



# Mountain Pacific

INNOVATING BETTER HEALTH

# Annual Report

FISCAL YEAR 2024  
(July 2023–June 2024)

Partnering within our communities to provide solutions for better health





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# Overview

## Partnering within health care communities

Established in 1973, Mountain Pacific is a nonprofit organization that strives to innovate solutions for better health and health care in the many communities we serve across multiple states and in the U.S. Pacific Territories. We partner with health care professionals, quality improvement advocates, patients and their families and others to support improved care and help educate and empower health care consumers to optimize their physical and mental health and well-being.

Through federal, state and commercial contracts and partnerships, we bring national public health priorities to the local level, leveraging our staff members' wide range of expertise to advance improved and better coordinated health and health care services.

### Mission

Partnering within our communities to provide solutions to better health

### Vision

Mountain Pacific – a recognized leader for driving innovation in health care

### Values

Each of us is responsible and accountable to:

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




# Letter from Mountain Pacific's CEO

This is an exciting time at Mountain Pacific, as another fiscal year brings opportunity, change and growth. Our diverse team of professionals has expertly forged success among the communities we serve, and our teams have grown to respond to those communities' needs and to better position us for regional - and even national - growth.

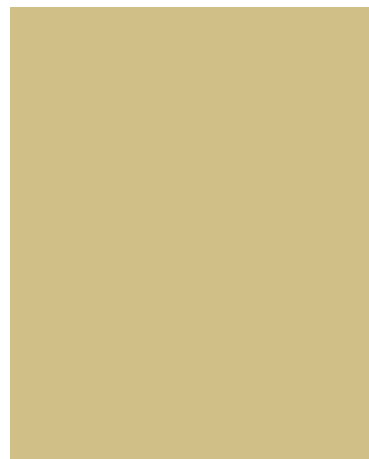
In this past fiscal year, we designed and implemented innovative solutions to support providers and practitioners in delivering safe, quality care services and to empower patients and their families to understand and actively participate in the management of their own health. We continue to address inequities in health care, closing gaps with culturally tailored services that focus on access and understanding. We prioritize person-centered care that addresses patients' physical and mental well-being, improving the patient experience.

I am so proud of everyone at Mountain Pacific and our teams' dedication to innovating health care. I am grateful to all our community partners and the difference they make for the people they serve day in and day out. And I look forward to seeing how we will continue to grow and advance priority health initiatives together.

Thank you,



Jill Alessi, RN, BSN, MHA



# Serving Medicaid Members

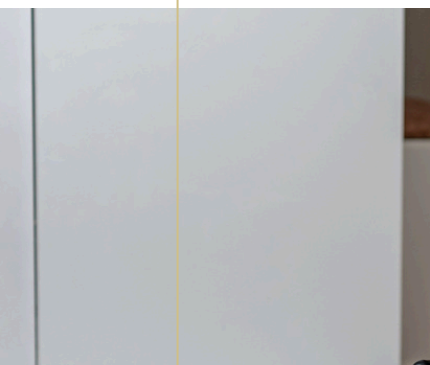
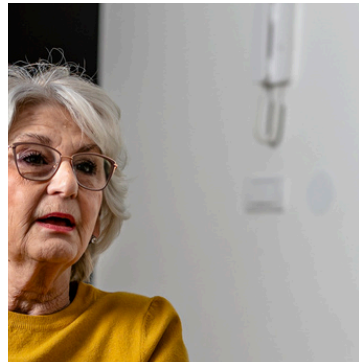
For more than 30 years, Mountain Pacific has worked with the Montana Department of Public Health and Human Services (DPHHS) to support people with Medicaid, making sure they can access the health care services they need. These services may include coverage for doctor’s visits, affordable and safe medications, preventive care, authorizations for at-home or nursing home support, medical equipment and supplies. We also help with transportation reimbursement for health-related travel expenses.

We conduct reviews and other clinical assessments to help Medicaid members get the health care support they need in the most appropriate and cost-effective way.

During fiscal year 2024, we reached about 63,345 Medicaid members in Montana and, in partnership with the Wyoming Department of Health, more than 8,179 Medicaid members in Wyoming.



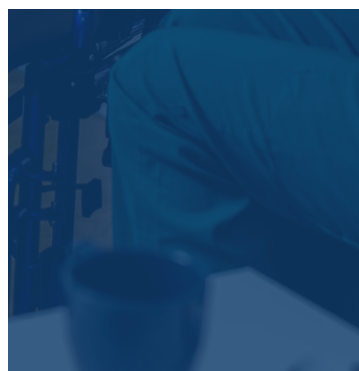
Transportation help for medical appointments



Home and community services



Medication safety



# Supporting Medication Safety

## Drug Prior Authorization Reviews

Under contract with the Montana Department of Public Health and Human Services (DPHHS), Mountain Pacific's dedicated team of pharmacists and pharmacy technicians plays a crucial role in supporting several key prescription programs: the Montana Healthcare Programs prescription program, the Healthy Montana Kids prescription program and the Home Infusion Therapy program.

Through collaboration with health care providers' offices and pharmacies, our team strives to streamline the prior authorization process, reduce barriers to care and uphold the program's objectives of quality improvement and cost containment.

The prior authorization process is a critical step in making sure prescribed medications are used appropriately within the framework of the DPHHS Montana Healthcare Programs. This process involves thorough evaluation of the medical necessity, safety considerations and affordability of each requested drug before granting coverage approval. By sticking to the Montana Healthcare Programs' Preferred Drug List and the clinical criteria established by the Montana Drug Utilization Review Board, our team works to optimize health care outcomes and manage potential risks associated with medication use.

From July 1, 2023, through June 30, 2024, our prior authorization pharmacy team processed a total of 66,679 requests within the Montana Healthcare Programs pharmacy program. Through the extensive evaluation process, we achieved significant cost avoidance, estimated at nearly \$58 million.



**66,679**

prior authorization requests processed



# Drug Utilization Review and Case Management

Mountain Pacific collects, analyzes and interprets drug use patterns among Medicaid members in Montana to improve the quality, safety and affordability of medications in inpatient care. We review and study what medications are being prescribed, how members use those prescriptions and the cost-effectiveness of these drug therapies.

Our goal continues to be to provide overall harm reduction for Medicaid members. Our pharmacy team uses clinical judgement and critical thinking to identify potential opportunities to reduce harm or improve care and safety of a member's treatment. Examples of what our pharmacy experts review include:

- Possible adverse drug events (ADEs)
- Medication that potentially interferes with patient's disease
- Drug-drug interactions
- Multiple medications for the same diagnosis (duplicate therapy)
- Member is a candidate for naloxone prescription and training due to opioid prescription or use or history of overdose or use of illegal drugs
- Member overusing prescribed drug
- Member underusing prescribed drug

From October 2022 through September 2023, our case management pharmacists reviewed a total of 746 cases, resulting in 2,210 interventions for an estimated cost avoidance of nearly \$5 million. These reviews and interventions and resulting changes to drug utilization review and case management activities contributed to a stronger program and impacted the lives of countless Montanans with Medicaid.



Total medication-related interventions  
**2,210**

# Program Utilization Review

Following the end of the public health emergency in May of 2023, Mountain Pacific's utilization review (UR) team restarted the review of out-of-state, medical-surgical and transplant cases. Montana Healthcare Programs, which oversees Medicaid, has asked us to assume responsibility for several new areas, including:

- Orthodontics
- Dental
- Glasses and contacts
- Hearing aids
- Skilled nursing facility add-ons
- Big Sky Waiver (which supports people living on their own)
- Genetic reviews

The state of Montana relies on our knowledge and expertise to provide recommendations on care for very complex medical cases and the needs of Medicaid members.

## Stories from the Community

Mountain Pacific works to make sure Medicaid members get the care they need, even if it means looking to out-of-state medical experts equipped to handle special cases. For example, a nine-month-old Medicaid member was born with severe congenital malformation of the abdomen, meaning the baby's internal organs were exposed. The infant requires extensive surgery to close their abdomen. Mountain Pacific's UR supervisor, a registered nurse (RN) reviewer and a peer reviewer, researched and worked with the baby's out-of-state case managers, pediatric surgeons and neonatologists to coordinate and determine the most appropriate type of facility, one with the highest level of care and options required to support the baby until they grow enough to have the extremely complex surgery.

Mountain Pacific's recommendation for the level of care and facility for the infant was implemented. The baby was transferred to a pediatric long-term acute care hospital until they grow enough to undergo the closure surgery.



# Transportation for Medicaid Members

Mountain Pacific reviews and authorizes travel payments for Montana Medicaid members to help them offset the cost of getting to and from their needed medical appointments.

Mountain Pacific's transportation team performs hundreds of retrospective ambulance reviews each day for medical necessity determinations and also completes all the administrative reviews on appealed ambulance cases. The team's responsibilities also include completing witness lists, summary letters and exhibit packets.

To streamline Montana Medicaid transportation reimbursement, we designed and launched an online application. Medicaid members who need transportation to and from their medical appointments can fill out the request for reimbursement as soon as they make an appointment with their medical provider. The app allows members to conveniently submit travel requests from any location.

Travel requests submitted via  
our new transportation app

**1,667**



# A Patient's Journey Across Medicaid Programs

Our patient services teams field all kinds of cases for Medicaid members, some more complicated than others. The following case is especially complex, crossing the desks of nearly every one of our Medicaid support services. Our patient services division worked together so a teenage Medicaid member who suffered traumatic injuries could go home from the hospital and stay home - instead of having to live at a long-term care facility - making his and his family's wishes come true.

## Stories from the Community

A 16-year-old Medicaid member was struck by a car. He suffered extensive injuries that would require eight months of hospital care.

Our **utilization review** nurses first became involved when the 16 year old was taken by air ambulance from Montana to an out-of-state hospital. The member required a tracheostomy (a surgery that creates an opening in the neck to allow the teenager to breathe) and is ventilator-dependent. His family stayed by his side, away from their home in Montana, while he was hospitalized.

Our **long-term care** team connected with the discharge planner at the hospital months before the teenager's discharge, working with the hospital and the family to learn what home services and equipment he would need. The **Big Sky Waiver** case management team planned any possible waiver services.

As it turned out, the member stayed at the out-of-state hospital for several more months requiring an updated **level-of-care review**, because the previous review was more than 90 days old. Our long-term care reviewer completed an updated review in less than 10 days.

Our **Community First Choice** nurses stepped in six months before discharge, educating the family about the program. When a member needs hands-on assistance with activities of daily living, a family can start services via a high-risk program admission. One of our nurses completed an onsite visit, meeting with the family to create a person-centered care plan for those at-home services.

The 16-year-old Medicaid member will receive ongoing skilled nursing assistance, assistance with non-skilled activities of daily living, medications, medical equipment and transportation to follow-up medical appointments. Our **pharmacy prior authorization** team knows about the teenager's situation and is prepared to approve new medications, ensuring a smooth process and ready access to necessary treatment.

These cohesive, wrap-around services are forging the best possible outcomes in a tough medical situation for the Medicaid member, his health care providers and his family.

# Care Management

Mountain Pacific works with the Wyoming Department of Health to evaluate Medicaid members and then coordinate services and implement care plans to promote the prevention, screening and management of acute and chronic diseases. The program emphasizes prevention but also provides education and support, so members can take responsibility for improving and managing their health. Once participating members achieve their care plan goals, they "graduate" from the care management program and are more confident health care consumers and managers of their health.

## Comments from the Community

We take the time to get to know these Medicaid members so we understand everyone's situation and develop a tailored care plan that is best for them. We take time to listen and understand, which builds trust in our provider-client relationship, results in better patient outcomes - and leads to this type of feedback from the participants:

My nurse really helped get me organized... after my hospital stay, and that meant the world to me. I could not have healed the way I did without the case manager's help.

I want to share how great the program is! I am super grateful for this option being available while I dealt with all the hardships I've encountered in the last year.

I felt so comfortable when talking to my nurse and just can't say enough good things about her and the program. I am so thankful that [Mountain Pacific] contacted me and for the opportunity. If I ever fall on hard times with my health again, I know exactly who I'm going to call.

My latest labs are the best they've been all year after I started with the program. I hope it can continue to help people like me.

I felt like someone cared about me.

After 50 years, I was able to stop smoking!

Outreach provided to Wyoming members

**8,179**



Program graduates

**773**

# Infection Prevention and Control

Preventing or controlling the spread of viruses, bacteria and other agents that cause infection or disease is a vital part of providing safe and quality health care services. Staff must understand how these germs are spread, risk factors that increase a person's risk for infection and the necessary practices, policies and procedures to tackle infection prevention and control (IPC) at the systemic level. Effective IPC activities protect patients, health care professionals and others in any health care setting.

Mountain Pacific partners with providers to supply training and education around risk assessment and standard precautions to improve patient safety. Via federal contract funding and a variety of training, we have supported thousands of health care professionals with hundreds of outreach activities.



Nursing home resident and staff vaccinations



Innovative training



Data driven interventions

# Nursing Home Support

**174**  
Nursing home partnerships

Under contract with the Centers for Medicare & Medicaid Services (CMS), Mountain Pacific works with nursing homes in Montana, Wyoming, Alaska, Hawaii and the U.S. Pacific Territories of Guam, American Samoa and Saipan. Our goal is to help nursing homes across our region provide safe, person-centered care for their residents.

During fiscal year 2024, Mountain Pacific’s account managers provided more than 1,044 targeted assistance encounters to nursing homes, supporting them in a range of critical areas such as infection control, vaccinations, quality of care and narcotic diversion. Targeted assistance can be requested by nursing home leadership, referred by CMS for infection prevention and control during COVID-19 outbreaks or directed by state regulatory agencies for a "Directed Plan of Correction" to address identified care deficits.

Using data from nursing homes, hospitals and provider claims, Mountain Pacific tailors our support to the specific needs of the facility, considering geographic challenges and available resources. We then provide support through online meetings, phone calls, email or onsite visits, with our account managers traveling extensively to meet nursing homes in person.

## Stories from the Community

During a COVID-19 outbreak in a rural Wyoming nursing home, a Mountain Pacific account manager quickly connected the facility with an agency to provide needed protective equipment. Consultations begin with an open, confidential discussion with nursing home partners to identify their priorities, followed by an in-depth analysis to develop targeted, data-driven interventions. Throughout the public health emergency, Mountain Pacific provided updates, tools and infection control guidance to help navigate evolving challenges. The return-on-investment (ROI) data indicates our support significantly reduced resident hospitalizations and fatalities, ensuring long-term quality improvements.



Targeted assistance encounters with nursing homes

**1,044**

# Project Firstline

Under contract with the Centers for Disease Control and Prevention (CDC), we partner with various health care settings in Alaska, Hawaii and Wyoming so frontline health care workers can learn and apply infection prevention protocols. This national collaborative, called Project Firstline, aims to provide innovative, effective infection control training to millions of frontline health care workers across the U.S.

During fiscal year 2024, Mountain Pacific worked with the CDC to develop an interactive training module based on the Project Firstline resource, "How to Read a Disinfectant Label." The information from this poster was adapted and gamified into an engaging, 10-minute video for health care and environmental services (EVS) staff.

Since its creation last October, this online tool has been accessed by hundreds of people across the three states. Users have consistently said the training improves their understanding of the source material, with 96% saying they intend to implement the training in their everyday work.

“Using this interactive video game allowed the team to work together. We looked at our cleaners and changed some processes from key points we learned from this training.”  
– Taylor Waller, Maintenance and EVS Director  
Casper Mountain Rehabilitation and Care Center

“Using this fun and interactive video allowed our EVS staff a better understanding on the importance of reading labels on all their cleaning supplies and other products. Staff enjoyed the game so much, that they asked for more education presentations from ‘Donna.’ As an infection preventionist, it is great to watch the staff reading through the cleaning and disinfectant labels and putting what they learned into practice.”  
– Christina Baugh, Director of Infection Prevention/Quality/Clinical Risk  
Memorial Hospital of Carbon County

511

users educated on reading disinfectant label



Overall understanding improvement  
**94%**

# Advancing Health Equity

Health equity is achieved when everyone has the opportunity to be as healthy as possible - regardless of their race, where or how they live, where they work, how much schooling they have had, how much money they make or any other characteristic that describes them or their life.

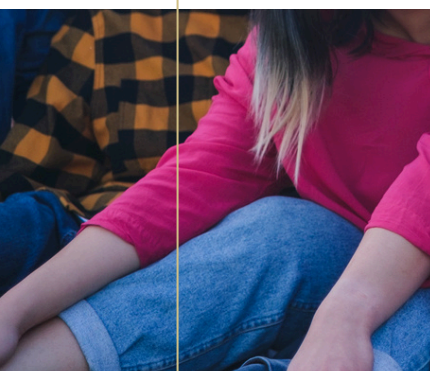
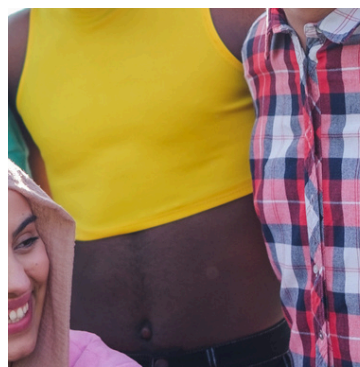
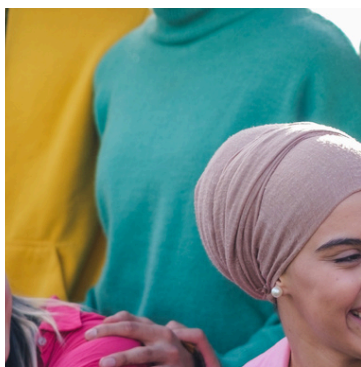
Mountain Pacific works to advance health equity across every community we serve. We design interventions and support initiatives that help people who are considered disadvantaged or underserved, striving to eliminate avoidable differences in achieving positive health outcomes.



Culturally and linguistically appropriate services



Social drivers of health



Community based collaboratives





# Health Education Among Native Hawaiians

Recognizing the need for health education for Native Hawaiians, Mountain Pacific partnered with Alu Like to leverage their Kumu Kahi (elder services) Department to start a self-monitoring blood pressure (SMBP) program in three Native Hawaiian communities. Alu Like's Kumu Kahi Department works to enrich and enhance the lives of Native Hawaiian elders by preserving and restoring their health, sense of dignity, self-respect and cultural identity and promoting lifelong learning.

Taking into consideration cultural, financial, social and geographic barriers preventing Native Hawaiian elders from using existing health services, Mountain Pacific started an SMBP program with 32 Native Hawaiians, aged 60 and older, across three O'ahu communities: Kapolei, Nanakuli and Waimanalo.

These participants learned to take and record their own blood pressure and received a blood pressure tracking tool. The Mountain Pacific team visited each community once per month for eight months, collecting aggregate data, sharing tools and resources and checking in with participants about high and low blood pressure.

## Keys to program success:

- Partnering with a trusted, local community service organization
- Working with the Alu Like patient and family advisory council (PFAC) to identify barriers and work on solutions
- Distributing simplified and localized health information resources and tools

## Program collective results:

- 30 participants completed the program
- 12-point reduction in systolic measures
- 4-point reduction in diastolic measures
- 5-point reduction in pulse measures

# Advancing Tribal Health

Under state and federal contracts, Mountain Pacific partners with quality improvement peers, state and Tribal agencies and advocates, health care professionals, community leaders and members and others to support improved health and access to care services for Indigenous populations.

We craft or share culturally responsive outreach, tools and resources to help address systemic barriers and challenges for health care providers, patients and their families in Tribal communities. Respecting individuals' traditions, beliefs and culture, our goal is to overcome common determinants of health for Indigenous peoples so they receive quality, whole-person care. Mountain Pacific has directly or indirectly assisted all Indian Health Service-managed service units in Montana through support of the Billings Area Office. We also work with urban Indian centers.



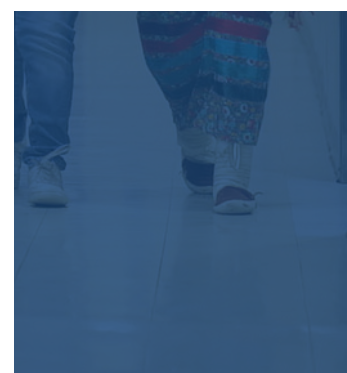
Supporting leadership development



Overcoming determinants of health



Peer to peer sharing



# Elevating Excellence with PATH

Working closely with the Centers for Medicare & Medicaid Services (CMS) and Indian Health Service (IHS), the Partnership to Advance Tribal Health (PATH) partners with CMS-certified, IHS-managed hospitals to improve health care quality for American Indian and Alaska Native (AI/AN) populations. Mountain Pacific is part of a multi-state collaborative of quality improvement organizations that work together to:

- Increase patient safety
- Improve behavioral health outcomes, especially around opioid adverse events
- Increase quality of care transitions
- Respond to public health emergencies as directed by CMS
- Sustain compliance, ensuring continuous accreditation, a comprehensive quality program and infection reporting

## Customer Service Training Expands Across Service Units

In the health care setting, quality customer service translates to person-centered care and improved patient safety. Studies indicate positive associations between the patient experience, patient safety and effectiveness of care.

Our customer service training initiative made a profound impact by being both interactive and tailored to the specific needs of each service unit. Our customized approach ensured the training addressed unique challenges and opportunities within each service unit, **including incorporating Indigenous perspectives and examples to enhance cultural relevance and sensitivity.**

Through the careful development and use of engaging presentations and applicable examples, staff gained valuable tools and insights that improved patient and staff satisfaction. The program's success led to its adoption by another area and state served by the PATH project, with more than 300 attendees benefiting from the interactive sessions. The request for continued quarterly training underscores the program's effectiveness in elevating service quality across all departments.



**300+**  
attendees  
benefited from  
interactive  
customer service  
training

# Elevating Excellence with PATH

## Optimizing Care with Innovative Tools

In Montana's IHS facilities, our PATH quality improvement advisors work on care transition measures, including improving access to outpatient services and co-optimizing emergency department (ED) use. A key component in these efforts is the specialized tracking tool we developed to help analyze outpatient appointment availability and productivity. The tool allows for detailed tracking and analysis of various metrics, including appointment slots and patient flow, helping to identify areas for improvement and streamline operations. Its successful implementation has led to its adoption across multiple service units. This work also supports compliance with Patient-Centered Medical Home (PCMH) standards. Enhancing processes and practices allows for the sustainment of effective care coordination and patient-centered care practices.

At least one service unit used the tool to adjust patient scheduling guidelines to optimize physician time and increase the number of patients seen. The tool provides facility leadership detailed visibility into physicians' workloads and a trusted, data-informed platform for constructive conversations on how to support timely patient access with the existing complement of staff.

### These efforts resulted in recent changes (final quarter) in key ED and care transition measures, including:

- Time to triage **improved by 11%**
- Time to medical screening exams **improved by 17%**
- Timely ED patient follow-up calls **improved by 44%**

These enhancements have not only streamlined patient flow but also contribute to better overall patient outcomes.

## Supporting Leadership Development

We have collaborated with the IHS Billings Area Office quality team for three years to host a monthly virtual "lunch and learn" educational series. The 2024 events have focused on leadership development, using principles from evidence-based content such as *Conversational Intelligence* and *Crucial Conversations*. Topics included emotional intelligence, communication, psychological safety and empowering others. The content is being repurposed into focused, in-person sessions at selected service units based on specific requests from their leadership teams.



Leadership  
development  
participants

**135**

# Community Health and Well-being

Mountain Pacific promotes community well-being and improved population health by addressing the social, cultural, economic and environmental factors that impact individuals' overall health. Through partnerships at federal, state and community levels, we work beyond the walls of health care facilities to support both physical and behavioral health services.

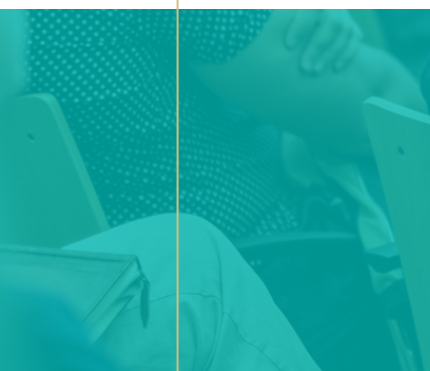
Under our federal contract with the Centers for Medicare & Medicaid Services, we have facilitated 24 health care coalitions across our region, focusing on improving access to services, care transitions and patient safety, while implementing pain management and opioid use best practices. A key component of our work includes reducing adverse drug events (ADEs), particularly opioid-related ADEs in nursing homes, and promoting community-based solutions such as naloxone distribution, prescription monitoring and education around opioid use.



Improved transitions of care



Behavioral health



Sustainable support systems



# Infant and Early Childhood Mental Health Consultation

Montana IECMHC is a prevention-based approach that pairs trained mental health professionals with adults who work with infants and young children in different settings where they learn and grow. These setting can be in child care, at preschool or in the home. For more than 20 years Montana has had local, child-centered programs that use IECMHC, but the programs need a centralized system to support use. Mountain Pacific partners with Montana DPHHS and the University of Montana to build a successful, sustainable IECMHC system that will:

- Grow and adapt to Montana's needs
- Provide access to consultation in a variety of settings
- Support the workforce of consultants
- Set up system-level partnerships

In August 2023, Loveland Consulting prepared a report that outlines 10 recommendations for supporting a Montana-specific model for IECMHC. Using these recommendations, Mountain Pacific collaborates to support early childhood and young family programming with training, tools and a community network to decrease child care workforce burnout and turnover as well as problem behaviors in children.

This collaboration includes the Montana IECMHC Advisory Council. Formed of stakeholders, government partners, child-serving organization leadership and subject matter experts (SMEs) from local programs, the council informs the IECMHC model through discussion around individual program goals, priorities, needs and challenges regarding mental health consultation.

The advisory council has a subgroup of SMEs that advises on Montana-specific standards for implementing a pilot model to inform the further development of a broader system. The model was approved by DPHHS, and the pilot program kicks off in the summer of 2025 with 12 contracted consultants who will serve a variety of child care providers across western Montana.

In the fall of 2024, Mountain Pacific will help launch a Montana-specific education program that includes lessons learned from previous IECMHC models and adapts to the state's unique geography, population and systems. The Montana certification criteria will unify the workforce and be supported by infrastructure supported through Mountain Pacific, including mentoring, communities of practice and peer networking and support.

Consultants to serve  
Montana child care providers

12



# Corporate Growth and Accomplishments

Building on more than 50 years of experience and a growing team of driven and passionate professionals, Mountain Pacific is well positioned to expand its support, services and expertise to a broader spectrum of health care communities.

To adapt to the ever-changing world of health care, we must support the professional growth of our staff, broaden our experiences and partnerships and leverage our creativity and ability to be innovative. While staying true to our mission and core values, our leadership and staff are actively pursuing opportunities to strengthen our capacity for providing solutions to better health.



Renewed focus on automation and enhanced capabilities



Updated systems and processes



Professional growth and advancement



# Positioned for Prosperity

## Finance Team Accomplishments

- **401k relationship:** This past year we transitioned our employee retirement plan to Slavic401k, who will now be providing fiduciary oversight on our 401k retirement plan. Their robust investment options and transparent fee structure ensure Mountain Pacific is getting the most value for our employees' investments.
- **Banking relationship:** As part of our ongoing commitment to enhancing our financial operations and supporting our organizational goals, we transitioned to a new banking partner, Opportunity Bank, who will provide more personalized and responsive service, ensuring our banking needs are met today and as we grow.
- **Cash flow management:** We have enhanced our cash flow reporting to provide more accurate and timely insights into our liquidity, enabling better decision-making and ensuring we can meet our financial obligations.
- **FP&A:** We have expanded our finance team to include a financial planning and analysis (FP&A) manager who will create advanced forecasting models and data analysis tools. These enhancements will allow for more precise and timely contract proposals and financial projections, enabling us to make informed strategic decisions and respond more effectively to changing market conditions.



# Positioned for Growth

## Analytics Support

Our data analytics team is tasked with companywide data acquisition, analysis and reporting support. Our data scientists provide ad hoc and programmatic reporting and data review and develop systemic insights that create corporate and initiative-specific opportunities. Highlights from this dynamic team include:

- Presented at multiple national conferences, including the Healthcare Analytics Summit in Salt Lake City, where we were featured among 100 showcases and received the "Most Needed Machine Learning in Your Health System" award in the artificial intelligence/analytics showcase.
- Restructured the analytics team to enhance communication of capabilities and provide more tailored support to stakeholders, while continuing to expand cross-contract support and develop innovative approaches that distinguish Mountain Pacific in health data science insights.
- Deployed a data cataloging tool to enhance data governance, allowing for the analysis and modeling of data across repositories, including transportation and patient services data, Medicare claims databases and our customer relationship management system.
- Implemented automation in the provider report card to identify high prescribers of controlled substances, generating detailed prescribing profiles for the Montana program.
- Supported predictive modeling for the Montana Medicaid foster population to assess atypical antipsychotic use concerning mental and physical diagnoses and developed natural language processing models to detect potential stigmatization in clinical notes for patients with substance use disorders.



# Positioned for Progress

## Human Relations Team Accomplishments

Mountain Pacific's human resources (HR) team plays a vital role in making sure our geographically diverse staff feel safe, valued and supported. Our HR professionals recruit and help retain employees, strengthen our positive workplace culture and manage employee wellness and benefits. During fiscal year 2024, HR bolstered our ability for corporate growth through multiple achievements, including:

- Awarded the 2023 Large Employer of the Year by the Montana Department of Labor, JSEC Committee and nominated as the Chamber of Commerce's Employer of the year.
- Added an additional paid holiday to our employee benefits package.
- Transitioned the organization to a more collaborative workplace by referring to "employees" as "team members" and "supervisors" as "leaders."
- Implemented all new health benefits program with increased coverage and lowered premium costs of up to 40%.
- Initiated targeted recruitment e-blasts to licensed professionals and increased candidate submission rate by 200%.

Over fiscal year 2024, Mountain Pacific grew by 23 team members, including hiring employees in three new states. Our staff of 124 now live and work in 14 different states and has more than 770 years of combined experience.



Employee  
turnover  
reduced by  
**8%**

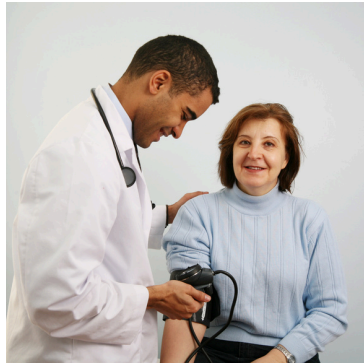
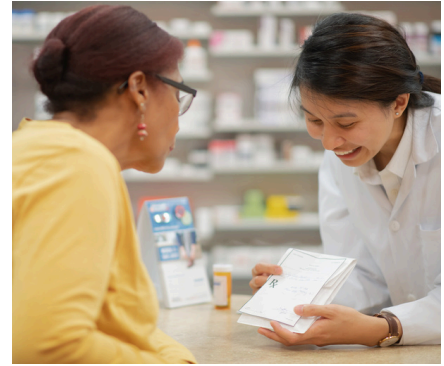


# Positioned for Innovation

## IT Advancements and Support

In an era where technology is at everyone's fingertips and foundational in day-to-day tasks, the IT department is at the heart of what keeps business functioning smoothly. Mountain Pacific's IT team has experienced a year of change in organization, staff composition, processes, platforms and environment. The IT team's accomplishments this year include:

- Migrated to a new voice over internet protocol phone system, resulting in improved robustness, reliability and quality. This migration has also enhanced scalability and expanded Mountain Pacific's service offerings.
- Upgraded to a faster, more reliable data backup environment with advanced encryption and secure storage, significantly enhancing our capacity to protect critical and client information.
- Expanded staff cybersecurity training with the KnowBe4 platform by conducting monthly phishing campaigns to test and improve phishing detection and prevention skills, better protecting our team members and our systems from a cyber attack.
- Implemented a streamlined onboarding process with a Microsoft SharePoint New Hire Setup Request workflow.
- Provided IT solutions to enhance contract support, including:
  - Enhanced and automated the workflow for the Montana Severe Disabling Mental Illness Waiver Program (SDMI) and the Retrospective Quality Assurance Review program using online forms and SharePoint, significantly reducing manual effort.
  - Established a Drug Utilization Review (DUR) Board Member portal on our Microsoft SharePoint site to better facilitate collaboration and the sharing of agendas, minutes, newsletters and other communications.
  - Developed an application for processing and transmitting journal payments to the Montana Department of Public Health and Human Services and data transfers to Montana's Program for Automating and Transforming Healthcare for the SDMI and Big Sky Waiver programs.



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