



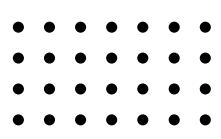
**Mountain
Pacific**

Fiscal Year

2025

Annual Report

MPQHF.ORG



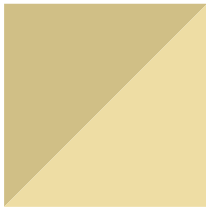
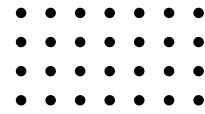


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Introduction



Since 1973, Mountain Pacific has built a legacy of collaboration. We partner with health care providers such as hospitals and nursing homes, state and federal programs, community leaders, other health care professionals and staff, patients and their families to support improved health care services and empower consumers to optimize their health.

About Us

Mountain Pacific has deep roots in our multi-state region, but we also have a national presence and experience. Our team has trusted local experts with the proven ability to keep communities connected and working together to impact health outcomes and create long-lasting improvement.

Through federal, state and commercial funding and partnerships, we combine hands-on training, expert support and data-driven insights to help systems and communities achieve measurable results.



MISSION

Dedicated to empowering community partners to achieve health care quality goals.



VISION

Be the catalyst that improves health care outcomes, creating healthier communities wherever we serve.

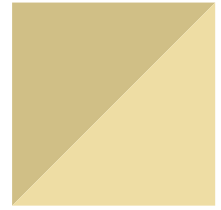
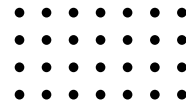


VALUES

- Strive for excellence.
- Embrace collaboration and teamwork.
- Keep our word.
- Value others and treat them with dignity and respect.
- Act with integrity.

In this report, we highlight our expertise in:

Quality Assurance and Performance Improvement ■ **Rural and Frontier Health Quality Improvement**
Utilization Review and Care Management ■ **Pharmacy Services and Review**
Behavioral and Mental Health Support ■ **Data Science and Clinical Analytics**
Operational Updates, Advancements and Efficiencies



Letter from Our CEO



**JILL
ALESSI**

Mountain Pacific CEO

This fiscal year demonstrates our ongoing commitment to advancing health care quality, strengthening community partnerships and improving outcomes for patients across our multi-state region of service.

We continue to work alongside state and federal partners, clinical professionals, community representatives, health care consumers and others to improve population health, support quality care across various settings, reform health care systems, broaden access to services – especially in rural and frontier communities – and strengthen our corporate operations to better serve our mission.

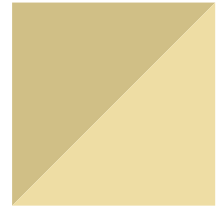
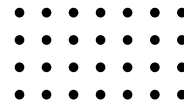
By leveraging data-driven strategies, strengthening community partnerships and streamlining internal processes, we maximize efficiency and deliver high-value outcomes. From millions of dollars in cost avoidance to thousands of interventions leading to improved medication safety to hundreds of health care providers applying best practices in infection prevention and other quality improvement, we are proud of the impact we have in our communities.

This report highlights not only the dedication of our teams but also the strength of our partnerships.

We thank all our partners' continued collaboration and support. We remain committed to strengthening these existing collaborations and, looking ahead, to embracing new partnerships that will help us build healthier communities together.

Our region of service is expanding more than ever. Our history and expertise deftly position us to respond to ongoing needs in rural and frontier health care communities. We will build upon our strengths to deliver services that bolster data-driven quality improvement, health care utilization and chronic disease prevention and management. We will continue to transform challenges into opportunities, and we look forward to building on this year's progress in the coming years ahead.

With gratitude and optimism,



Quality Assurance and

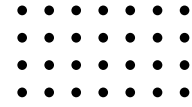
Performance Improvement

Quality improvement is about making care better – for both patients and providers. Patients benefit from improved outcomes, greater access to services and care tailored to their needs. Providers gain smoother workflows, stronger teamwork and less burnout. Quality improvement builds a culture of learning and collaboration where patients feel cared for and providers feel supported.

Mountain Pacific's team of clinicians, analysts and other experts deliver data-driven insights and hands-on training to tackle common threats to quality health care. By combining evidence-based strategies with practical support, we help care professionals and communities build robust, sustainable quality improvement programs.



Supporting Nursing Homes



Mountain Pacific is part of the national Medicare Quality Innovation Network-Quality Improvement Organization (QIN-QIO) program. Our team of quality improvement experts works in and with health care communities to improve the quality of care for Medicare beneficiaries and, by extension, all patients and nursing home residents.



In fiscal year 2025, we **served 186 nursing homes and 550,000 Medicare beneficiaries** across Alaska, Hawaii, Montana, Wyoming and Guam.

Mountain Pacific provided onsite and virtual technical assistance and education to nursing homes to help them prevent or control infections, which are especially devastating to older populations. We held weekly, online office hours where nursing homes from across the region could participate in **peer-to-peer learning and receive training from Mountain Pacific team members and guest subject matter experts**. Training content was tailored to nursing homes' needs by listening and responding to our long-term care partners' input.

Of those participants who responded to evaluations for these weekly, online sessions, 95.5% indicated the sessions were valuable or very valuable.

We helped support online reporting, sustaining quality public health monitoring and the availability of up-to-date infection prevention information while reducing time spent on required, regulated reports so staff could spend time where it matters most – caring for their residents.

From January 2023 to November 2024, we **helped nursing home partners submit 754 COVID-19 reports**.

186

NURSING HOME PARTNERS

550,000

MEDICARE BENEFICIARIES SERVED

95.5% Satisfaction

WITH INFECTION PREVENTION TRAINING

Leveraging Health Technology

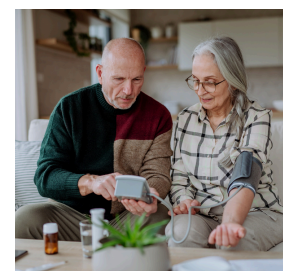
The use of health information technology, data from health care providers' electronic health records and clinical best practices can lead to improved health services and patient outcomes. Partnering with the departments of health and other key partners in Alaska, Hawaii, Montana and Wyoming, Mountain Pacific focused on this combination, known as electronic clinical quality improvement (eCQI), to provide a range of services – including supporting chronic disease management through quality improvement.

- **Education, training and technical assistance:** We help health care professionals understand and use eCQI methodologies and tools and support the use of best practices with electronic health record systems. During fiscal year 2025, we delivered trainings at hospitals, clinics, community-based organizations, chronic disease prevention collaborative meetings, conferences and more.
- **Research and reporting:** Our team stays abreast of and shares the latest information and approaches for eCQI. We collect clinical data to identify patients at the highest risk for chronic disease and help connect those patients to community resources and clinical services.
- **Strategic planning and care coordination:** We helped implement the Cardiovascular Learning Collaborative Action Plan and participate in heart health and diabetes program advisory group meetings. We facilitated and implemented community-level, protocol-driven care coordination plans and systems.
- **Community engagement:** We address patient risks that raise certain populations chances for cardiovascular disease, supporting referrals, self-management and lifestyle changes. We organized and hosted “Building Community Health Partner” events to foster collaboration and partnerships around the prevention, detection, control and management of hypertension and high cholesterol.

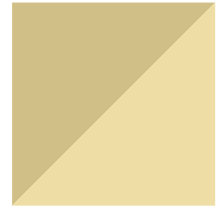
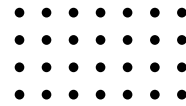
In fiscal year 2025, our team provided technical assistance on **21 eCQI projects** with **12 organizations** across **16 clinics/health system sites**. We worked with our partners to identify industry best practices, strategies and initiatives to build collaborations and align opportunities.

As a member of the four-state Regional Chronic Disease Collaborative, a partnership dedicated to preventing the development and progression of chronic disease, we:

- Produced and published “partner spotlight” segments, which showcase innovations in quality improvement across the four-state region.
- Created an on-demand learning series on the basics of health information technology, quality improvement and team-based care, which received almost 1,500 views (and counting!).
- Launched “Health Boost” micro-learning videos, short trainings on topics such as medication reconciliation, chronic disease and vaccinations, organizational change and medication adherence.



Thank you for sharing the new training video. I appreciate that these videos are bite-sized and to the point, making them easy for both employees and patients to understand.” - *Hawaii partner*



Rural and Frontier Health

Quality Improvement

Mountain Pacific has been the go-to expert and partner for rural and frontier health care communities for more than 50 years. Opening our doors in Montana in 1973, expanding our services into Wyoming in 1984 and then broadening further into Hawaii and Alaska, we have supported access to services and advancements in quality care in some of the most expansive, remote or geographically challenging states – and we continue to grow our efforts to connect health care professionals to education, support and provider networks and to help make sure consumers get the care they need.



Advancing Quality Collaboration

Mountain Pacific works with federal, state and Tribal programs to support quality improvement in care systems with innovative, sustainable solutions. **We get the right people in a room together for strategic planning** to help communities address challenges specific to rural and frontier areas, including geographic isolation, staff shortages and high staff turnover, limited access to services and logistical issues like transportation to care services. For example, as part of a long-term care project in Montana, we worked to:

Engage Stakeholders

We collaborated with long-term care providers, partners and state staff to pinpoint needs and develop solutions.

Develop a Strategic Plan

We helped co-design a comprehensive plan with defined goals and objectives to revitalize the long-term care system.

Address Key Challenges

We identified and addressed critical needs, including opportunities to improve communication, access and financial sustainability.

Improve Care Delivery

We worked to right-size services and create a “no wrong door” access approach to make sure residents can readily access the community support they need.

Collaborate with Tribal Programs

We integrated Tribal programs into planning processes, so long-term care includes culturally appropriate services and responds to diverse needs.

We facilitated roundtable discussions with more than 180 participants. These exploratory sessions identified three pillars of need: communication, access and financial. Our data analytics team reviewed survey data from the roundtable series and created dashboards that allowed participants to readily see and understand their partners’ results. Participants also provided feedback about their experience, rating the roundtable sessions a 4 or higher on a scale of 1 to 5.



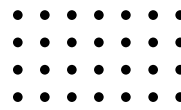
“

“I feel heard.”

“Thank you for pushing these problems forward.”

“You did a great job; thank you for offering this opportunity.”

”



Improving Access to Preventive Health

Mountain Pacific values partnerships with health professionals and agencies to advance quality improvement initiatives, including state departments of health. We work alongside state staff to promote existing programs state residents may not know about or are not taking advantage of – for example, helping eligible Alaskan women get breast and cervical cancer screening and other reproductive health services.

Mountain Pacific uses evidence-based and evidence-informed quality improvement strategies to improve access to preventive health services. We not only helped connect women to available screenings but also helped women below the federal poverty level access relevant financial assistance. We also helped **identify training opportunities for health care providers to improve standardization in services.**

In Alaska, Mountain Pacific **worked with rural clinics to increase women’s wellness annual exams.** We implemented screening campaigns, helped improve program efficiencies and optimized program services.

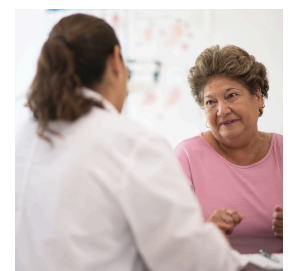
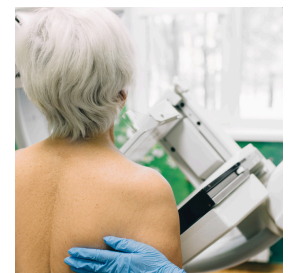


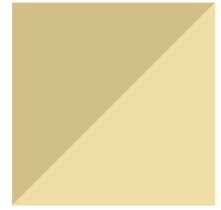
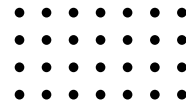
One clinic wanted to develop a sustainable process to increase cervical cancer screenings and annual wellness visit rates. Mountain Pacific supported the clinic in documenting annual wellness statuses at check-in and implementing reminder cards. **Two in three women responded to our campaign, making and fulfilling appointments to get preventive care.**

Another clinic looked to implement pre-visit documentation to increase their capacity to see patients and decrease the time a patient spends at the clinic. Mountain Pacific helped the clinic transition check-in paper forms to electronic documents and set up a pre-visit questionnaire, which was sent to patients via text.



The introduction of [pre-visit] check-in has provided our clients with more versatile options, enabling them to complete the check-in process remotely using their smartphones or laptops. From our perspective, the integration... **has greatly streamlined our administrative processes.** Clients now arrive at our clinic already checked in, often ready to begin their appointments promptly upon arrival, leading to smoother transitions and optimized scheduling. **We are exceptionally pleased with the positive feedback we’ve received from our clients regarding the new check-in process.** They appreciate the added flexibility and the opportunity to expedite their appointments, ultimately enhancing their overall experience with our clinic.”





Utilization Review and

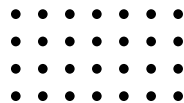
Care Management

Utilization review makes sure the services people receive are the right care, at the right time, in the most appropriate setting. By evaluating the appropriateness and necessity of health care services, utilization review helps improve patients' treatment plans and promotes evidence-based care. Care management goes hand-in-hand with utilization review by helping coordinate care services and community support for patients, especially those with chronic or complex conditions.

Mountain Pacific's clinical team members have the experience and expertise to facilitate these reviews and subsequent planning and improvement, strengthening the balance between quality and efficiency to benefit patients, providers and health care systems and communities.



Serving Medicaid Members



Having health insurance through Medicaid helps millions of low-income Americans get critical, affordable care. As part of our work with state Medicaid programs, Mountain Pacific strives to make sure eligible individuals receive the services, support, tools and equipment they need. We provide a consistent and efficient approach to determining the medical necessity and appropriateness of services to support some of our most vulnerable populations and improve health outcomes.

Approximately 218,000 Montanans are enrolled in Medicaid, or about one in every five people in the state. During 2025, our Mountain Pacific teams accomplished the following services and achievements for Medicaid services in Montana:

Nonemergency Medical Transportation

Our transportation review team served about **75,000 Medicaid members**, allowing eligible individuals to receive funding that helps offset the cost of getting to and from important medical appointments.

Utilization Management and Review

Our utilization management call center handled **13,722 phone calls** from Medicaid members, their loved ones and advocates and health care providers. Our utilization review team completed **10,289 reviews**, helping to ensure requested health care services and medical equipment meet evidence-based medical criteria.

Long-term Care

Our long-term care team completed **7,379 level-of-care (LOC) reviews** and **8,006 level I Preadmission Screening and Resident Reviews (PASRRs)**. These reviews help make sure people being admitted to nursing homes get the appropriate level of care and any specialized services they need when they need them.

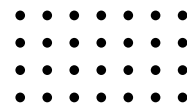
Community and In-home Care

Our Community First Choice team conducts reviews to determine eligibility for in-home assistance for those Medicaid members who are older or have a disability. This team completed **5,270 ireviews** and **approved 2,023 personal emergency response systems**, or lifeline buttons, to keep people safer in their homes.

Physician-administered Drug Review

Our pharmacy team completed **1,027 physician-administered drug (PAD) reviews**, which assess complex and often costly treatments. These reviews help reduce misuse and abuse of medications, prevent adverse drug events and manage high-cost drug therapies.

Advancing Diabetes Self-Management



Another example of work Mountain Pacific does to support state Medicaid programs is evaluate Medicaid members and then **coordinate services and implement care plans to promote the prevention, screening and management of acute and chronic diseases**. This care management program supports members, especially those with complex conditions, in understanding their health, addressing their care and accessing community services to meet their health goals.

In Wyoming, Mountain Pacific targeted Medicaid members with diabetes. We offered educational materials about physical activity guidelines, postpartum depression, stress management, tobacco use and vaping and other resources, leading to participants losing weight and lowering their A1C levels.

Mountain Pacific's team of nurses **engaged 2,455 participants**. On average, more than 90% of participants who responded to a program evaluation reported they are "satisfied" or "very satisfied" with the health management services.

“

“Would recommend anyone with diabetes to utilize this program. It's awesome, and the nurses have been wonderful!”

“The program is really great. The nurses I worked with were able to facilitate options that I would not have known about otherwise. [I'm] very thankful.”

”

“

“[It was] really helpful being a first-time mom and having the program support. It meant a lot to me.”

“The nurse worked very well with me and checked on me after every doctor appointment. She also was a huge help getting me set up with a good doctor for my diabetes.”

”

“

“The nurse... went above and beyond, especially when it came to resolving an insurance issue that went unresolved for over 2 years. [She] got it fixed in 30 days. Very appreciative of the program and the support.”

Preventing Chronic Disease

Chronic disease is a leading cause of death and disability in the United States, and residents living in rural areas face higher rates for chronic disease. Mountain Pacific is passionate about promoting available state and community chronic disease prevention and management programs. We recruit health care systems, community services and other partners to participate in quality improvement projects related to preventing chronic conditions, especially cardiovascular disease and diabetes.

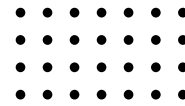
These projects allow health care providers to **improve team-based, patient care and network with other facilities and organizations** across their state or across multiple states. We work to **improve communication and referrals between organizations**, allowing for better data collection and referrals for patient resources to address issues like food insecurity, lack of transportation and high medication costs – all of which increase patients' risk for complications and death from chronic diseases.



For example, in Wyoming we worked with eight health care systems during fiscal year 2025, and several participating facilities **successfully implemented a self-monitoring blood pressure (SMBP) program**. Several other facilities successfully implemented a program to address patient risks. One health care system **expanded services across five of their outpatient clinics**.

Our Mountain Pacific team engaged health care providers, industry leaders and community members in attending events and conferences.

To continue to track data collected from participating health care systems, Mountain Pacific created a scorecard, which includes data and quality measures from a statewide disease assessment tool. We provided educational materials, resources, partner spotlight presentations and online regional resources to support chronic disease prevention and patient safety.



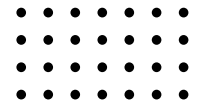
Pharmacy Services and Review

Medication safety sounds simple, but the processes and practices involved are complex. Patients may have trouble adhering to treatment plans for all kinds of reasons, and prescribers face challenges like staying on top of the latest research, prescribing trends, administrative tasks and more. And yet, medication safety and proper prescribing practices are critical to treating patients, protecting them from adverse side effects and making sure every medication delivers its intended benefit.

For more than two decades, Mountain Pacific has served as a trusted leader in ensuring safe, appropriate and cost-conscious medication use. Our expert pharmacy team combines evidence-based research with clinical experience to improve medication safety, prevent misuse and abuse and streamline processes that save time and resources.



Increasing Medication Safety



Mountain Pacific provides comprehensive drug utilization review (DUR) and pharmacy case management services. **We work to ensure safe, effective and cost-effective medication use** by:

- Using evidence-based research and established guidelines to develop prospective medication criteria that guide decisions about when and why patients are prescribed medications and how they are used, a crucial part of medication safety and reducing a patient’s risk for dangerous or even deadly side effects.
- Facilitate Montana DUR board meetings, where we help maintain the state’s preferred drug list (PDL).
- Craft a quarterly newsletter, which provides the latest information in medication recommendations, changes in state guidelines and more for health care providers and pharmacies.

Our DUR team **developed 25 new drug criteria and updated 27 more** based on expanded U.S. Food and Drug Administration (FDA) indications for medications previously approved by the FDA.

Our pharmacy case management team apply published, evidence-based guidance to conduct retrospective medication reviews for our DUR programs, including:

- Promoting unbiased and evidence-based, clinical medication and disease-state management information, known as academic detailing.
- Auditing for fraud, waste and abuse related to medication use.
Example: Our case management team flagged a case for fraud, waste and abuse due to the improper use of the medication, which resulted in the development of drug criteria for a medication that costs about \$100,000 per month.
- Reviewing members who are taking medications for opioid use disorder (MOUD) and opioids at the same time to make sure the treatment is appropriate and the right amounts are prescribed and to avoid ongoing opioid use, which can cause patient harm.
- Monitoring for excessive prescribing of psychotropic medications among foster children.
- Conducting reviews of high-cost or highly utilized medications.

By the Numbers

Our pharmacy case management team achieved the following in Montana:

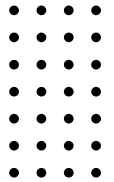
2,026
REVIEWS

1,501
RESULTING
INTERVENTIONS

\$3.3 MILLION
IN ESTIMATED
COST AVOIDANCE

Streamlining Access to Medications

Mountain Pacific created a program that continues to be a **best-in-class solution for drug prior authorizations**. Prior authorization requests are handled by our expert pharmacy team in real time with support from health care providers. Prompt clinical decisions made while providers are on the phone set Mountain Pacific's system apart from other systems. We **reduce provider burden and ensure quicker medication access** for patients. Immediate access to the drug prior authorization program, the ability to submit requests in different ways and timely review and response are critical to the success and acceptance of the program.



In Montana, our proven success has led our pharmacy team's participation in the evolution and expansion of some state programs, including Healthy Montana Kids Plus, Healthy Montana Kids (HMK/CHIP), Plan First, Medicaid Expansion (HELP), Montana's Mental Health Services Plan (MHSP) and Montana Healthcare Programs Home Infusion Therapy.

Working with state and other partners to ensure clinical appropriateness for disease-state management through drug coverage, we have established relationships with medical and pharmacy communities and are **recognized as the trusted, go-to resource for information and assistance**. We make recommendations to state health and pharmacy leaders to streamline the prior authorization process and review current clinical criteria to determine if it should be updated or removed. These actions allow the drug prior authorization staff to focus on medication with more complex criteria.

During fiscal year 2025, our prior authorization pharmacy team achieved a **cost avoidance of approximately \$64 million**, an estimated \$5.4 million more in savings than last fiscal year.

“

Way to go for going above the task at hand and advocating for the patient.

Does anyone ever tell you that you are just the most delightful helpful people to work with?

”

“

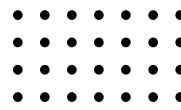
Our pharmacy works with five different states, and you are the most enjoyable and friendliest to work with.

We cannot rave about you enough. I have to call other states for Medicaid and none of them are nearly as pleasant and efficient. I wish they could all be like you.

”

“

[The Mountain Pacific team is] professional and knowledgeable and so easy to work with. [Montana] got it right when they hired you to do drug PA reviews.



Improving Prison Treatment Plans

Improving health care in prisons benefits those incarcerated but also provides advantages for the wider community. Investing in prison health gets prisoners' health needs met, which improves their overall health and well-being, lowering mortality rates and supporting successful rehabilitation and decreased recidivism. The wider community benefits from lower health care costs and an increase in public health safety when prisoners are reintroduced to society.

For the past 10 years, Mountain Pacific has worked with state partners, health care providers and professionals who offer treatment to the prison population. **Our pharmacy team provides evidence-based recommendations and clinical guidelines** for treating Hepatitis C, opioid use disorder, pain management and other projects, including polypharmacy reviews and diabetes consultations.

Health care providers supporting prison systems have contacted Mountain Pacific with questions about everything from asthma guidelines to drug-drug interactions to treatment for Hepatitis C. Said one nursing professional, **"I cannot express how enjoyable it has been to work with all of you. Thank you so much for the knowledge you have shared with us."**



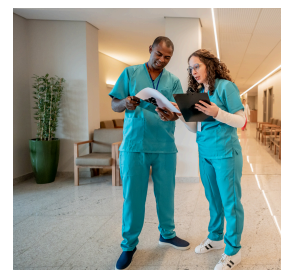
Over the last three fiscal years, our expert pharmacy team has **reviewed 327 Hepatitis C cases** in Montana, offering **383 recommendations** that resulted in updated treatment plans for all 327 cases.



327
HEPATITIS C
CASES



Thank you so much for the knowledge you have shared with us."



Simplifying Complex Care Among People with Disabilities

People living with intellectual and developmental disabilities often have complex health care and medication needs that require thoughtful and individualized attention. Managing multiple prescriptions, over-the-counter medications and other therapies and treatments can be especially challenging and put these individuals at a greater risk for side effects, drug interactions and other complications.

A comprehensive medication review helps make sure treatments are safe, effective and tailored to each patient's needs – and Mountain Pacific offers this kind of review.

Mountain Pacific partners with facilities and organizations that provide care, community services, education or other resources to support those with intellectual and developmental disabilities in living as independently as possible. Our pharmacy experts **review a patient's entire medication regimen**, including prescriptions, over-the-counter (OTC) medications and supplements. We consider factors such as medication effectiveness, side effects, drug-drug interactions and how well a patient is following their medication schedule.

We work alongside a patient's case nurse, social worker and/or prescribing health care provider, **to reduce any unnecessary or potentially harmful medications**. Where possible, we also collaboratively review a patient's kidney and liver function to evaluate the potential impact medications have on the patient's body's ability to safely process them.

At one facility from January to July 2025, Mountain Pacific reviewed 20 cases. These 20 cases were prioritized because of their complexity, as evidenced by the **536 drug-related problems identified**. Our pharmacy team made **462 recommendations** to improve those 20 patients' safety and reduce their risk for harm.

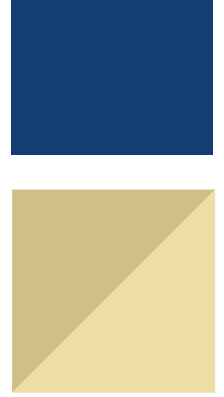
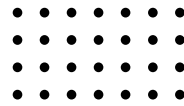


536

DRUG-RELATED ISSUES AMONG
JUST 20 PATIENTS

462

RECOMMENDATIONS FOR
SAFER PRESCRIBING PRACTICES
AND TREATMENT PLANS



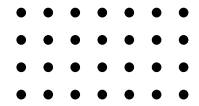
Behavioral and Mental Health

Mountain Pacific is strategic and data-driven, and we are also committed and compassionate. Health care systems across the country face a variety of challenges, and this is especially true when it comes to behavioral and mental health care.

We work to overcome obstacles in behavioral health, including gaps in access to care, providers and patients' limited awareness of available resources and the stigma that surrounds mental health conditions and seeking mental health care services. We foster networks that link providers and patients to community support and develop processes and solutions to broaden access and improve patient outcomes.



Nurturing Early Mental Health



In early 2024, Mountain Pacific partnered with the Montana Department of Public Health and Human Services (DPHHS) and, with funding from the preschool development grant Bright Futures, Birth to Five, created and implemented a pilot program for infant and early childhood mental health (IECMH) consultation. In collaboration with the University of Montana Center for Children and using established service models, the program addresses needs specific to Montana, including raising young children in rural and frontier areas.

The program pairs licensed mental health professionals certified in IECMH consultation with early child care and education sites. The mental health professionals provide training, modeling and support in stress management, effective communication, behavior management and other strategies to enhance the knowledge and confidence of early child care and educate staff who work with young children.

Mountain Pacific recruited mental health professionals nationally certified in IECMH consultation, other mental health professionals and sites that offer early child care and education and developed community outreach materials. Our team also created and leads a Montana IECMH consultation advisory council to support program sustainability and advocacy.



As of June 30, Mountain Pacific **contracted 27 licensed mental health professionals** certified in IECMH consultation and **38 early child care and education sites**. Of the 38 sites, **10 sites are receiving consultation** and **24 sites have completed at least one or two consultation cycles**.

The pilot program is scheduled to end December 31, 2025. Mountain Pacific is making plans to transition IECMH consultation services to an established department in Montana DPHHS for sustainability and potential expansion to child-serving sectors beyond sites that offer early child care and education.



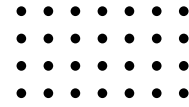
27
CERTIFIED
MENTAL HEALTH
PROFESSIONALS

Recruited 38 early child care and education sites for infant and early childhood mental health consultation:

- 10 sites receiving consultation
- 24 sites completed consultation



Expanding Access to Services



Access to health care services in rural states is often limited by provider shortages, long travel distances and lack of specialized care – and accessing behavioral and mental health care services is no different. These barriers can delay treatment, increase stigma and leave many rural residents without the support they need.

Overcoming addiction includes a complex recovery process. Mountain Pacific works to **enhance the quantity and quality of recovery support** through strategic partnerships and community education on the difference between recovery and treatment and to **address the stigma around behavioral health** and people in recovery.



“You are an amazing team, really!
I can say on behalf of the
prevention division team, we thank
you for all your work.”
- Montana partner

To strengthen the recovery infrastructure in Montana, Mountain Pacific conducted a national environmental scan of recovery services and support. Using this information, we partnered with state staff to create a multi-level evaluation to be distributed to thousands of professionals working in recovery services across Montana.

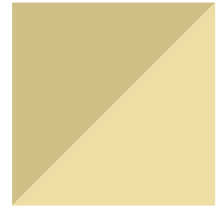
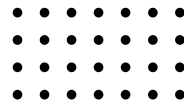
The evaluation provided an anonymous platform to gather feedback on the state’s recovery programs and organizations and information about the workforce itself, especially certified behavioral health peer support specialists. Peer support plays a critical role in effective recovery services.

Mountain Pacific used the evaluation results to create a strategic plan to strengthen recovery services across the state over the next two years.

Mountain Pacific also co-created with strategic state partners a media campaign called “The Journey of Recovery.” This campaign aims to **educate about what recovery means** and overcome stigma.

The campaign includes learning sessions about specific recovery services and personal stories told through interviews with people in recovery who have lived experience of trauma, substance use and mental health challenges. These interviewees share their recovery journey and how they now support recovery services.

Recordings of the four interviews and two virtual learning sessions can be found on [Mountain Pacific’s YouTube channel](#). The interviews were also released as a special series for our [Breaking Barriers in Rural Health](#) podcast.

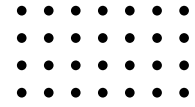


Data Science and Clinical Analytics

Data science and analytics involve collecting, organizing and interpreting large sets of health care data to uncover patterns, predict outcomes and inform decision-making. Our expert data science and clinical analytics teams apply statistical models, predictive algorithms and advanced analysis tools to transform raw information and numbers – such as those found in electronic health records, health information exchanges, claims data or survey results – into meaningful insights. These insights increase efficiency, drive innovation and advance patient care, allowing Mountain Pacific to deliver smarter, more effective health care solutions.

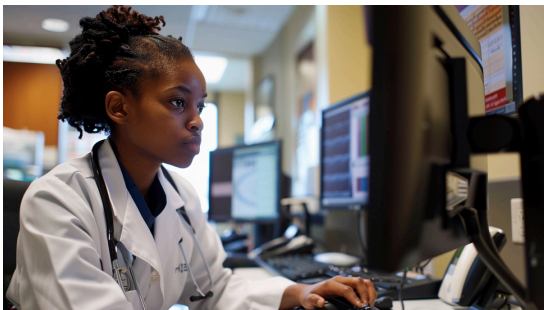


Harnessing Data to Advance Rural Health



Through statewide initiatives...

In Alaska, Mountain Pacific provides education, technical assistance and training to improve the consistency of reporting quality measures for reimbursement of flex funding for critical access hospitals (CAHs) participating in the Medicare Beneficiary Quality Improvement Project (MBQIP). Our team **supports reporting and data abstraction** and provides educational webinars on current and upcoming measures and how to report them. We also help hospital staff navigate the Centers for Disease Control and Prevention (CDC) National Healthcare Safety Network (NHSN) and the QualityNet website. With our support, all participating CAHs are successfully reporting at least two measures – ultimately improving patient care.



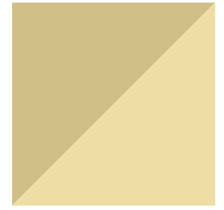
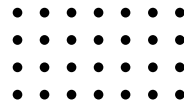
In Montana, our data analytics team supports drug utilization review to enhance data flows, automate early alert signals in patient records and provide critical data insights to program improvement. Our analytics team built automated data streams that use **more than 100 customized criteria** and incorporate risk stratification models, expanding to **monitor more than 20 new member populations** and increasing efficiencies for our clinical reviewers and state staff.

...and strategic partnerships.

Working with a research institution dedicated to improving health care, especially in rural communities, our clinical analytics team **used predictive modeling to analyze the impact of childhood risk factors on the diagnosis and possible treatment plans for pediatric mental health conditions**. We found that young children with a history of somatic symptom diagnoses are more likely to receive a mental health diagnosis compared to those without a somatic symptom diagnosis. We also found this risk is higher among girls than boys. This data and revelation will **support new mental health interventions for elementary school students**.



Using electronic health record (EHR) data, Mountain Pacific partnered with a cloud-based software platform to support Wyoming nursing homes in creating predictive models for resident readmission risks. The project **established a secure, automated pipeline of EHR data** for Medicare beneficiaries living in nursing homes. Five, customized predictive models assigned residents risk scores, estimated their mortality risk and identified undiagnosed cases of chronic kidney disease and heart disease. Among the participating nursing homes, the project **reduced hospital readmissions by 11.8%**.

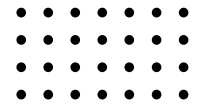


Operational Advancements and Efficiencies

Our corporate teams play an important role in strengthening Mountain Pacific's capabilities and driving forward our organization's strategic goals. Our information technology, finance and human resources teams are our foundation. They provide crucial services and oversight that allow our employees to operate effectively and efficiently so we can better serve our health care communities. By working together, our operational teams foster a positive and productive work environment, making us an organization where top talent wants to be and with whom our partners want to participate.



IT: Powering Innovation



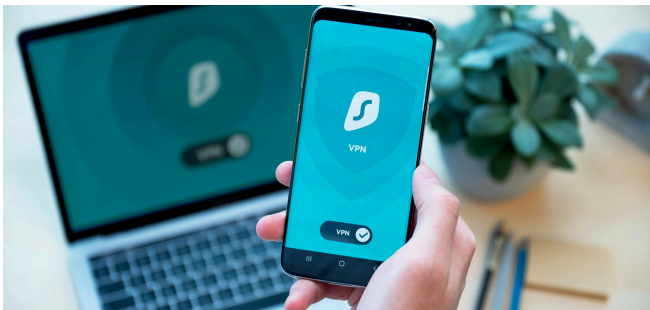
Over the last fiscal year, our information technology (IT) team delivered significant advancements in infrastructure, security, automation and cross-departmental support. We modernized device management by implementing comprehensive mobile device and remote monitoring and management software, enabling better oversight and support of organizational devices.

Our cloud transformation reached a major milestone, with 99% of our on-premises infrastructure successfully migrated to one cloud-based platform. This shift delivers greater scalability, improves disaster recovery capabilities, enhances security controls and reduces long-term maintenance costs. We also developed an automated, call-recording archive process, streamlining storage management.



Mountain Pacific's IT and data analytics teams worked together to implement a cloud-based data exchange and management platform, enabling nursing home data ingestion into the enterprise data lake and providing a secure, centralized system for **advanced analytics and improved data accessibility**.

We reduced manual workloads by creating **automated tools for client reporting**. Finance processes also became more efficient with automated invoice reporting.

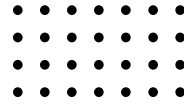


Our IT team takes security seriously and remains diligent in **protecting Mountain Pacific and our employees from security risks** or breaches. The team implemented multiple enhancements to our proprietary software for conducting authorization reviews, protecting patient and organization data and employing a new cybersecurity service for 24/7 monitoring and rapid threat detection.



IT also upgraded Mountain Pacific's companywide systems and began replacing our laptop disk encryption solution, further **strengthening endpoint security across the organization**.

Mountain Pacific moved into a new corporate office in Helena, Montana, this fiscal year, and the IT team ensured a smooth relocation, fulfilling 1,419 service requests and providing ongoing technical support.



Finance: Optimizing Process

Our finance team made significant strides over fiscal year 2025 to strengthen Mountain Pacific’s financial operations, enhance efficiency and drive overall stability. We have focused on strategic growth, improved reporting, optimized cash flow and streamlined benefit plans – not only to strengthen our capabilities but also provide more timely and actionable financial insights for organizational decision-making.

Growth and Strengthening Operations

We successfully expanded our finance team. We initiated cross-training, policy modernization and process improvements to increase efficiency, enhance reporting capabilities and reduce risk by eliminating single points of failure.

Enhanced Financial Reporting

The finance team accelerated the month-end close process to consistently complete closing by mid-month, enabling faster availability of financial reports for management review. The team also introduced monthly contract health meetings for all Mountain Pacific’s major contracts, providing contract managers with timely, actionable financial insights to support proactive decision-making.

Optimized Cash Flow Management

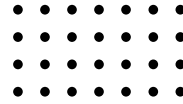
Mountain Pacific’s cash flow improved over fiscal year 2025. The finance team accelerated receivables and strategically managed payables. The team also implemented more timely billing and consistent follow-up on outstanding invoices for faster accounts receivable turnaround and simultaneously transitioned most vendors to electronic funds transfer (EFT) payments and adjusted payment timing to align with due dates rather than doing weekly processing. These changes enhanced liquidity, reduced float time and allowed funds to remain invested longer, maximizing interest earnings.

401(k) Plan Consolidation

Our finance team successfully partnered with our human resources team to transition all Mountain Pacific team members to a new retirement platform, ensuring a smooth and compliant migration. By leading the financial process, the finance team fully closed out the legacy plan, streamlining plan administration and reducing long-term costs.



Mountain Pacific



Let's talk!

Would you like to learn more about how Mountain Pacific helps health care partners achieve their quality improvement goals? Let's start a discussion today! Visit mpqhf.org/contact-us or scan this QR code:



Did you know?


Mountain Pacific has two podcasts:

 Q & A with Dr. K

 Breaking Barriers in Rural Health

Find us wherever you listen to your favorite podcasts!

FOR MORE INFORMATION

 1-800-497-8232

 mpqhf.org/contact-us

 P.O. Box 5119, Helena, MT 59604

 50 West 14th Street, Suite 5, Helena, MT 59601

Connect with us on social media:

