MINUTES

MONTANA HOUSE OF REPRESENTATIVES 51st LEGISLATURE - REGULAR SESSION

SUBCOMMITTEE ON INSTITUTIONS

Call to Order: By Rep. William Menahan, on January 23, 1989, at 7:15 am.

ROLL CALL

Members Present: All

Members Excused: None

Members Absent: None

Staff Present: Taryn Purdy, Associate Fiscal Analyst

Announcements/Discussion: Earmarked Funds - Veterans'Home

Taryn Purdy explained the Third Party Reimbursement account for the Veterans'Home, which are collections from members for the cost of their care to the ability they are able to pay, insurance, and a little bit of medicaid. is the only institution where these third party reimbursements are appropriated. They have been appropriated for at least 10 years now and the reason they are appropriated is to maximize the collections made. Ordinarily these third party payments are collected and deposited directly into the general fund. The income that is collected goes into this fund and the department spends out of that fund. The committee has already voted to accept the executive estimate of third party revenue so \$950,000 each year of the biennium would need to be replaced with general fund. Collections would then go directly into the general fund.

Rep. Peterson asked why would it be better in the general account and paid back. Why is it better to be kept in their account. Taryn responded that she would not say one was better than the other. The reason it goes into an earmarked account is if it is appropriated they must live within their total appropriation as does any institution. However, with an earmarked account a certain amount is appropriated for this particular account and general fund makes up the difference, so that if they did not collect the appropriated amount for the earmarked account they have to

cut back on their operations because their general fund is capped at a certain level. What this does is ensure that the amount of money collected from the members is the absolute maximum that can be collected by the Dept. of Institutions.

After questions from Rep. Peterson concerning the above Curt explained that if the institutions, not only the Veterans' Home but all institutions, would have to operate on the revenue that they would generate with third party revenue that they might get a little more aggressive in collecting that revenue, but he thinks they are very aggressive in terms of capturing the third party reimbursement available. He felt that maximization of revenue is not the reason the Montana Veterans' Home is funded this way but that it is a way for the legislature to reduce the up front general fund appropriation they would have to make otherwise. They have to start making contingency plans by laying people off and reducing their expenditures early in the fiscal year if they feel the projected revenue is not going to be realized.

Rep. Peterson asked if it would be possible to choose one resident over another because one is going to bring in third party funds and one isn't.

Curt explained that they don't do that but if they were locked into a dynamic revenue situation at all institutions he would guess that there would be a tendency to look at the financial resources of a resident.

Rep. Grady moved to continue to earmark the third party reimbursements and interest and income at the Veterans' Home, and the interest and income at the Montana State Hospital. In response to a question from Sen. Harding Taryn responded that Veterans' Home income comes primarily from the lease of land.

Rep. Grady, Rep. Peterson and Senator Harding discussed the earmarking of funds that come from people who live in the institutions and Taryn responded that the state and her office would still be able to track whatever they collect just as they track what is collected for Boulder, Center for the Aged, Eastmont etc. Any funds that go into the general fund can be tracked specifically. Rep. Peterson asked if these funds are audited and cared for as carefully as the general fund. Taryn responded that yes, they are.

Question called for and motion carried.

Center for the Aged

Taryn presented the primary work sheet. Benefits on overtime, differential, holidays worked, and longevity had been inadvertently omitted from the executive budget but the numbers were adjusted to add the benefits. The Center is requesting the continuation and conversion of the .70 FTE pharmacist. As a result of Appropriations Committee Policy, no positions were deleted and vacancy savings has been added to both current level and the executive budget. As a result of Subcommittee policy on the HPI contract, LFA current level deletes .70 pharmacist FTE.

Rep. Menahan said some of the committee were talking about additional FTE. Gerry Butcher, Superintendent, Center for the Aged, mentioned the tray systems, additional aides and food service workers. Basically, they are down seven positions due to vacancy savings.

Rep. Grady and Sen. Harding discussed the tray systems, and if they receive Medicaid, can they add additional help. Mr. Chisholm, Director, Dept. of Institutions stated that in emergency situations they can add to the payroll.

Bob Anderson, Administrator, Treatment Services Div., talked about the amount of care needed for the patient. The Center for the Aged is a good example as the patients there are older and sicker and need more care which requires more staff time.

Rep. Peterson referred to the modified budget and nowhere was food service staff addressed. Something has to be done with this and since they've been using the .7 FTE pharmacist that is now being deleted.

Gerry Butcher stated that they did convert the .7 FTE pharmacist for food service, they would hire additional help. Funds for the position were used to pay the HPI contract. Taryn responded that the .7 FTE position is not filled right now and what they are doing is using the vacancy savings to increase the hours in the other

positions. Gerry responded they hired relief workers.

Rep. Grady stated there is more work load on these homes by the feds and if we don't do these things then they say they aren't going to give us certification so this might be the place to start by adding an FTE along these lines. He asked Gerry Butcher where he thinks the greatest need is and Gerry responded that the help is needed in the kitchen but where it is the most needed he could give him a list. They need a social worker too.

Sen. Harding stated that to meet Federal Medicaid standards it is essential to pass the social worker.

Rep. Grady moved to add 1.0 FTE, for a total of 97.14 FTE, which would include the food service worker. Sen. Harding mentioned that nurses' aides were also needed and Rep. Menahan stated that they could give them 1.7 FTE, including .7 FTE food service worker and 1.0 FTE aide and this figure was included in the motion. Rep. Menahan requested some information from OBRA, what is required from OBRA etc. The committee has deferred decision on OBRA to later on when more information can be obtained. Motion carried.

Equipment - Issue: Does the subcommittee wish to fund the three year average of actual equipment expenditures? The executive funds a new telephone system and a passenger van. LFA current level funds the average of actual fiscal 1986, 1987, and 1988 expenditures, which would fund the second, fourth, fifth, sixth and seventh items on the priority list. Over the biennium, the executive includes \$6,736 more equipment than LFA current level.

Curt Chisholm explained that if the executive budget was approved, they would purchase the food tray system rather than the telephone system and van. He also stated they are now using the state communications bureau and are studying what phone system would be best and whether they can afford to purchase or lease AT&T Co. equipment. Senator Bengtson moved to take the executive budget on equipment. Sen. Aklestad asked about the food trays. Sen. Bengtson stated the intention of her motion is to allow them to go to the tray system if they want to. Sen. Aklestad suggested the tray system be approved in place of the passenger van. Gerry Butcher stated that they can surplus their old food serving system and another institution could utilize it.

Motion carried.

Taryn explained the LFA current level under operating expenses. Curt explained that the executive does not include \$2,252 in equipment in telephone expenses due to funding of the telephone system. He stated they needed the \$2,252 to at least maintain the status quo and pay the telephone bills. They would also explore whether they could lease/purchase phone equipment with the \$2,252. Sen. Bengtson moved to accept the HPI operating expenses. This would include the \$2,252 LFA equipment. Motion carried.

Funding: Sen. Bengtson moved to accept the funding on LFA canteen and donations figures of \$17,035 in fiscal 1990 and \$15,135 in fiscal 1991 Motion carried.

Taryn discussed the modified budget which adds 1.0 FTE social worker at a general fund budget of \$25,049 in fiscal 1990 and \$25,150 in fiscal 1991. Mr. Butcher said they have been cited for not meeting Medicaid standards due to not having a full time social worker. Rep. Grady moved to adopt the modified budget. Motion carried. Sen. Aklestad voted no.

EASTMONT HUMAN SERVICES CENTER

Personal Services:
Taryn read from Exhibit 2 that the LFA current level includes \$1,052 more longevity in fiscal 1990 than is appropriate. The executive inadvertently omits benefits on longevity, overtime, holidays worked, and differential. Due to recruiting problems a 1.0 FTE Psychologist I and 1.0 FTE speech pathologist position are flagged by the Appropriations Committee. They are ongoing positions and have not been filled for approximately two years. Services are currently being provided by contract. In fiscal 1988 the center expended over \$10,000 for psychological services and \$3,700 for speech pathologist services.

Sen. Bengtson moved to accept the executive budget on personal services. Motion carried. Sen. Aklestad voted no.

Operating Expenses: The LFA current level includes \$6,552 in fiscal 1990 and \$10,270 in fiscal 1991 more inflation on utilities than is appropriate. Eastmont receives its utilities under MDU, while Montana Power inflation rates were applied in current level.

LFA current level eliminates \$6,308 in recruiting costs maintained by the executive. Current level also

eliminates \$1,800 for a dietician contract maintained by the executive. Sen. Aklestad moved to take the LFA budget. Motion carried.

Equipment: Issues: The executive includes funding for a vehicle, a medication cart system, physical therapy equipment, mattresses, and food service replacement items. (mixer, chopper, slicer). LFA current level includes the average of fiscal 1986, 1987, and 1988 actual equipment expenditures, which would allow the purchase of the first five items on the center's priority list. The executive includes a total of \$12,948 more equipment over the biennium than the LFA current level. Sen. Bengtson moved to accept the executive recommendation on equipment. Motion carried. Sen. Aklestad voted no.

Funding: Sen. Bengtson moved funding for the donations of \$700.00 for both executive and LFA in fiscal 1990 and fiscal 1991.

Taryn explained the modified budget for a qualified mental retardation professional. This modified budget adds 1.0 FTE QMRP in response to an exception made by the medicaid surveyors. The position would direct individual treatment plans for the residents. The 1990 amount is \$27,537 for personal services and general fund and \$27,745 for fiscal 1991. Rep. Grady moved to accept the modified budget as included in the executive budget. Motion carried. Sen. Aklestad voted no.

ADJOURNMENT

Adjournment At: 9:55 a.m.

HOUSE COMMITTEE ON INSTITUTIONS
January 23, 1989
Page 7 of 7

RIP. WILLIAM MENAHAN, Chairman

WM/ms

1924.min

Eshibil 1

DEPARTMENT OF INSTITUTIONS CENTER FOR THE AGED

PER	SONAL SERVICES	<u>1990</u>	<u>1991</u>
	Executive FTE LFA Current Level FTE	97.14 97.14	97.14 97.14
	Difference	-0-	-0-
	Executive LFA Current Level Difference	\$2,120,098 2,129,817 \$ (9,719)	\$2,133,936 2,144,585 \$ (10,649)
1.	Personal Services Appropriations Committee Policy	s Issues	
1.	Positions Deleted: None		
	Vacancy Savings Added:	1990	<u>1991</u>
	Executive LFA Current Level	\$41,582 \$68,220	\$41,800 \$68,577
	Subcommittee Policy - HPI Drug	<u>Contract</u>	
	Pharmacy Positions Deleted from Current Level	0.7	0.7
	Personal Services Reduced from Current Level	\$19,866	\$19,945

^{2.} The executive inadvertently omits benefits on holidays worked, overtime, differential, and longevity, resulting in the difference between the executive and LFA current level.

	Committee Action		
			-
E	RATING EXPENSES	<u>1990</u>	<u>1991</u>
	Executive LFA Current Level	\$572,663 580,075	\$587,443 594,705
	Difference	\$ (7,412)	\$ (7,262)
•	Operating Ex	xpenses Issues	
	Subcommittee Policy - HPI Drug	Contract 1990	<u>1991</u>
	HPI Management Fee Added to Current Level	\$24,309	\$25,525
	Drugs Added (Subtracted) to (from) Current Level	\$15,394	\$16,271
uij	LFA current level exceeds the pment repair parts totaling \$7,113		
	Committee Issues		

	Committee Action		
EQU	IPMENT Executive	<u>1990</u> \$25,136	<u>1991</u> \$ -0-
	LFA Current Level	9,200	9,200
	Difference	\$15,936	\$(9,200)
LFA expe seve	fund the three year average of The executive funds a new to current level funds the average enditures, which would fund to the items on the priority list. Over the biennium, the executic current level. Committee Issues	elephone system and ge of actual fiscal 19 the second, fourth, eve includes \$6,736 m	a passenger var. 86, 1987, and 1988 fifth, sixth, and
	Committee Action The state of		

FUNDING	1	990	1	991
	Exec	<u>LFA</u>	Exec	<u>LFA</u>
Canteen & Donation	s \$17,035	\$17,035	\$15,135	\$15,135
	Fu	nding Issues -		
The remainder unding, is from the committee Issu	ne general fund		or over 99 pe	ercent of total
Committee Act	ion Jen. Be	ny tan	<u>~~</u>	
			<u> </u>	

MODIFIED BUDGET CENTER FOR THE AGED

Social Worker

This modified budget adds 1.0 FTE social worker to meet federal medicaid standards due to a survey exception. The position would develop and implement individual plans, provide social assessments, and document resident progress.

•	<u>1990</u>	<u>1991</u>
FTE		
Personal Services and General Fund	\$25,049	\$25,150
Committee Issues		
Committee Action	+ whome)	6
f a		

VISITOR'S REGISTER

	SUBCO	OMMITTEE	
AGENCY (S)	DATE		
DEPARTMENT			
NAME	REPRESENTING	SUP- PORT	
PAUL Depri	111/4/10		
Lail Bruil	Anst.		
		-	
	·		
	(
			1.7

IF YOU CARE TO WRITE COMMENTS, ASK SECRETARY FOR WITNESS STATEMENT. IF YOU HAVE WRITTEN COMMENTS, PLEASE GIVE A COPY TO THE SECRETARY.

FORM CS-33A Rev. 1985

Exhibit >

DEPARTMENT OF INSTITUTIONS EASTMONT HUMAN SERVICES CENTER

PERSONAL SERVICES	<u>1990</u>	<u> 1991</u>
Executive FTE LFA Current Level FTE	92.02 92.02	92.02 <u>92.02</u>
Difference	-0-	-0-
	,962,5 49 ,972,668	\$1,968,365 1,977,166
Difference \$	(10,119)	\$ (8,801)
Personal Services Iss	sues	
1. Appropriations Committee Policy	<u>1990</u>	<u>1991</u>
Positions Deleted: None Positions Flagged due to Recruiting I 1.0 FTE Psychologist I 1.0 FTE Nurse 1.0 FTE Food Service Supervisor 1.0 FTE Speech Pathologist	\$28,099 \$25,247 \$25,783	\$28,108 \$25,251 \$25,780 \$26,660
Vacancy Savings Added:		
Executive LFA Current Level	\$38,542 \$77,084	\$38,607 \$77,213

Subcommittee Policy - HPI Drug Contract

Not applicable to Eastmont.

2. LFA current level includes \$1,052 more longevity in fiscal 1990 than is appropriate.

The executive inadvertently omits benefits on longevity, overtime, holidays worked, and differential.

Commit	tee Issues		
Commit	ttee Action	-500	
	7) 6 -	5_2	-1 10,
PERATING	EXPENSES	<u>1990</u>	<u> 1991</u>
Execut LFA C	ive urrent Level	\$312,466 309,884	\$315,173 316,383
Differe	ence	\$ 2,582	\$ (1,210)
	Operati	ng Expenses Issues	
Subcon	nmittee Policy - HPI I	Orug Contract	
Not ap	plicable to Eastmont.		
991 more i tilities und urrent leve	inflation on utilities t der MDU, while Mont el.	\$6,552 in fiscal 1990 a than is appropriate. Estana Power inflation rates \$6,308 in recruiting	astmont receives i tes were applied :
ne executi	ve. Current level als	so eliminates \$1,800 for	a dietician contra
Commi	ttee Issues		

	Sen aplesta	d - 3_ / .	10 ,
<u>E</u> (QUIPMENT	<u>1990</u>	<u>1991</u>
	Executive LFA Current Level	\$20,766 <u>4,289</u>	\$ 760 4,289
	Difference	A	4 (2 E00)
19 20 19	The executive includes fund ystem, physical therapy equip eplacement items. LFA current le 987, and 1988 actual equipment	ment, mattresses, evel includes the aver expenditures, which	and food serv rage of fiscal 19 h would allow
P'	The executive includes fund ystem, physical therapy equip eplacement items. LFA current le 987, and 1988 actual equipment urchase of the first five items on The executive includes a tot iennium than the LFA current leve	ment Issues	a medication of and food servinge of fiscal 19 h would allow list.
Share by	The executive includes fund ystem, physical therapy equip eplacement items. LFA current le 987, and 1988 actual equipment urchase of the first five items on The executive includes a tot iennium than the LFA current leve	ment Issues	a medication of and food servage of fiscal 19 h would allow list.
flater bi	The executive includes fund ystem, physical therapy equip eplacement items. LFA current le 987, and 1988 actual equipment urchase of the first five items on The executive includes a tot iennium than the LFA current leve	ment Issues	a medication of and food servinge of fiscal 19 h would allow list.
plint by	The executive includes fund ystem, physical therapy equip eplacement items. LFA current le 987, and 1988 actual equipment urchase of the first five items on The executive includes a tot iennium than the LFA current leve	ment Issues	a medication of and food servage of fiscal 19 h would allow list.

<u>FUNDING</u>	1	990	1	991
	Exec	<u>LFA</u>	Exec	<u>LFA</u>
Donations	\$700	\$700	\$700	\$700
	Fu	ınding Issues		
1. The remaind total, is from the		er's funding,	or over 99.9	percent of the
2. Committee Is	sues			
				-
Committee A	etion_			

MODIFIED BUDGET EASTMONT HUMAN SERVICES CENTER

Qualified Mental Retardation Professional

This modified budget adds 1.0 FTE Qualified Mental Retardation Professional (QMRP) in response to an exception made by the medicaid surveyors. The position would direct individual treatment plans for the residents.

	<u>1990</u>	<u> 1991</u> -
FTE	1.0	1.0
Personal Services and General Fund	\$27,537	\$27,745
Committee Issues		
Committee Action	Leady more	I to any f
2	A fredget	

Statement of Cliff Murphy Chair, Public Policy Committee Mental Health Association of Montana

Before the Join Subcommittee on Institutions and Cultural Resources Appropriations 51st Montana Legislature Thursday, January 12, 1989

Community Mental Health Center Appropriations

We are very pleased with the appointment of Curt Chisholm as Director of the Department of Institutions and are looking for increased emphasis on mental health services in the Department under his leadership. We have had very good working relationships with the staff of the Mental Health Bureau and have enjoyed working closely with them.

I am here primarily to ask that you seriously consider additional funding for the mental health services in our communities. We need money over and above previous general fund appropriations and grants. It would take about \$500,000 over the next two years to compensate for the expected inflation and nothing has been budgeted for that expected inflation. We are asking you (and our board has seriously considered this): if you need more taxes, go after them so that mental health services will be provided at the level they ought to be.

And why? You have heard of the needs that have not been met. I would like to suggest several other areas also needing recognition.

The Mental Health Association strongly supports case management and, especially, additional services for youth. Day treatment programs, as pointed out in other testimony, are available in only two of the community mental health centers. These programs need to be offered in many more communities--certainly at least one in every region--so that our young people can be served in their own communities rather than in expensive residential settings.

There is another area that I would like to discuss. At least some of the community mental health centers are cooperating with the prerelease centers to provide services to inmates about to be discharged from Deer Lodge Prison. The Board of Pardons and Parole frequently dictates that inmates assigned to a prerelease center receive mental health counseling. At least one of the mental health centers, Billings, is providing services to clients of the prerelease centers. I know that the cooperation in Billings has been good. This means a very special type of client is being sent to the community mental health centers. Frequently, these individuals don't want to go to the

centers. They don't see the need for this treatment and they resent someone trying to help them in this fashion. The therapist, in turn, who has little training in working with these involuntary clients is likely to show more interest in working with voluntary clients (who are often waiting for service).

Thus, there is the need for a staff person in the local center with special skills to work with involuntary, prerelease clients. A staff person of a mental health center who wants to do prerelease counseling and who is trained for it could do a very good job. More inmates could probably be assigned to prerelease centers; but because of the great adjustments these individuals must make to new employment and community life, adequate staffing is necessary in both the prerelease and mental health centers.

Aging services have not been mentioned. Some years ago, the Billings area alone had staff for aging services. Other centers are now hiring persons to serve the aging. These staff members also need special skills and interests. It is not a job for somebody who sits behind a desk and waits for clients to come in. The retired or elderely do not often seek help from the mental health centers. If you want to help these individuals, you have to go out and find them and make the services available. Very little attention has been given to the aging in our mental health programs. It is a big need.

Public education is also a need. The funding that has been available for public education through the community mental health centers has been very small. What is the benefit of public education? Public education promotes early intervention; it leads to early diagnosis and treatment. The earlier you treat many individuals, the more success you are likely to have.

These are just some of the things that the Mental Health Association of Montana sees as necessary to serve the mental health needs of our communities. We hope that you give very serious consideration to the increased funding for the community mental health centers over and beyond the anticipated inflation rate. Thank you.

STATE OF MONTANA

DEPARTMENT OF INSTITUTIONS

PHARMACY CONTRACT

HPI HEALTHCARE SERVICES, INC.

The Department of Institutions first became involved with converting state operated facilities or functions to privately operated facilities or functions when the Montana Youth Treatment Center in Billings was sold. In the June, 1986 Special Session, the Department of Institutions requested authorization to sell the Center. The Legislature enacted House Bill 36, authorizing the sale of the Center and providing for certain conditions relative to the sale. The Center was subsequently sold on December 31, 1986 to Rivendell of Billings, Inc.

Section 14 of House Bill 36 also required the Department of Institutions to report to the 1987 Legislature on the feasibility of selling other institutions under its jurisdiction. In that report the department did not recommend the sale of any other institutions, but did recommended the review of specific institutional services to determine whether or not those services could be provided more efficiently by the private sector.

As a result of this review, the department decided to pursue contracting with a private firm to operate its pharmacy This decision was made for various reasons. First, the salary level paid to pharmacists by the State of Montana was longer competitive with the private sector. Local private sector pharmacies were offering up to six dollars per hour more As a result, it was becoming increasingly than the state. difficult to recruit and/or retain pharmacists. In addition, due to staffing problems, the department was encountering difficulty in maintaining certification at some of its pharmacies. certification could have resulted in significant loss of federal revenue to the General Fund. By contracting with a private firm, the department would gain benefit from the purchasing power and expertise of a national firm in procuring drugs and developing dispensing systems. The department anticipated that over a savings could be realized in drug period of time, an overall costs through the installation of a standardized formulary and state of the art medication distribution systems.

In cooperation with the Department of Administration, the department prepared and submitted a "Request for Quotation" (RFQ) to several potential private vendors. HPI Healthcare, Inc. was ultimately awarded the contract.

The department's pharmaceutical contract with HPI provides for services at the Montana State Hospital, Montana State Prison, Montana Developmental Center, Montana Veteran's Home, Center for the Aged, and the Women's Correctional Center. HPI operates a central pharmacy on the Warm Springs Campus at the Montana State Hospital and dispenses all pharmaceuticals from that location. The Montana State Hospital, Women's Correctional Center, Montana State Prison, and Montana Developmental Center receive delivery of drugs the same day as ordered. The Center for the Aged and Montana Veteran's Home receive delivery of drugs one to two days after ordered, depending on the time of day the order is placed. Each institution communicates with the central pharmacy at the Montana State Hospital by telephone and facsimile machine. In addition to clinical pharmacy services, HPI provides the department with an automated pharmacy computer system, a drug

quality

a

information

program,

assurance program,

reconciliation of physician orders, an emergency backup and starter pack medication system, an inservice education program, pre-accreditation service and other numerous services.

Under the terms of the contract, the fee paid to HPI falls into two categories, the management fee and medications. The management fee is a pre-negotiated, fixed amount paid to HPI on a monthly basis. This fee covers HPI's personnel costs, operating costs (excluding drugs), all other overhead, and a reasonable margin of profit. Drug costs are charged to the State at HPI's acquisition cost, with no markup.

Upon entering this contract, the department anticipated the management fees would exceed what was currently budgeted in personal services for operation of it's pharmacies. This increase was anticipated due to the non-competitive salary levels reflected in the institution's personal services budgets, and because of the increased level of expertise and state of the art automation offered by a national company. The department also anticipated some eventual savings in drug costs due to the purchasing power of a national firm and the implementation of a department wide standardized formulary.

The HPI management fee for the first year of the contract was \$137,882 higher than the personal services budget approved for operation the department's pharmacies in FY88. The cost of drugs, however, are projected to be \$38,880 less than what is budgeted for FY89, and virtually equal to the adjusted FY87 actual drug costs. As previously mentioned, the department anticipates future savings in drug costs with the implementation of a standard formulary.

with any large and complex change, the switch contracting with a private vendor for the operation of the entire pharmacy program has not occurred without some problems. Most of those problems, however, have either evolved around communications, training, or an over ambitious implementation schedule. HPI officials were over optimistic in projecting the required to implement the transition to a privately the agreed upon operated pharmacy system. As a result, implementation schedule was not realized. This created a sense of frustration among both institutional and HPI staff in that agreed upon services did not materialize as scheduled. addition, because HPI misjudged the complexity of the transition, the central pharmacy was not adequately staffed at the beginning of the contract period.

Future transitions could be made less traumatic if steps were taken from the beginning to ensure implementation schedules were realistic and understood by all involved; to ensure adequate training is provided to the staff involved early in the transition process; to ensure lines of communication are formally established and scheduled to facilitate the effective resolution of issues as they arise; and if the private contractor ensures that the necessary numbers of staff are on hand at the beginning of the implementation phase of the contract.

The department has operated the contract with HPI for one year, and although the transition phase has not been totally completed and has not transpired as smoothly as planned, the

system is operating effectively.

INSTITUTIONS AND CULTURAL EDUCATION SUBCOMMITTEE EARMARKED ACCOUNTS

The following table shows revenue and expenditures in fiscal 1987 and 1988 of the state special revenue accounts identified by the Department of Administration.

(250) (4,149) (493) (347) Difference (54,409) (196) þ þ Expenditures Fiscal 1988 16,023 4,718 70,443 626,581 27,338 5,600 25,051 þ 4 5,253 23,189 5,273 970,247 Revenue 602,172 24,558 15,773 þ -0- \$ (5,860) (595)Difference 123 6,704 514 137 92 -0- \$ Revenues and Expenditures Expenditures Fiscal 1987 24,627 4,408 489,900 22,925 16,809 2,048 927,107 þ Fiscal 1987-1988 Table 1 16,932 2,562 4,500 484,040 23,062 24,032 933,811 Revenue þ -0- \$ Donated Funds - Prevoc. Ctr. (Third Party Reimbursement Interest and Income Clothing Account Account Canteen Canteen Canteen Canteen Canteen Montana State Prison Center for the Aged MT Develop. Center Veterans' Home Swan River Agency

555

The following table shows the amount included in the executive budget and the LFA current level for each account in the 1991 biennium.

(502)

311

105

(6,290)

7,711

123,997

129,952 1,421

Interest and Income

Montana State Hospital Canteen

136,597

5,955

13

135,866

Table 2
LFA Current Level and Executive 1991 Biennium

		Fisc	Fiscal 1990	Fisc	Fiscal 1991
Agency	Account	Executive	LFA	Executive	LFA
MT Develop. Center	Donated Funds - Prevoc. Ctr. Canteen	i ! 0 i	 0 - *	 	- - - -
Center for the Aged	Canteen	7,335	7,335	7,335	7,335
Montana State Prison	Canteen 02	931,867	731,500	1,159,250	764,418
Swan River	Canteen Clothing Account	29,000	29,000	31,000	31,000
Veterans' Home	Canteen Third Party Reimbursement Interest and Income	20,764 950,000 5,600	20,764 926,247 5,600	20,764 950,006: 5,600	20,764 935,568 5,600
Montana State Mospital	Canteen . Interest and Income	145,304	145,304	145,817	145,817