

Logan Health Behavioral Health Kalispell, Montana

February 27 & 28,

2024

Site Inspection Conducted by the Mental Disabilities
Board of Visitors

Jeremy Hoscheid

Jeremy Hoscheid, Executive Director

INTRODUCTION

Mental Health Facility reviewed:

Logan Health Behavioral Health - Kalispell

Leslie Nyman, Director of Behavioral Health

Authority for review:

Montana Code Annotated, 53-21-104

Purpose of review:

1. To learn about the services provided by Logan Health Behavioral Health in Kalispell.
2. To assess the degree to which the services provided by Logan Health are humane, consistent with professional standards, and incorporate Mental Disabilities Board of Visitors standards for services.
3. To recognize excellent services.
4. To make recommendations to Logan Health for improvement of services.
5. To report to the Governor regarding the status of services provided by Logan Health.

Site Review Team:

Board:

Tyson Schumacher, Board Member

Aaron Atkinson, Board Member

BOV Staff:

Jeremy Hoscheid, Executive Director

Craig Fitch, Attorney

Michelle Reinhardt, Consultant

Review process:

- Interviews with Logan Health Behavioral Health staff and clients
- Review of treatment activities, tour of Logan Health Facilities
- Review client treatment plans.
- Review policy and procedures, organizational structure

Overview

Per M.C.A. 53-21-104 the Mental Disabilities Board of Visitors (Board) conducted a site review of Logan Health Behavioral Health (Logan) in Kalispell on February 27 & 28, 2024. Logan Health Behavioral Health is part of the larger Logan Health/Billings Clinic healthcare system. Logan Health Behavioral Health, formerly known as Pathways Treatment Center, is an inpatient psychiatric stabilization program that serves both adolescents (ages 12 and up) and adults.

Logan Health Mission: Improve health and quality of life by delivering exceptional, compassionate care with an outstanding experience for all.

Logan Health Vision: To be the center for health and healing in our communities, where access to high quality outstanding care helps achieve healthier and more fulfilling lives.

Logan Health Core Values:

Integrity: In our actions and in our words, we approach every moment with integrity. We feel deeply the need to respect our patients and each other no matter the situation. We take ownership and responsibility to protect the organization and provide exceptional care for our patients.

Quality: We provide evidence-based care that delivers on the patient's individual needs ensuring that patients and caregivers are safe.

Service: We are here to serve the needs of our patients and our communities by providing excellence in care at each and every interaction.

Compassion: This is at the center of everything we do. Wherever and whenever people seek us, they will find open hearts, ready to listen in order to deliver patient-centered care.

Unity: We are connected in our purpose, to each other and to our community. We create an environment where everyone is valued and respected for their contributions and we deliver a welcome, include, seamless experience.

Similar to other behavioral health providers across the state, Logan has had to overcome its share of obstacles over the past few years. Logan staff indicated that a significant number of services in the Flathead area have ceased operations and that these closures have created a challenge with discharging patients to sufficient aftercare services. The increasingly expensive housing market in the Flathead area has also presented a significant challenge in workforce recruitment and retention across. Despite these challenges, Logan has worked extremely hard to be a community leader and partner not only in the Flathead community but across Montana. Members of Logan serve on community on task forces and partner with external agencies and providers where they can. The Board did want to note that the topic of transportation was a common theme that ran throughout the entirety of the visit. This topic was focused on patient discharges and arranging transportation for patients. As an inpatient psychiatric stabilization hospital in Montana, Logan serves patients who often arrive by ambulance from a home community a far distance from

Kalispell. When the patient is stabilized and ready for discharge, the patient may not have great options readily available for transportation to return to their home community. Staff at Logan have worked hard to combat this issue with some creative options such as bus tickets and taxi fares, but due to the geographic size of the state these options are often extremely costly and limited.

The Board did note that overall the facility was in reasonable shape despite the building age and acute nature of the treatment programming. Logan staff reported that they have a responsive maintenance team and an excellent co-workers who all care about keeping the facility safe and in good shape. The Board did note that had utilized all it could out of the current physical facility and that it may be time to explore potential for future expansion or a new facility entirely.

The Board would like to commend the kitchen staff and housekeeping staff at Logan. The patients interviewed commented that overall, the food was well liked. The kitchen staff appeared to do a very nice job of preparing and serving meals, while also keeping a clean and inviting cafeteria/dining area. The Board noted that housekeeping also had a regular presence on the units and appeared to be in good spirits and engaged with the patients.

During the review, the Board also had the opportunity to tour the gym, the art therapy room/classroom, the outside secure area (that can be used flexibly for adults and adolescents depending on bed need, but not at the same time). During the tour, the Board observed youth playing badminton and working on art projects. It was noted that the daily schedule appeared to be very detailed, promoting many different therapeutic options, substance abuse groups, medication education groups, relaxation, yoga, animal therapy and other options. Due to the staggered nature of certain programs, some patients reported not getting to take advantage of certain programs – but this is due to the short average length of stay (Reported as 4-6 days on average for adults and 5-7 days on average for adolescents).

Logan reported that they've had a lower average daily census over the past few years, specifically speaking to unusually low numbers on the adolescent unit. At the time of the Boards review the census for Logan was 20 patients (11 adults and 9 adolescents).

Staff at Logan commented on the need for increased shelter services in the Flathead area and that there had been a noticeable increase in the number of homeless individuals that have presented in the ER over the past few years. Logan does not provide treatment for primary SUD treatment, though it was reported that many patients struggle with SUD co-morbidities. It was reported that it was a regular occurrence for patients to be continuing to detox from substance use when being treated for mental-health concerns while at Logan.

Organizational Planning and Quality Improvement

Logan Behavioral Health does not have their own internal strategic plan, but instead focuses their daily efforts on the larger Logan Health Network general “pillars” that identify focus areas such as access for patients, clinical quality, and community perceptions.

It was reported that Logan has been significantly tied in with the local Flathead community and utilizes those connections to help guide the work they do. Logan participates in local community suicide taskforces, Youth Awareness Mental Health (YAM), the Flathead County Collaborative, and serves as a key member in the development of the Flathead Community Health Needs Assessment. Logan has also been one of the major sponsors of the statewide “Let’s Talk About It” campaign for suicide awareness. “Let’s Talk About It” is an effort to bring awareness to suicide prevention and normalize asking for help.

In 2021, Kalispell Regional Health announced that it would be rebranded as Logan Health. This was done to better unify the network, eliminate patient confusion, and better position the network for future expansion. In 2023, it was announced that Logan Health and Billings Clinic would begin exploring a merger into one independent health system, serving those in Montana and Northern Wyoming. This combined system would allow the system to integrate clinically and advance community health through various initiatives, including improving safety, quality, and service; expanding the primary and specialty care; reinvesting in improved care and services; strengthening retention of providers and other staff; and bolstering medical education, research opportunities and innovation. and it was reported that some alignments occurred but generally they’ve been able to operate as a reasonably-independent department within the system. While it is still too early to tell the actual impact of this merger/blending of the organizations, Logan Health Behavioral Health appeared excited and is ready to roll with the changes.

The Board noted that the patient feedback utilized through exit surveys was monitored and reviewed by the administrative team and that in the past they have used this information to make changes within the hospital. Logan reported that internally they would analyze the information collected and review it for trends and to determine if there were common issues or concerns regarding the care provided, or staff interactions. Logan appeared to have a strong focus on staff development and employee retention. Administrators regularly reviewed key performance metrics such as restraints, falls, assessments, outcomes, and exit interviews. These metrics were used in tandem to try and provide improved patient care.

The Board also learned that Logan Behavioral Health has access to an informatics team within the larger Logan Health network that can provide assistance if a more in-depth analysis is needed. The Board noted that Logan utilizes ProQOI (Professional Quality of Life) assessments with employees throughout the year to monitor for workplace/provider burnout and compassion indexes.

Rights, Responsibilities, and Safety

Logan defines the individual patient's rights and responsibilities. It was reported that this information is provided both verbally and in writing to individuals and family members/guardians.

Logan provides patients access to independent advocacy services such as the Mental Disabilities Board of Visitors, the Mental Health Ombudsman, and Disability Rights Montana. The Board noted that during interviews with staff that for the adolescent patients, the contact information for advocacy services was given to the child's parents/guardian.

The Board would recommend that the contact information for advocacy services be shared with both parents/guardians and patients.

Additionally, the Board learned that nurses fill out grievances with the patients. This process was relayed to the interviewers that the purpose was due to ensure the grievances were legible/intelligible and so that Logan could respond promptly. This would mean that patients need to relay their story to someone to capture, vs. having the ability to complete a written grievance on their own.

The Board would recommend that Logan review this process and ensure its equitable, supportive of privacy, and that if the patient requests assistance in completing a grievance, that the patient can select the staff member who would help them complete it.

Overall, it appeared that client input was appreciated and that clients can provide feedback at the end of their visit to the facility. The Board learned that patient grievances were a fairly rare occurrence on the units and that staff always tried to be responsive to patients' needs and requests. Patients reported feeling safe, feeling that if they did have a grievance that they would be able to complete one without fear of reprisal. Patients interviewed were complementary of specific staff and reported to be happy with the therapy that was provided. One area that all the adolescent patients interviewed touched on was not necessarily knowing the rules on the unit. They are provided a "blue book" with a comprehensive set of rules, rights, and other information but patients interviewed all felt that staff could have helped them understand/orientate to these better.

The Board would recommend that Logan have staff follow up with patients after the first couple of days to ensure that the patients understand the rules on the unit and to see if they could answer any questions the patients may have regarding the rules.

Logan protects individuals from abuse and neglect by its staff. Logan has a policy for Recognition and Reporting Abuse. Staff interviewed were able to describe the policy and procedure as well as the follow-up steps in the process. Logan enters all reports of abuse and neglect into the event management system (MIDAS) for internal tracking practices. While reviewing the policy it was found to be missing a reference and requirements of Section 53-21-107 MCA. This appeared to be a clerical error as the policy had been recently revised.

The Board would recommend that Logan add to the Recognition and Reporting Abuse policy and procedure steps to fully implement the requirements of Section 53-21-107 MCA.

Logan appeared to have a very good safety culture that was attributable to good training, culture, and internal supports. Logan Health Behavioral Health provides the organizations Workplace Violence Training to the rest of the Logan hospital, including the security staff. Logan Health Behavioral Health works closely with security staff during potentially dangerous situations. Logan appeared to place a tremendous focus on employee safety, support, and crisis management to help protect the culture. The facility has been working diligently to avoid the use of restraint/seclusion/involuntary medication.

Staff at Logan receive annual de-escalation/restraint training as well as additional training on HealthStream. Logan uses The Aegis System, which provides Trauma Informed and Crisis Prevention training. Staff interviewed reported that during a patient escalation staff is always looking for ways to give the patient back some control in the situation. This puts the choice back to the patient. When Logan must utilize intramuscular injection (IM), it is completed in a fast and coordinated plan to keep things at a minimum for the patient.

Individual, Family Member Participation

Staff who were interviewed stated that they have a high success rate in securing one or more family members that would participate in the treatment and support of the patient, even for adult patients. The family and guardians are involved in the treatment plan process for each patient. The treatment plans reviewed appeared to be person centered and note the individuals support structure outside the hospital.

At the time of intake, the parents/guardians are interviewed for purposes of building a treatment plan and once again prior to discharge to assess the discharge readiness and discharge plan for any youth or adolescent patient. Logan proactively provides clients, and – with consent - clients' family members a copy of the treatment plan which includes a diagnosis.

While touring the facility and interviewing both staff and patients, it was noted the different opportunities that Logan provides and encourages for family member/guardian participation in the individual's treatment and treatment planning. It appeared to the Board that the promotion and support continues to be available even after discharge. The Board learned that Logan is the meeting location for a weekly peer lead depression support group for former patients. This group came about after a former patient completed treatment and wanted a way to give back the help she received at Logan.

Cultural Effectiveness

Logan did not have a specific cultural effectiveness plan in place at the time of the Boards review. Staff that were interviewed by the Board were generally unaware of any data collection or analysis of any racial/minority demographic within the population that Logan serves.

It was reported by staff that Logan does have multiple trainings modules through HealthStream that cover cultural effectiveness and that Logan does provide different cultural training topics annually. Staff discussed with the Board the trainings for staff regarding LGBTQ+ and preferred pronouns. It was reported to the Board that Logan does attempt to honor special requests of patients e.g., they will create a space on the unit for cultural activities such as smudging.

The Board did note that Logan does have in its internal policies a section that states “Patients will be allowed to express their spiritual beliefs and cultural practices that do not harm others or interfere with their planned course of medical therapy.”

The Board would recommend that Logan contract with a Native American/tribally enrolled clinician who can offer specific culturally relevant treatment options that can be implemented in a treatment plan and the treatment milieu of patients/families who identify as Native American/American Indian.

The Board would also recommend that Logan develop links to organizations within the community to explore additional training and educational opportunities related to military service members and other culturally represented groups.

Staff Competence, Training, Supervision, and Relationships with Residents

In review of job descriptions provided, the Board noted that Logan defines optimum knowledge and competence expectations for working with individuals.

Logan has a written training curriculum for all new staff focused on achieving knowledge and competence expectations specific to working this patient population. Logan utilizes HealthStream, a Learning Management System, which provides a catalogue of healthcare and behavioral health related modules available to staff. The married-state preceptor model is leveraged at the facility to provide a three-step transition into working at the facility. This model can be adjusted depending on how quick the new employee is picking up the flow and has competency checkpoints built into the process. The Board was pleased to learn that as part of the model, staff experience every step of what a patient would go through if being admitted for treatment. Logan also provides weekly progress check-in meetings with new hires. Logan also utilizes different assessment tools to understand the best way that employees learn. For example, if that staff is an auditory or visual learner. Logan then adapts their training/management approach to best fit that staff. Staff also get a 6-month competency check. It is helpful to note

that Logan has a lot of different specialties and folks are given opportunities to try out different areas with some minimum tenure requirements. This also means that while someone may not be a good fit for behavioral health, they may be able to transition to another department with Logan, versus separation of employment.

Logan reported that they offer a Skills Fair every year during the 4th quarter. Refresher courses such as wound care are offered during this time. Logan also offers a Lunch and Learn program for Continuing Education Units (CEU's) at the main hospital location. Logan staff also reported that they will attend the Behavioral Health Conference annually in Whitefish. Logan staff also reported training put on by the local Flathead County Drug Taskforce. Staff members at Logan on all levels receive regularly scheduled in-service training at Logan. Staff interviewed could not share specific NAMI-MT training opportunities or Department of Public Health and Human Services Trainings they had participated in recently but did recall those trainings occurring in the past.

Logan did report to the Board that they had recently had turnover with a full-time Staff Development Educator. Staff strongly spoke of the value of having this position being located internally within Logan Health-Behavioral Health. It was reported that the educator job duties would be taken up by other staff within the Logan Health Network.

The Board would recommend that given the unique nature of behavioral healthcare that Logan review all possibilities to retain this position internally within Logan Health-Behavioral Health. It appears to the Board that this position has brought a lot of value to the Logan staff which in turn, leads to improved patient care.

Staff that were interviewed and observed during the Boards tour all appeared happy and passionate about their work. Staff appeared to have a high degree in confidence and independent decision-making authority in their job duties. The Board noted that there were a handful of nurses in the preceptorship program and both staff members appeared to be pleasant when paired together.

Overall, the Board noted that staff members observed had demonstrated active and supportive engagement with individuals throughout the different treatment environments. The Board also noted that the professional staff members were present on the units and were interacting with both the staff and patients.

Multiple staff relayed that the culture at Logan is very accepting of feedback and open to new ideas and suggestions. Staff reported that they felt confident in being able to approach their supervisors if they needed anything. It was also reported to the Board that supervisors are accountable for monitoring the way that staff address and interact with patients and ensure that the individual is receiving effective treatment as described in the treatment plans. The Board was pleased to learn of the Kudo Grams program where staff can write a little note from staff to another staff. This is a neat program to not only recognize employees going above and beyond, but to further develop employee relationships and comradery.

Treatment and Support

Every individual receiving services at Logan has a written treatment plan in place and is being implemented by staff.

A written discharge plan is in place for every individual receiving services at Logan.

Prior to admission patients are seen at the Logan Health Emergency Room where potential medical conditions are ruled out as a source of psychiatric illness before any patient is moved to the Logan Health Behavioral Health inpatient program. While in the Logan Health-Behavioral Health program, patients can easily access any medical needs that arise during their treatment stay.

Logan Health Mental Health Professionals and Crisis Intervention Specialists are trained and expected to conduct crisis and safety planning prior to civil commitment hearings in order to reduce the number of civil commitments to a higher level of care at Montana State Hospital.

General

Written treatment and discharge plans in the electronic medical record (EMR) were reviewed from the adult and adolescent inpatient units at Logan Health Behavioral Health. The psychiatric providers are diligent at ruling out medical conditions that may be responsible for the presenting psychiatric symptoms, both at the initial assessment and ongoing throughout treatment. It was noted that obtaining a medical consult can be challenging at times due to the willingness of the medical providers to come over from the hospital's main campus to the behavioral health units. Medical consults are primarily done by advance practice providers (APPs) who only see adults, so adolescents need to be transferred to inpatient pediatrics for more complex medical care. Logan Health Behavioral Health provides records to ensure continuity of care and provides patients with an appropriate referral to primary care provider if continued medical care is needed.

Trauma Informed Care

Logan Health Behavioral Health provides treatment and support to patients that incorporates trauma informed care using the SAMSHA guidelines. Psychiatrists and Licensed Clinical Social Workers (LCSWs) are knowledgeable and receive formal training in trauma-informed care, incorporating trauma-specific interventions into their treatment plans. Other behavioral health staff (i.e. nurses (RNs), clinical pharmacists (PharmDs), mental health specialists (MHSs), health unit coordinators (HUCs)) reported having limited ongoing formal training on trauma-informed

care and universal trauma precautions, specifically around the use of therapeutic communication, and staff's awareness of professional boundaries with patients.

The Boards recommends: All employees receive ongoing training in trauma-informed care and universal trauma precautions to ensure all staff have a basic understanding of how trauma affects a client's treatment course.

Education

Logan provides psychiatrists access to evidence-based educational opportunities by encouraging participation in national conferences and providing allowances for continuing education. HealthShare annual and quarterly education/training is available to all staff on a variety of topics. Logan also utilizes a preceptor program for RNs, LCSWs, and MHSs where new employees are paired with seasoned employees to allow for 1:1 training for 6 weeks.

Co-Occurring Psychiatric and Substance Use Disorders

Patients in alcohol and/or opioid withdrawal are managed with the Clinical Institute Withdrawal Assessment for Alcohol (CIWA) and/or Clinical Institute Narcotic Assessment (CINA), respectively. Scheduled benzodiazepine tapers are also implemented for alcohol withdrawal as needed. Patients have access to oral naltrexone for alcohol use disorder (AUD). Long-acting injectable naltrexone (Vivitrol) is not currently available inpatient. Historically, buprenorphine for opioid use disorder (OUD) was offered on the inpatient units by Addiction Medicine physicians. Currently, buprenorphine is not being prescribed on the Logan Health Behavioral Health inpatient units.

Medication

Review of the EMR and discussion with interdisciplinary staff, prescribing at Logan Health-Behavioral Health appears to be evidence-based and reflects internationally accepted medical standards. Rational for prescribing, changing, tapering/titrating medication therapy, and medication monitoring (i.e. labs, vitals, rating scales for response, etc.) to track patient progress and medication safety/effectiveness are consistently documented in the EMR. Metabolic monitoring with antipsychotics based on American Diabetes Associations/American Psychiatric Association guidelines are routinely documented. Complete metabolic panel (CMP), complete blood count (CBC), medication trough levels, and any other required labs for medication

monitoring are collected at baseline and as needed. Allergies, side effects, adverse reactions and abnormal involuntary movement disorders are documented, closely monitored, and promptly treated when appropriate by the clinical staff and providers. Monitoring for abnormal involuntary movements using the abnormal involuntary movement scale (AIMS) is assessed and documented in provider notes as needed based on the current medication therapy. The following long-acting injectable (LAI) antipsychotics are available in-patient: Invega Sustenna, Haldol Dec, Prolixin Dec.

Nurses promote coping skills prior to using an as needed (PRN) medication. Rational for using the PRN medication is documented on the medication administration record (MAR). Oral medication is promoted as first line. If an intramuscular (IM) medication is required, a one-time order is obtained from the psychiatrist. IM medications are not placed as standing orders.

Psychiatrists, clinical pharmacists, and nurses promote adherence to medications through negotiation and education using a patient-centric approach. If a patient refuses to take their scheduled medication, the staff provide education to promote adherence and ask the patient the reason for non-adherence (i.e. side effects, ineffectiveness, patient is upset, etc.), then encourage the patient through education and negotiation. If the patient insists on not taking the medication, the staff document the refusal on the MAR and notify the psychiatrist if needed. Logan Health Behavioral Health does not force patients to take medications, withdraw support or deny access to other treatment or support programs based on the patient's decision not to take medications. Logan Health Behavioral Health supports a patient's decision to seek a second option from other qualified psychiatric providers if applicable.

Logan Health Behavioral Health has an interdisciplinary treatment team model which includes two clinical pharmacists. Psychiatrists and staff expressed satisfaction with the services provided and mentioned the clinical pharmacists were available to address any questions or provide medication education to patients/family as needed. The clinical pharmacists participate in treatment team and monitor for medication appropriateness, effectiveness, safety, and adherence. They also help ensure medication access within a timeframe that does not delay care, exacerbate illness, or prolong absence of necessary medication treatment. The clinical pharmacists are also closely involved in the transition of care process, assisting with medication history on admission, ensuring medications for chronic conditions are continued during hospitalization, and assisting with discharge medication reconciliation. Logan Health Department of Pharmacy offers a Meds to Beds Discharge Delivery Program, a program in which the staff delivers discharge medications to the patient's bedside prior to discharge, eliminating the need to stop by the pharmacy after leaving the hospital.

Medications at Logan Health Behavioral Health are stored, transported, reviewed, and administered by authorized persons consistent with the laws and regulations. Medications are stored in a Pixys located in a central medication room. Patient specific medications are located in workstations on wheels (WOWs) in locked patient specific bins. Logan Health uses bar code medication administration. By scanning bar codes on a patient's wristband and on prescribed medications, nurses can confirm that they have the right patient, right medication, and right dose, given at the right time. Unused portions of medications and expired medications are disposed of

appropriately, in accordance with the Food and Drug Administration (FDA) with the Office of National Drug Control Policy Guidelines. Logan Health Behavioral Health does not utilize medication samples.

Medication education is provided by psychiatrists, clinical pharmacists, and nurses when initially prescribed and ongoing during treatment as needed. Patients are provided with medication education sheets when prescriptions are filled at Logan Health Outpatient Pharmacy at discharge. Education includes indication, directions for use, expected results, adverse effects, monitoring, and adherence. If medication cost is a barrier to care, psychiatrists work with the patient to select a more affordable medication, provide Good Rx prescription copay cards, and refer patients to the Logan Health Financial Assistance Program as needed.

Logan Health Behavioral Health uses the Medical Information Data Analysis System (MIDAS) to document and report medication errors. Medication errors are documented at the time of the event, and if the error reached the patient and/or caused patient harm, the psychiatrist is notified immediately. Why the error occurred (i.e. refusal, wrong dose, etc.) and if the error caused harm are included. Allergic reactions, side effects and adverse effects are also documented, and the psychiatrist is notified immediately. If necessary, the patient is transferred to Logan Health main campus for care following the medication error, allergy, or adverse effect. Logan Health Behavioral Health psychiatrists have a rotating call schedule, so patients and staff have timely access to a psychiatrist if needed outside of daytime hours.

Access and Entry

Logan receives referrals from all over Montana and access to inpatient psychiatric stabilization is limited. Often, patients may arrive by ambulance from far away and then when they're healthy they have limited transportation options to return to their home community. Logan has done a good job of trying to do what they can, but this is an area that may require some creative solutions partnering with other organizations and stakeholders within the individual's home community. Staff interviewed discussed the idea of adding a case management position to help with the transition of clients. This position could be beneficial due to the vast geographic size that Logan serves and supporting individuals through these difficult transitions.

Logan ensures that the community providers are informed about the range of services provided and have an established process for establishing contact for referrals. Except for an outside rare occurrence, admissions into Logan Health Behavioral Health being through the initial admission to the Logan Health Emergency Room.

Logan provides timely access to psychiatric assessment and treatment plans are developed within a time period that does not exacerbate the individual's illness nor prolong distress. Given the acute nature of the treatment provided, Logan ensures that qualified and experienced staff are available at all times even after regular business hours to assist individuals when they enter the hospital.

The individual patient's therapist at Logan serves as the primary point of contact for family members/guardians and is responsible for coordinating the individual patient's care from the time of admission.

Continuity of Services through Transitions

The Board noted that Logan was mindful of the specific issues that arise during the transition of services from children's mental health to adult mental health. Treatment stays at Logan are so short in nature that those particular issues are rare.

Logan reviews the outcomes of treatment and support as well as arranges follow-up with clients and with consent the individual's family members prior to their discharge from treatment. This is done in a family meeting setting where the individual and family member/guardian are also provided with discharge plan and a checklist for discharge resources packet. In the packet Logan provides the individual and family/member guardian information on follow-up appointments as well as available community support for the individual. The Board was pleased to learn that Logan has staff (discharge coordinator/therapist) follows up the individual 3 days post discharge to reach out and touch base with the individual. Logan has also established a program called "Caring Contacts". "Caring Contacts" are hand-written notes sent from staff to the individual patient in an effort to keep patients connected and tied to their discharge plan.

The therapist is charged with proactively facilitating communication and coordination between Logan and any new service provider, including transfers to higher level care as well as discharge or a step down to a lower intensity level of care. The therapist also ensures that clients referred to other services providers have established contact following exit from Logan. The therapist at Logan also ensures that they are primarily responsible for coordination of continuity of care between the facility and the individual's community-based treatment.

Logan has been working to establish a primary care physician when patients leave care which is a great step toward ensuring the whole patient is treated. They're focused on their "door to door" capabilities and trying to ensure they have good connections with other services in the area.

As mentioned previously, the number of potential behavioral health/mental health supports within Kalispell are reported to be declining. Psychiatric short-term programs such as Logan rely on solid local discharge options to help ensure that patients continue to be served. Logan does a great job of solution-focused therapy to cover the individual's short-term stay and does a great job framing what they can/can't do for clients during that time.

Overall & Recommendations

Overall, the Board had an enjoyable review with the team at Logan Health Behavioral Health. The Board was able to tour the facility, learn more about inpatient psychiatric stabilization, discuss the challenges faced by Logan, discuss potential opportunities for improvement, and spend time with patients and staff. It was clear to the Board that Logan has a team-based approach to providing quality patient centered care and treatment along with dedicated employees.

Recommendations:

The Board recommends: Collaborate with hospital leadership to streamline medical consults on inpatient psychiatry.

The Board recommends: All employees receive ongoing training in trauma-informed care and universal trauma precautions to ensure all staff have a basic understanding of how trauma affects a client's treatment course.

The Board recommends: that Logan explore all options for retaining Staff Development Educator position within Logan Health Behavioral Health. Given the unique nature of behavioral health, it was clear to the Board the value this position brings to Logan Health Behavioral Health staff which in turn impacts patient care.

The Board recommends: Consider hosting routine all-staff meetings for 20- to 30-minute educational pearls by fellow colleagues to encourage continuing education on relevant mental health, substance use disorder, and cultural, ethnic, social, historical military service, and spiritual topics.

The Board recommends: With the Consolidated Appropriations Act of 2023, which removes the federal requirement for practitioners to have an "X-waiver" to prescribe buprenorphine for OUD, all practitioners who have a current DEA license may now prescribe buprenorphine for OUD. SAMHSA encourages all practitioners to treat patients within their practices who require treatment for substance use disorders, including buprenorphine for OUD. It is strongly recommended that Logan Health-Behavioral Health provide buprenorphine for OUD on the inpatient units to align with SAMHSA's integrated care model for treating mental health and substance use disorders (co-occurring disorder care) concurrently, in a "whole patient" treatment approach.

The Board recommends: Logan Health-Behavioral Health work with the Department of Pharmacy to participate in the following hospital free trial programs:

- Invega Sustenna – <https://www.inpatientfreetrialprogram.com>
- Abilify Maintena – <https://amtrial.com/authentication/login>

- Vivtrol & Aristrada – <https://alkermeshospitalprogram.com/user/loginaction>

Multiple manufacturer programs exist that allow hospitals to obtain long-acting injectable (LAI) medications at no cost to the hospital. These programs allow for 2 injections per patient per year free of charge, which increases access to LAIs for patients while they are hospitalized.

The Board recommends: Collaboration with hospital security leadership to ensure security staff are trained and use Aegis – de-escalation techniques, regardless of patient’s location with the healthcare system. Discussion among staff identified the need for Aegis Training of the hospital security staff to prevent workplace violence by using de-escalation techniques hospital wide, not solely in behavioral health.

The Board recommends: that the contact information for independent advocacy services (Board of Visitors, Mental Health Ombudsman, and Disability Rights Montana) be shared with both parents/guardians and patient.

The Board recommends: that Logan review the grievance process of nurses transcribing patient grievances and ensure its equitable, supportive of privacy, and that if the patient requests assistance in completing a grievance, that the patient can select the staff member who would help them complete it.

The Board recommends: that Logan have staff follow up with patients after the first 2-3 days after admissions to ensure that the patients understand the rules on the unit to see if they could answer any questions the patients may have regarding the rules.

The Board recommends: that Logan add to the Recognition and Reporting Abuse policy and procedure steps to fully implement requirements of Section 53-21-107 MCA.

The Board recommends: that Logan contract with a Native American/tribally enrolled clinician who can offer specific culturally relevant treatment options that can be implemented in a treatment plan and the treatment milieu of patients/families who identify as Native American/American Indian.

The Board recommends: that Logan develop links to organizations within the community to explore additional training and educational opportunities related to military service members and other culturally represented groups.