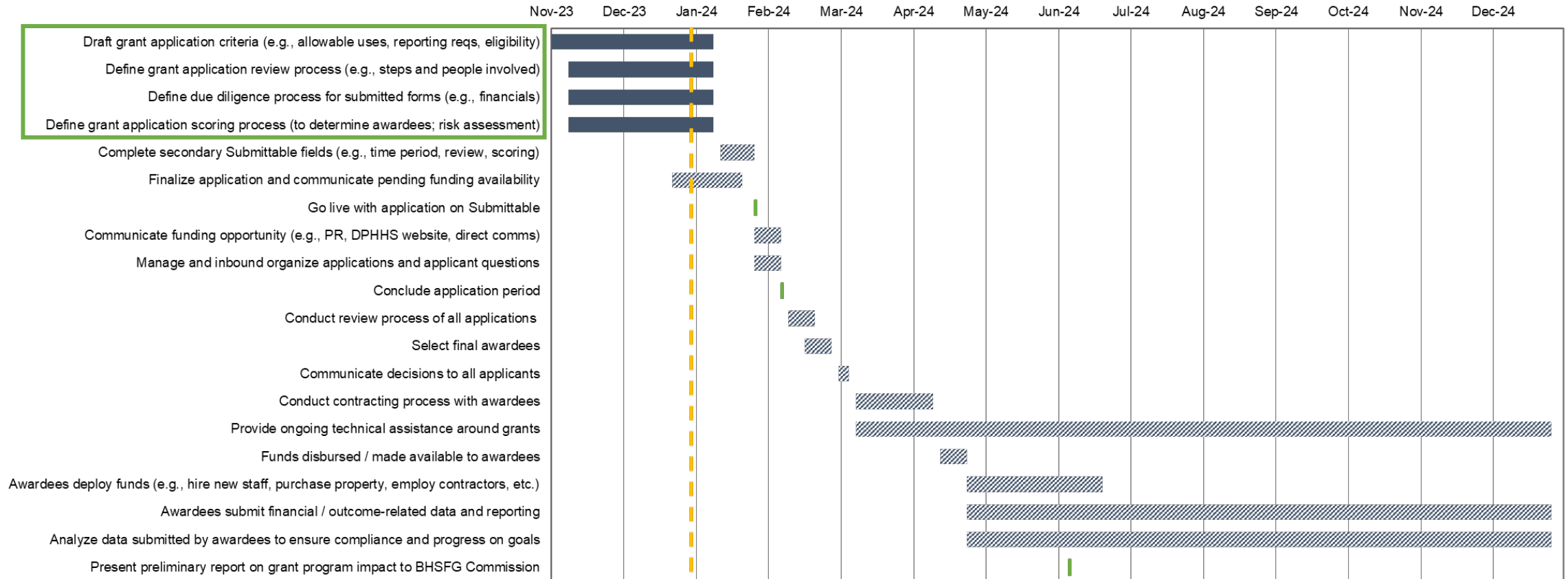


\* Estimated timing is **subject to change** as NTI programs are implemented.

= current focus

# Near-Term Initiatives | Residential Grants Timeline

The timeline below reflects the major tasks and estimated timing\* of the residential grant NTI implementation.



\* Estimated timing is **subject to change** as NTI programs are implemented.  = current focus