



# Department of Public Health and Human Services

Director's Office ♦ PO Box 4210 ♦ Helena, MT 59620 ♦ (406) 444-5622 ♦ Fax: (406) 444-1970  
<https://dphhs.mt.gov>

Greg Gianforte, Governor

Adam Meier, Director

May 3, 2022

As part of the State's competitive process, Alvarez & Marsal (A&M) has been selected to provide a comprehensive assessment and establish long-term sustainable operation plans for Montana's seven state facilities, including:

1. Montana State Hospital;
2. Montana Chemical Dependency Center;
3. Montana Mental Health Nursing Care Center;
4. Intensive Behavior Center;
5. Montana Veterans' Home – Columbia Falls;
6. Eastern Montana Veterans' Home; and
7. Southwest Montana Veterans' Home.

A&M will operate under the authority of the Department of Public Health and Human Services (DPHHS), while partnering with the Department's, facilities, and key stakeholders (e.g., labor unions, advocacy groups, patients, and their families). A&M's primary focus will be on improving facility operations and aligning efforts with best practices and the Department's mission – which is to *improve and protect the health, well-being and self-reliance of all Montanans*.

## Who is Alvarez & Marsal?

For the past 20 years, A&M has provided delivery systems, program transformation, and performance improvement services specifically to federal, state, and local governments. The firm's work has included the execution of multiple transformation projects for public and private healthcare institutions and state health and human services agencies.

To successfully execute this important effort in Montana, A&M has dedicated an onsite team of healthcare and public sector professionals, including Diane Rafferty, Christopher Baglio, and Michael Johnson who are supported by additional organizational resources. The A&M team will have a local presence at each of Montana's seven facilities over the next 12 months.

### What will the A&M team be doing?

A&M's local team will focus on concurrent tracks of assessment alongside managing daily transactional and operational activities. This team will work to identify short term improvement opportunities while formulating a long-term plan for Montana's seven facilities.

They will serve as mentors and coaches to facility managers and staff by providing timely, proactive, actionable, and direct performance feedback, to achieve optimum team dynamics. As part of this effort, A&M will lead and nurture an environment of continuous learning and improvement. In each facility, you can expect them to:

- Have a physical presence
- Meet with facility leadership and clearly communicate expectations and directions
- Conduct interviews with current and former staff, patients, and family members
- Perform culture and climate reviews
- Review:
  - licensing reports, audits and other key reports and findings
  - key patient data, including critical incident reports, treatment and outcomes, and information on admissions and discharges
  - administration and management controls
  - staffing structure, ratios, scheduling, and job descriptions
- Review, refine, and support the implementation of standards and policies for facility workforce that promote operational efficiency and positive patient outcomes

### How can I provide input?

Alvarez & Marsal will be scheduling visits at each facility. Public comment or questions can be directed to the DPHHS Public Information Officer at [jebelt@mt.gov](mailto:jebelt@mt.gov).