Montana Developmental Center (MDC) Background

- Placement of last resort for adults with serious developmental disabilities
- 2015 Legislature mandated closure
- Closed October 26, 2018
- Intensive Behavior Center (IBC)
Audit Objectives & Scope

- Closure statute, policies, and other state strategies?
- Safety and community inclusion outcomes?
- Cost savings for the state?
- Focused on 53 former MDC clients (“cohort”)
Closure Legislation

2015 LEGISLATION

- June 30, 2017 deadline
- Closure plan
- 15-member advisory council
- Transition most to comm. services

2017 LEGISLATION

- Deadline extended to June 30, 2019
- Monitor clients and report results
- Established Intensive Behavior Center
Closure Legislation

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2017 LEGISLATION

- Deadline extended to June 30, 2019
- Monitor clients and √ report results
- Established Intensive Behavior Center
We recommend DPHHS...

Continue to adhere to state law by maintaining a process to report clients’ monitoring results to guardians and family authorized to receive the information.

Department Response: Concur
Barriers to Council Fulfilling Responsibilities

- Concurrent and compressed closure timelines
- Varying levels of expertise
- Council’s responsibilities and limitations
Conclusion

- Simultaneous planning and implementation
- Prioritize limited resources to meet accelerated deadline
- Planning before closure
  - Increase council’s effectiveness
  - More streamlined process for department
Department Did Not Develop Repurposing Plan

- MDC idle since October 2018
- Resources used to maintain facility
- Other states: repurposing part of plans
Recommendation #2

We recommend DPHHS...

Develop a repurposing plan for the MDC facility that identifies key information, such as action steps, timelines, benchmarks to measure completion, and parties responsible for each step.

Department Response: Partially Concur
Status of Former MDC Clients

- Confirmed initial and recent placements for the 53 clients
- Examined the MDC client transition process
Conclusion

- Transition consistency affected by hectic environment
- Providers generally felt ready to serve clients
- Nearly all who transitioned to waiver are still enrolled
Survey of Former MDC Clients

- Learn about clients’ closure experiences and how they are doing now
- Population of 29
  - 17 responses, 59%
Happiness:
- Having more freedom or privacy
- Living with friends and pets
- Food they eat
- Doing activities/hobbies/jobs

Most Respondents Indicated They are Very Happy or Happy

- Very Happy: 38%
- Happy: 38%
- Not Happy or Sad: 6%
- Very Sad: 6%
- Do Not Know: 13%
Most Respondents Said Yes When Asked if They/Their...

- Spend time outside their home*: 100%
- Feel staff care about them: 94% (6% No)
- Staff help with concerns or problems: 94% (6% No)
- Do activities they want*: 94% (6% No)
- Talk to family or friends when they want: 94% (6% No)
- Pick which activities they do*: 93% (7% Do Not Know)
- Have chances to make friends: 88% (6% Do Not Know)
- Like where they live: 87% (13% No)
- Spend as much time outside their home as they want: 76% (18% No, 6% Do Not Know)
- Spend enough time with friends: 76% (24% No)
- Like what they do, if employed: 75% (25% No)

*Before Covid-19
Survey of Natural Supports

- Non-paid (natural) relationships with the individual
- Questions paralleled client survey
- Population of 43
  - 18 responses, 42%
Two-Thirds of Respondents Believe the Individual Is Very Happy or Happy

In your opinion, how happy is the individual?

- 17% Very Happy
- 50% Happy
- 17% Not Happy or Unhappy
- 6% Unhappy
- 6% Very Unhappy
- 6% Do Not Know
Most Respondents Said Yes When Asked if They Believe the Individual(s)...

- Receives adequate medical services? 83% Yes, 6% No, 11% Do Not Know
- Staff care about them? 78% Yes, 11% No, 11% Do Not Know
- Feels comfortable in their home? 78% Yes, 22% No
- Is easy to reach? 78% Yes, 22% No
- Staff address the individual’s concerns? 76% Yes, 24% No
- Is safe in their home? 72% Yes, 28% No
- Is included in community?* 72% Yes, 22% No, 6% Do Not Know
- Receives adequate social services? 67% Yes, 22% No, 11% Do Not Know
- Gets to do activities they like to do?* 66% Yes, 17% No, 17% Do Not Know

*Before Covid-19
Conclusion

- Individuals feel safe where they live and are happy
- More clients feel positively than their natural supports
- Client choice and provider staff are perceived contributors to quality of life
Client Care and Safety

- Whether closure ensured safety and inclusion
  - Incident reports at MDC/IBC
  - Waiver plans of care
MDC Incident Reporting Background

- Allegations of mistreatment, neglect, abuse, and injury of unknown source reported to DOJ
- DOJ investigates and (un)substantiates
Lack of Coordination Over Time

- System changes over time not readily available
- Lack of coordination affects data interpretation
Recommendation #3

We recommend DPHHS...

Work with the Department of Justice to develop and maintain a memorandum of understanding that defines roles, expectations, and processes for IBC incident reporting.

Department Response: Concur
Conclusion

- System differences impacted using incidents as proxy for safety
- MDC incidents were higher than community suspected to involve abuse, neglect, or exploitation
- Limitations on concluding caused by differences in the safety of the environments
Personal Support Plans (PSP)

- Developed annually by client and care team
- Must be person-centered
- Providers submit quarterly reports
- PSP and Quarterly Report review
  - Not consistently maintained
  - Not consistently person-centered
PSP Requirements Outdated, Not Perceived as Meaningful

- Requirements antiquated and unmeaningful;
- Duplicative or administratively burdensome
Recommendation
#4

We recommend DPHHS...

A. Update and centralize policies, procedures, and/or administrative rules for PSPs to increase administrative efficiencies, ensure greater consistency, and reflect person-centered planning,

B. Provide ongoing, statewide training for case managers and providers regarding policies, procedures, and administrative rules, and

C. Monitor PSPs for adherence to requirements to help ensure ongoing person-centered planning across regions and providers.

Department Response: Concur
Dept. Could Improve Management Information Availability

- Generates and archives a wide range of client care information
- Does engage in analysis activities
- Some data not readily available or maximized
  - To aggregate and evaluate client outcomes
Recommendation #5

Develop a data management plan and processes to:

A. Identify data needs for measuring and aggregating client outcomes

B. Develop protocols for collecting reliable and accurate data

C. Ensure more consistent and centralized data storage, and

D. Establish analysis procedures and reports to make informed management decision and inform stakeholders on client outcomes

Department Response: Concur
Costs of Serving Former MDC Clients in Community

- Cost savings an argument for closure
- Costs of serving individuals in the community
- Estimated post-closure cost savings
Costs of Serving Former MDC Clients in Community

- Cohort avg. expenditures > avg. enrollee
  - FY 2019: $190,983 vs. $45,853
- Former MDC clients often need more support
Closure Resulted in Cost Savings

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<th>FY 2015 Benchmark</th>
<th>FY 2019 Total</th>
<th>Difference</th>
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<th>FY 2015 Benchmark</th>
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Total Estimated Savings: $3,439,558
Conclusion

- Former MDC clients generally have greater service needs and, therefore, above-average waiver costs.
- IBC cost per client increased due to census decline.
- Closure resulted in overall cost savings to the state.