

Good Morning



CHELSEA RAYFIELD MANAGEMENT & PROGRAM ANALYST

Chelsea joined LAD in July 2018.
She has a Master of Public Administration
from the University of Montana.

Her previous work includes the MT Developmental
Center Closure, MDT Aeronautics Division, and
State Employee Settlements.

Performance Audit of the
Medical Assistance Program

Department of Labor & Industry

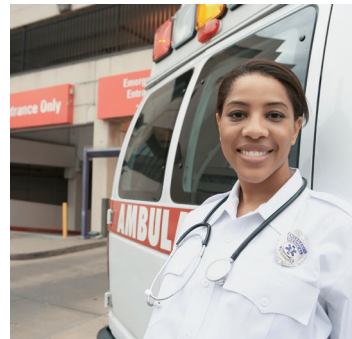




TABLE OF CONTENTS

01. Background Information

02. Program Vendor Transitions
& Inconsistent Program Data

03. Current Vendor Oversight
& Board Engagement

Montana Medical Assistance Program

Background Information

Non-treatment monitoring program

Four professional licensure boards

- Dentistry
- Medical Examiners
- Nursing
- Pharmacy

SUD, mental, or physical illness
(impairing)

Effective Oct 1, 2025:

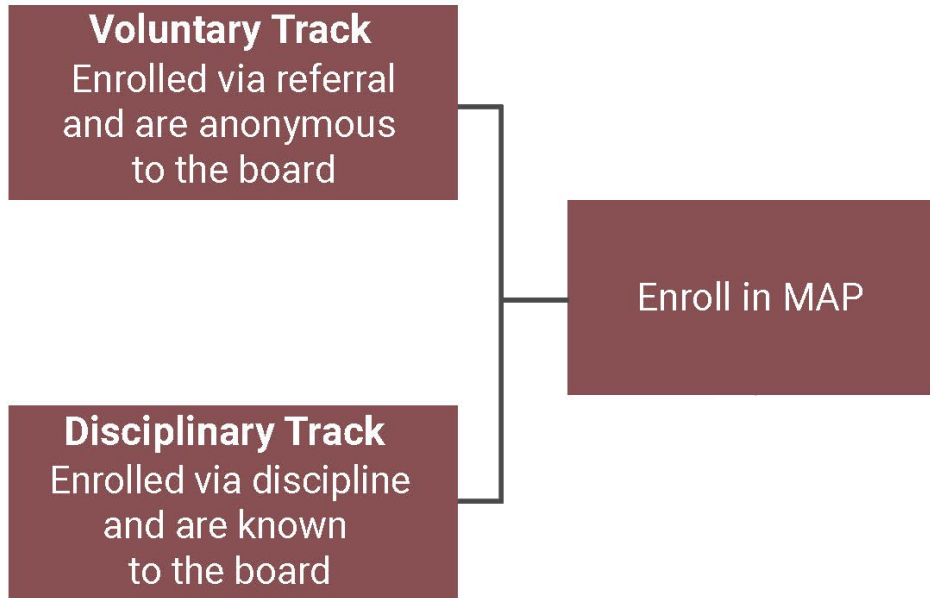
- Chiropractors
- Veterinary Medicine

DLI administers contract with vendor

Montana Medical Assistance Program

Background Information

Licensees **enter** the program...





AUDIT OBJECTIVES:

01. Does DLI effectively administer the medical assistance program?

02. Do the four MAP boards effectively engage the program to ensure public safety?



TABLE OF CONTENTS

01. Background Information

**02. Program Vendor Transitions
& Inconsistent Program Data**

03. Current Vendor Oversight
& Board Engagement

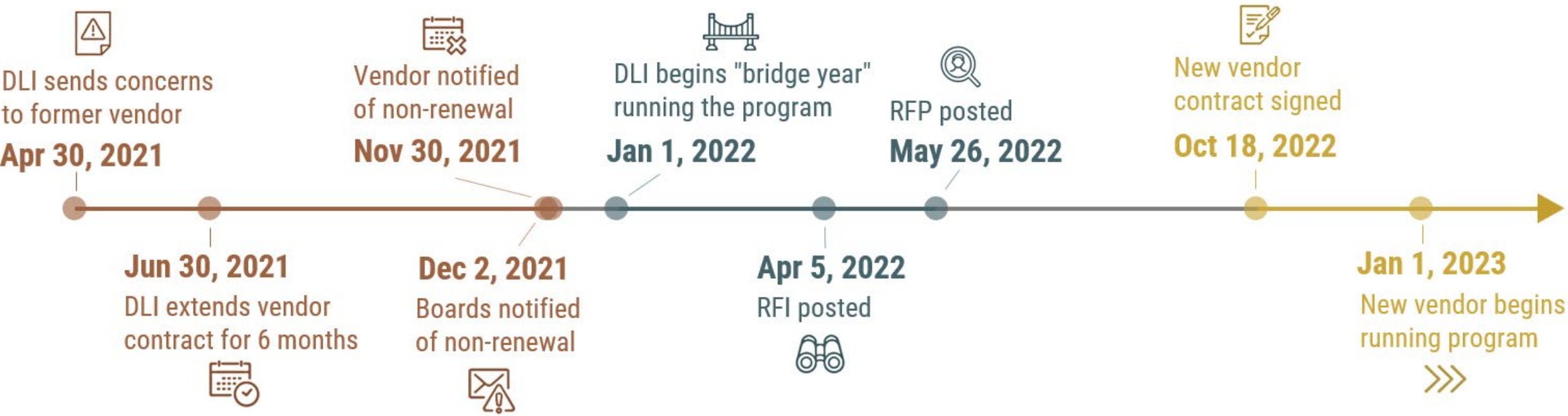
Montana Medical Assistance Program

Vendor Transitions & Inconsistent Data

Former Vendor

DLI

Current Vendor



Montana Medical Assistance Program

Vendor Transitions & Inconsistent Data

Former vendor 30+ years

Concerns about vendor director

- Sex-based discrimination and retaliation

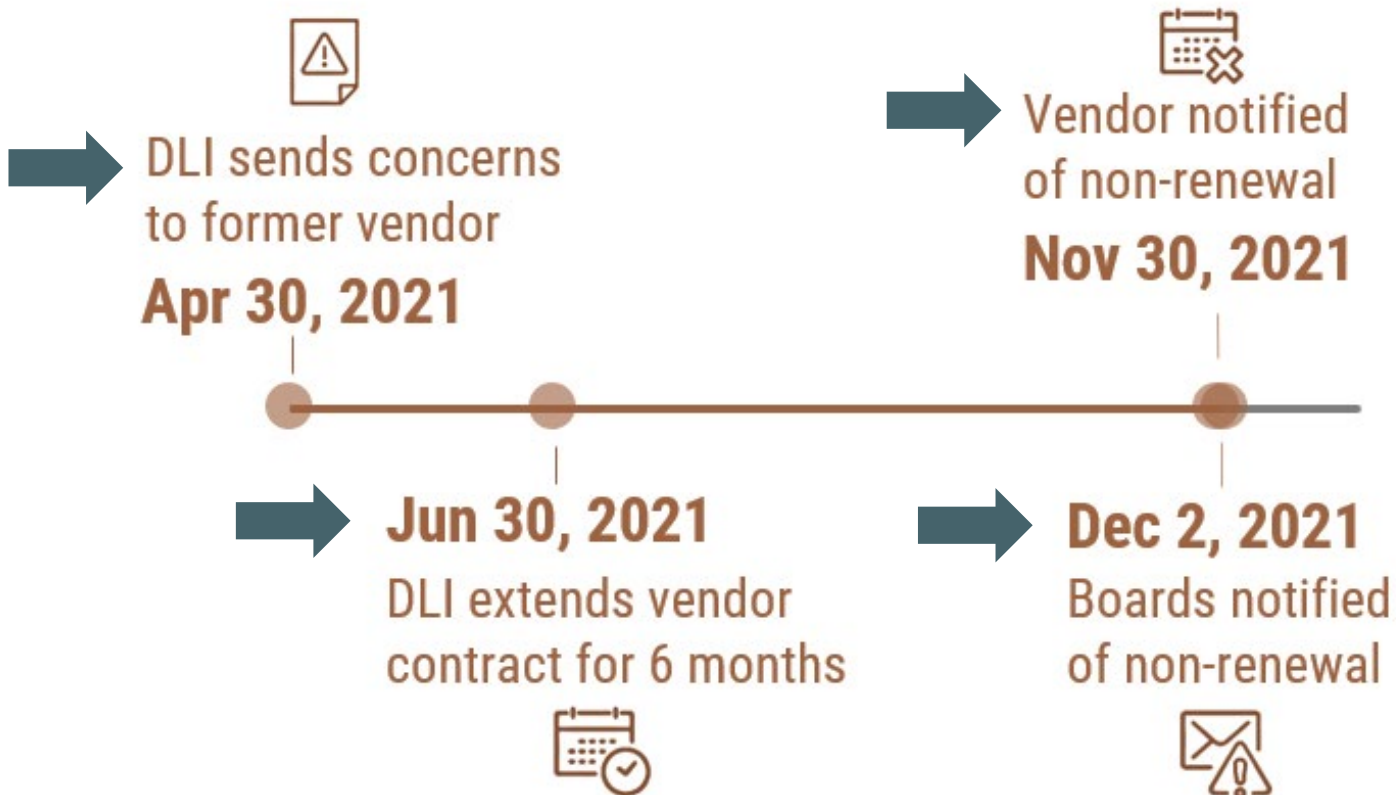
Opened the state to legal exposure



Montana Medical Assistance Program

Vendor Transitions & Inconsistent Data

Former Vendor



Minimal notice to boards and stakeholders

Backlash and concerns:

- Communication
- Expertise
- Program Instability

MT Medical Assistance Program

Vendor Transitions & Inconsistent Data

DLI requested data

Vendor assistance required

Issues acquiring data

Concerns with quality
and consistency



MT Medical Assistance Program

Vendor Transitions & Inconsistent Data

Determine if participants unaccounted for

Various data sets

- Former vendor reports
- DLI program data
- DLI disciplinary data (two types)



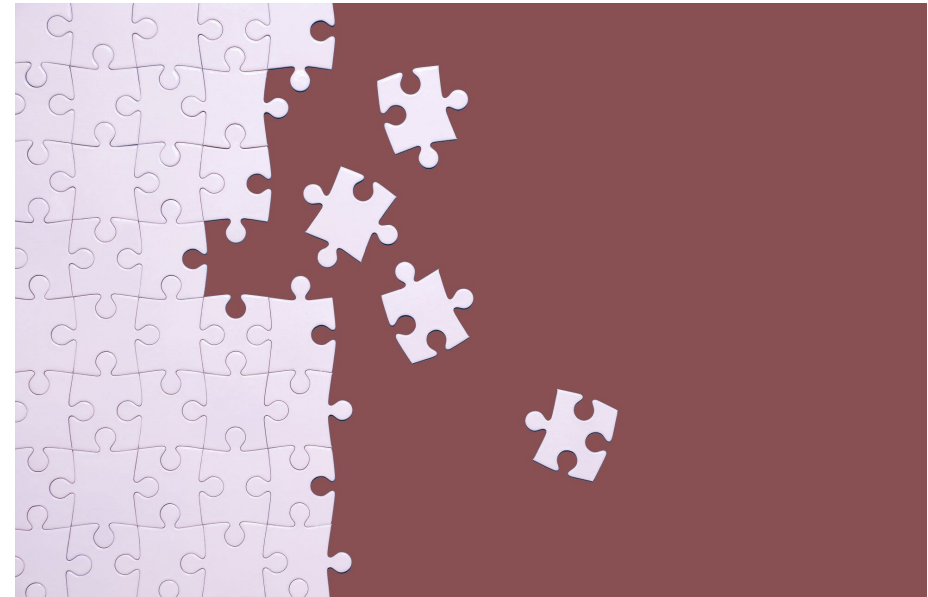
MT Medical Assistance Program

Vendor Transitions & Inconsistent Data

Data limitations and
reliability concerns

Some unaccounted for
in DLI's program data

Former vendor's reports
inaccurate and incomplete



MT Medical Assistance Program

Vendor Transitions & Inconsistent Data



DLI aware of data issues
but no further action



DLI: Other guardrails
sufficient



Program data necessary
for proactive public safety

RECOMMENDATION #1

DLI identify participants not in DLI
program data, including:

- A. Determining license status and
program status of those identified
- B. Identify any additional individuals
unaccounted for
- C. Pursuing action to re-enroll,
if applicable

Partially Concurred

MT Medical Assistance Program

Vendor Transitions & Inconsistent Data

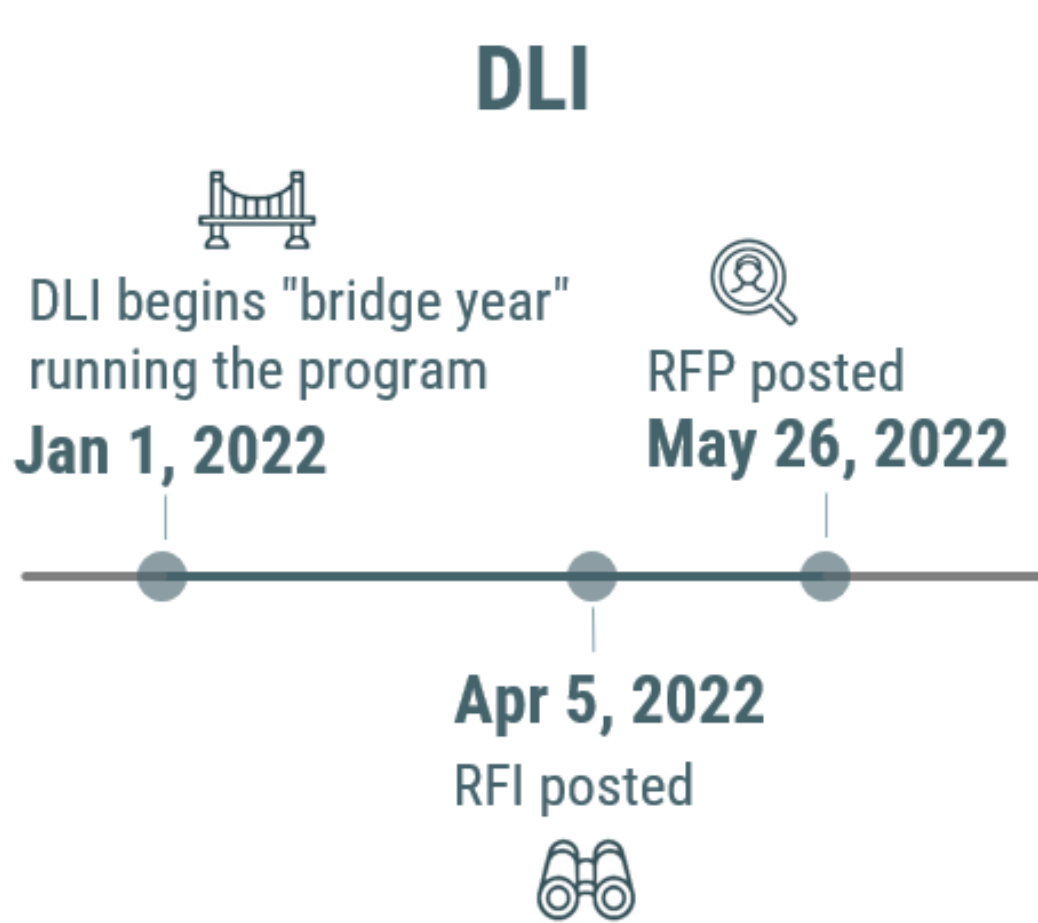
Disciplinary
Function



Program
Function

Montana Medical Assistance Program

Vendor Transitions & Inconsistent Data



Procurement efforts

- DLI sought board feedback

Stakeholder frustration

- RFI unnecessary
- Selection panel

DLI followed policies

- Conflicts of interest
- Appearance of impropriety

Montana Medical Assistance Program

Vendor Transitions & Inconsistent Data

Current Vendor



New vendor
contract signed

Oct 18, 2022



Jan 1, 2023

New vendor begins
running program



DLI worked closely with vendor

Updated contract language

Transition challenges

- Limited timeline (> 3 months)
- Ongoing data difficulties

MT Medical Assistance Program

Vendor Transitions & Inconsistent Data



Challenges experienced during transitions



Lasting impacts threaten program success



Transition plans mitigate disruption and ensure communication

RECOMMENDATION #2

DLI make a vendor transition plan:

- A. Stakeholder analysis and communication plan
- B. Strategies for full contract enforcement, incl. data transfer
- C. Any additional activities to ensure service continuity

Concurred



TABLE OF CONTENTS

01. Background Information

02. Program Vendor Transitions
& Inconsistent Program Data

**03. Current Vendor Oversight
& Board Engagement**

MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

Surveyed and/or interviewed:

- Current vendor
- Board members
- Participants
- Treatment providers
- Professional associations



MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

Current Vendor

- Satisfied with DLI's support
- Previously lacked accountability
- No formal internal quality assurance process (not required)



MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

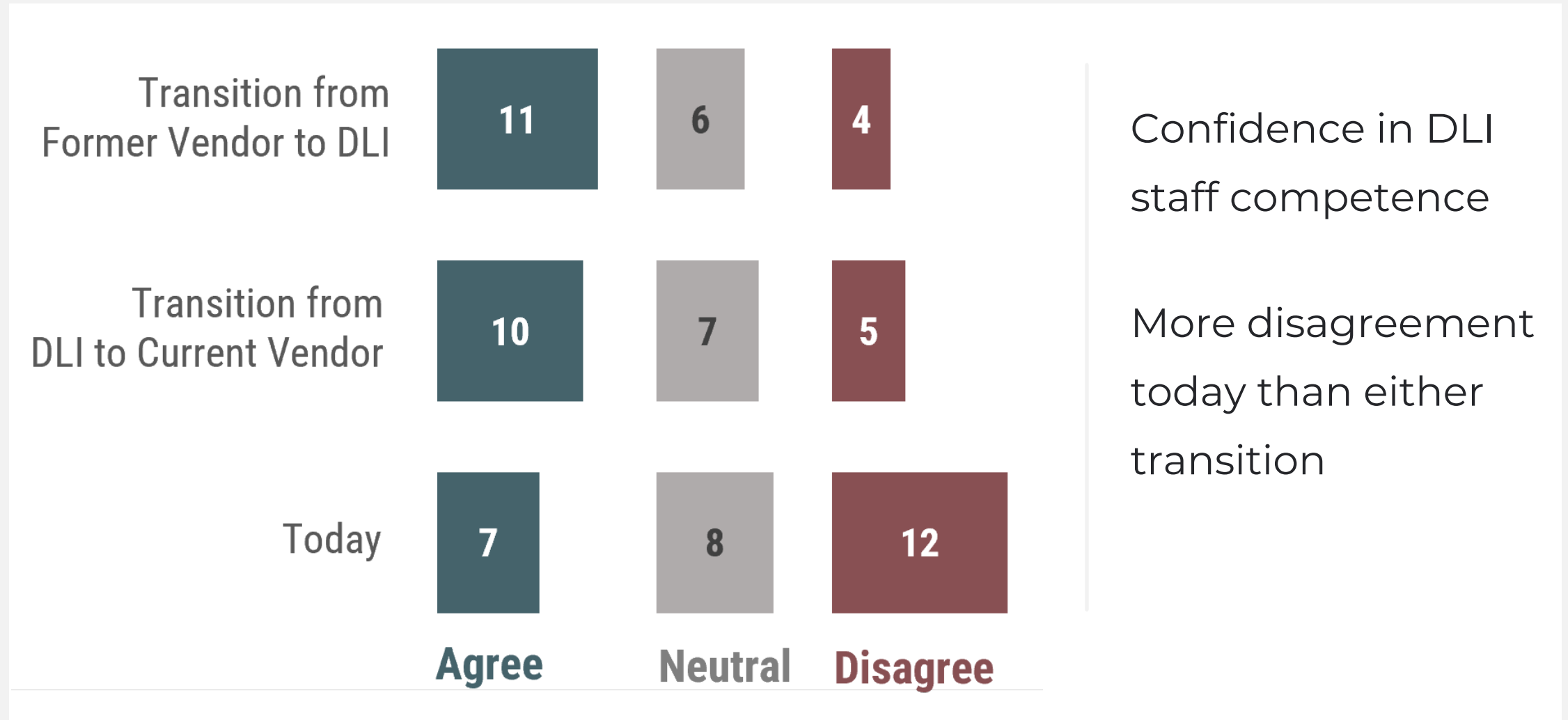
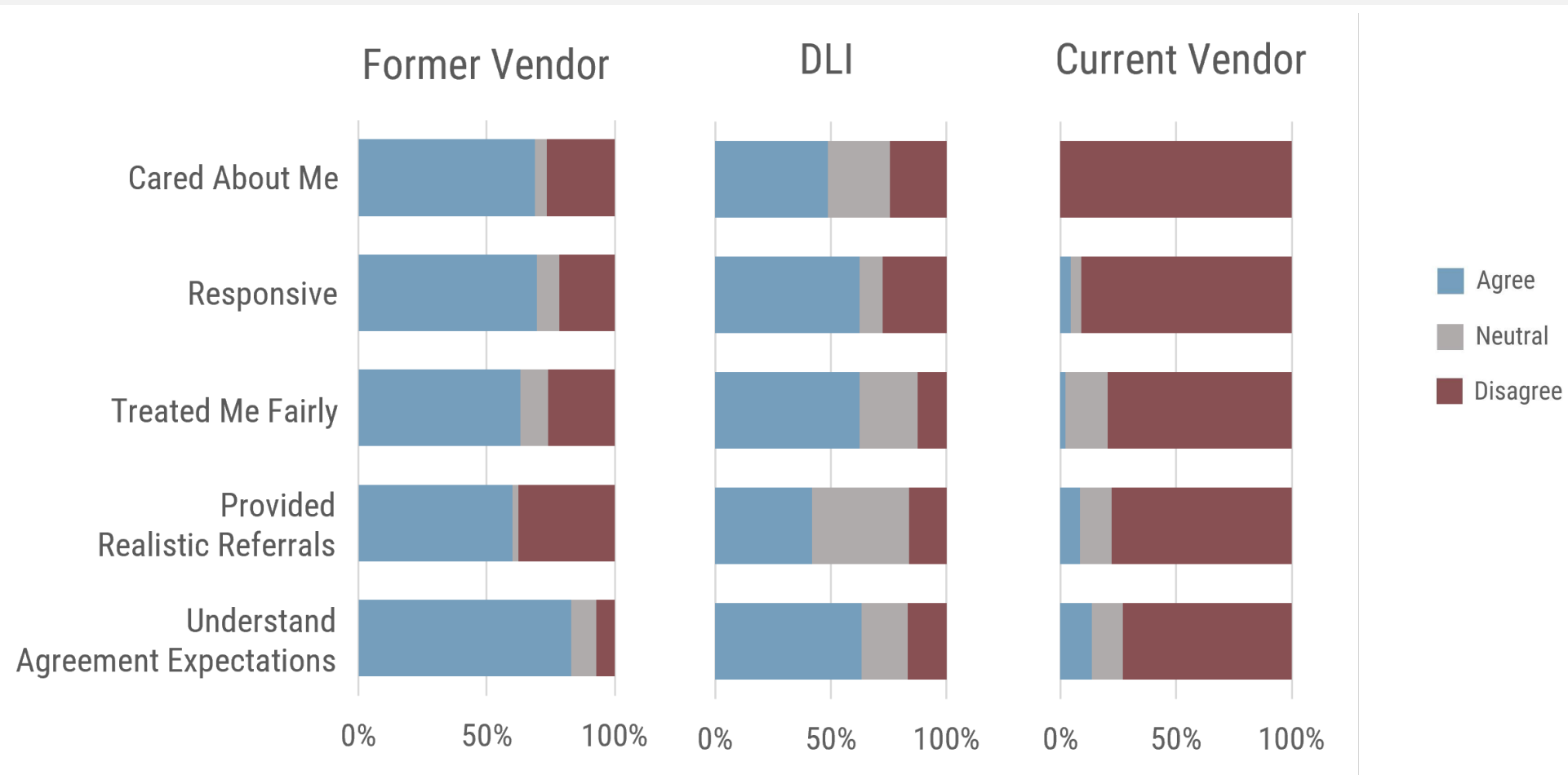


Figure 11, pg. 28

MT Medical Assistance Program

Current Vendor Oversight & Board Engagement



Participants disagreed more with statements about current vendor

MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

Additional participant concerns:

- Difficulty reaching staff
- Conflicting guidance
- Monitoring requirements changed mid-program
- Not following clinical recommendations



MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

DLI staff liaison with contractor

- Receives concerns
- Determines further action

Participants' perceived barriers

- Liaison is a board officer
- Fear of vendor retaliation



MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

Treatment Providers

- Lack of rural experience
- No staff in Montana
- Not following treatment recommendations

Professional Associations

- Not recovery-based
- Treats participants unfairly
- No healthcare community outreach

MT Medical Assistance Program

Current Vendor Oversight & Board Engagement

State law requires external audit

- Every 10 years
- Last done in 2013

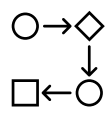
DLI working on completing

- Difficulty acquiring third party



MT Medical Assistance Program

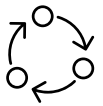
Current Vendor Oversight & Board Engagement



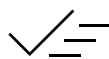
DLI made improvements
but challenges remain



Ongoing scrutiny may
decrease effectiveness



QA systems evaluate
operational success



Demonstrate operating
as intended

RECOMMENDATION #3

DLI improve its vendor oversight to
understand operations and confirm
operations by:

- A. Timely completion of statutory
external audit
- B. Work with vendor to ensure QA
process and reporting
- C. Regularly engage stakeholders
to address concerns

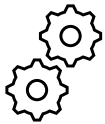
Concurred

MT Medical Assistance Program

Current Vendor Oversight & Board Engagement



How and when boards engage program



Both licensing and disciplinary processes

CONCLUSION

- Boards, DLI, and program engage across processes
- Help ensure information to protect public while maintaining participant privacy
- Program keeps boards informed of individual circumstances



Happy to answer
any questions