

# **Oregon Department of Human Services Office of Developmental Disabilities Services**

Employment Services Rate-Rebasing Study

Provider Survey Instructions

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## INTRODUCTION

The Oregon Department of Human Services' (DHS) Office of Developmental Disabilities Services (ODDS) is in the process of rebasing payment rates for Job Development and Job Coaching services. Burns & Associates, Inc. (B&A) is providing assistance in this effort.


As part of the review, B&A is distributing a survey to collect data regarding providers' service delivery designs and costs. These instructions are intended to assist providers in the completion of the survey.

The survey is voluntary, but all providers are strongly encouraged to participate as the information collected will be a key consideration in the rate rebasing.

Data collected through this survey will be used exclusively for the purpose of evaluating reimbursement rates for the services listed above. Only aggregated data will be reported; no provider-specific information will be published.

## Assistance with the Survey

B&A recognizes that the survey can be complicated so several avenues have been designed for agencies seeking assistance:

- Agencies are encouraged to read these instructions.
- Additional instructions for certain questions are included in the survey and are designated with an  icon.
- B&A will be recording a webinar to provide a detailed walk-through of the survey instrument. The webinar can be accessed through the web page established for this project at <http://www.burnshealthpolicy.com/oddsemployment/>. All providers are encouraged to listen to the instructional webinar.
- Questions regarding the survey can be directed to Stephen Pawlowski with at [spawlowski@burnshealthpolicy.com](mailto:spawlowski@burnshealthpolicy.com) or (602) 241-8519.

## Overview of the Survey

The survey is a Microsoft Excel file and is compatible with Excel 2007 and newer versions. Broadly, it is designed to collect information in five primary areas:

- Responsibilities of staff providing Job Coaching and Job Development services
- Qualifications of staff providing employment supports
- Details regarding the individuals receiving employment supports
- Administrative and Program Support Staff Salary and Benefits
- Other Administrative and Program Support Costs

Throughout the survey, fields in which users may record data are shaded in light green. Some fields are restricted to only accept numeric answers. Examples are shaded in grey. Dark green fields are automatically calculated based upon other responses.

## Completing and Submitting the Survey

Providers should provide information from their most recently completed fiscal year for which data is available.

Partially completed surveys will be accepted. If any information requested in the survey is unavailable, leave that field blank. Similarly, if there is any schedule that your agency cannot complete, that form may be left

blank. Even if a submitted survey is incomplete, the information that your agency is able to provide will be considered as part of the analysis of survey responses.

When saving the survey, please add your agency's name to the beginning of the file name; e.g., "ABC Agency Employment Services Rate Rebasing Provider Survey".

***The deadline for submitting completed surveys is August 17, 2018.*** Submit completed surveys to Barry Smith with B&A at bsmith@burnshealthpolicy.com.

If there are any factors that you believe should be considered but were not included in the survey, note those issues (and any other comments) in the transmittal email when submitting the survey. You may also submit any other documentation that you would like considered as part of this study.

The remainder of this document provides additional instruction for completing the forms included in the survey.

## ADMINISTRATIVE AND PROGRAM SUPPORT COSTS

The survey includes two forms to collect information regarding administrative and program support costs. The first – Admin Staff – covers payroll and fringe benefit costs for all administrative and program support staff. The second – Admin Other – covers all non-staff costs.

### Definitions of Administration and Program Support

The survey asks agencies to differentiate between direct care, program support, and administrative costs. There are not always clear distinctions between these categories and definitions of these terms vary. For the purposes of this survey, the following guidelines should be used:

Administration	Includes expenses associated with the operation of your agency, but which are not program-specific and which cannot be allocated to individual services. Employees that are typically considered administrative include general management, finance/ accounting, information technology, and human resource staff. Expenses associated with these staff (for example, their travel reimbursement) are also considered administrative.
Program Support	Includes expenses that are neither direct care nor administrative. Such activities are program-specific and can be allocated to an individual service, but are not on behalf of an individual participant. Examples include staff responsible for training providers, office space for program operations staff, accreditation and professional licensing fees, program development, supervision, and quality assurance.
Direct Care	Includes the salaries and benefits (including unemployment insurance and workers' compensation) of staff providing direct, billable services, transportation expenses for persons who receive services, the facility in which programs are delivered (for example, the building in which a Day Support Activity program is operated), and program materials and supplies (for example, art supplies). Direct care costs should not be reported in the two "Admin" worksheets described below.

### "Admin Staff" – Salary and Benefit Costs for Administrative and Program Support Staff

Use this form to record information regarding the staff responsible for the administrative and program support functions of your organization. Direct care workers performing non-direct activities related to their caseload (e.g., completing incident reports or attending planning meetings) are not considered administrative or program support so, in general, direct care workers would not be listed on this form. However, in smaller firms in particular, staff who deliver direct services may also perform administrative and program support functions and should therefore be listed.

All figures should be for your agency's most recently completed fiscal year.

Title	<p>List the job title for each administrative or program support employee. This level of detail is requested to allow for a review to ensure that direct care staff are not reported on this schedule. For external reporting purposes, only a total cost for wages and for benefits will be reported and agency-specific data will not be released.</p> <p>If your agency has multiple employees within a given job title (e.g., three Human Resource Specialists), you may list them in the same row if their time is allocated similarly (e.g., each spends 100 percent of their time on administrative functions; see the discussion below for the Percent of Time Allocated to Employment Services column).</p> <p>In general, do not combine staff with different job titles in a single line. If, however, there are any employees who work entirely for other programs (that is, they do not provide any support to the agency's employment services) they may be reported on a single line.</p>
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Actual Wages	Only report actual wages paid, rather than salary levels (e.g., if an employee was hired midyear, report the wages that they earned and not their annual salary).
Actual Cost of Select Benefits	<p>Only report actual costs paid by your agency. Exclude employee costs such as their share of health insurance premiums or retirement contributions. Similarly, if a benefit is available but an employee opts not to participate, no cost should be reported.</p> <p>Do not include mandatory costs such as Social Security and Medicare payroll taxes, federal and State unemployment insurance, and workers' compensation. These costs will be accounted for separately.</p>
% of Time Allocated to Employment Services	There are three columns relating to the amount of each employee's work time that is devoted to your agency's employment services (that is, those services associated with the employment revenues reported in the Annual Agency Revenue section), divided between administration, program support, and direct care.
- and -	Although this sheet is only intended to capture information regarding administrative and program staff, the direct care column has been included because staff, particularly in smaller agencies, may provide direct care duties at times.
% of Time Allocated to Other Services	<p>The final column captures the work time devoted to all services other than employment. This column is included because some employees support multiple programs and it would be inappropriate to allocate their total salary and benefits costs to employment services. For example, an executive director may lead an agency that provides both employment and residential services so only a portion of their time (and cost) should be allocated to the employment services.</p> <p>The total of the time allocated across the four columns, which are used to allocate the costs associated with the employee(s) listed on each line, must equal 100 percent. If it does not, or if a cost has been entered but not allocated, an error message will appear to the right of the table.</p> <p>If your agency does not already have a methodology for allocating costs across programs, it is recommended that your organization conduct a one-week time study in which staff maintain logs and record (no less frequently than once per hour) the program on which they are working. After that week, each employee's time would be allocated based on their log. For example, if an employee worked 40 hours and 10 of their hours were related to the employment services, 25 percent of that employee's time would be allocated to direct care, administration, and/or program support of the employment services, as appropriate, with the remaining 75 percent input in the Other Programs column. If a time study is not feasible for your organization, please contact B&amp;A to discuss other potential allocation methodologies.</p>

### **“Admin Other” – Administrative and Program Support Expenses Other Than Staff Costs**

This sheet collects information for all administrative and program support costs other than staff expenses. Costs associated with direct care should not be included in this worksheet.

All figures should be for your agency's most recently completed fiscal year.

Expense Categories	<p>For each category of expenses, report the total expense for your agency's most recently completed fiscal year.</p> <p>It is understood that there may be some differences regarding how agencies categorize their expenses. The categories provided on the form are common administrative and program support expenses, but agencies are not required to report an amount for each and should use the categories that are closest to their own accounting classifications. For example, an agency's accounting records may not separately delineate hiring-related advertising costs. In this case, the agency can report its total advertising cost (including hiring-related advertising) on Line 14 rather than trying to break out hiring related advertising expenses on Line 9. Additionally, Lines 20-24 are available to report expenses that do not fit well into the provided categories.</p>
Cost Allocation	<p>For each reported expense, allocated to the cost to administrative and program support for your agency's employment services as well as to your organization's other programs.</p> <p>The preceding Admin Staff section discusses allocating costs across programs and similar principles apply here. For example, if 25 percent of an employee's time is allocated to administration of the agency's employment services and 75 percent is allocated to other programs, costs associated with that staff person (such as travel reimbursement) should be similarly allocated.</p> <p>The total allocation of costs across Employment services (administration and program support) and other programs should equal 100 percent. If it does not, or if a cost has been entered but not allocated, an error message will appear to the right of the table.</p>

# **JOB COACHING/ DEVELOPMENT AND RELATED ACTIVITIES PROVIDED BY AGENCIES IN SUPPORT OF EMPLOYMENT**

These two forms request information on which staff are responsible for a listing of several tasks and the amount of time that a Job Coach/ Developer or other staff person spends on each task in a ‘typical’ week.

Staff Responsible As applicable, use the drop-down list to indicate which staff person is responsible for performing the listed task. The list includes the following:

- Not applicable. Select this option if your agency does not perform the listed activity (for example, your agency does not transport individuals to or from their job without providing onsite Job Coaching as listed on Line 7).
- Job Coach/ Developer.
- Specified Administrative Staff. These staff are auto-populated from the positions listed on the Admin Staff form. *As a result, the Admin Staff worksheet needs to be completed prior to completion of this form.*

For some functions, the drop-down list is not applicable as it is either assumed that only Job Coaches/ Developers are performing the listed function (for example, it is assumed that only Job Coaches provide direct face-to-face Job Coaching) or the form is not attempting to collect the information for administrative staff (for example, the form does not intend to gather information related to the amount of time that administrative staff spend on employment-related activities).

Hours per Week for Non-Job Coaches For any administrative staff providing a listed service, report the amount of time that they spend on that activity in a typical week. This schedule will not capture their entire workweek as it does not intend to collect information regarding their administrative responsibilities.

Typical Week for Job Coaches/ Developers Report the total hours per week that a Job Coach/ Developer works on Line 1, Then in Lines 2 through 16, account for how they spend their time. The sum of Lines 2 through 16 should be equal to Line 1.

It is understood that the number of hours that a Job Coach/ Developer works and how they spend their time may vary from week-to-week. To complete this form, informed judgement will be necessary to consider these variations and determine what constitutes an average week. This could be done for example, by considering how much time a Job Coach/ Developer spends on each of these activities over the course of a year and then dividing that total by 52. For example, most Job Coaches probably do not participate in an ISP meeting during a typical week. Rather, they may attend a handful of ISP meetings over the course of a year. Thus, if a Job Coach spends an average of 10 hours per year in ISP meetings, your agency would report 0.19 hours per week (10 divided by 52).