

# **Maine Department of Health and Human Services Office of Aging and Disabilities Services**

Shared Living Rate Study

Agency Survey Instructions

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## **INTRODUCTION**

As part of its ongoing effort to review payments for MaineCare services, the Maine Department of Health and Human Services (DHHS) is in the process of studying payments for Shared Living services.

Burns & Associates, Inc. (B&A) is assisting DHHS in this effort. As part of the study, B&A is distributing surveys to collect data regarding administrative oversight agencies' and providers' responsibilities and costs. These instructions are intended to assist agencies in the completion of the survey.

The survey is voluntary, but all agencies are strongly encouraged to participate as the information collected will be a key consideration in this review.

Data collected through this survey will be used solely for the purpose of evaluating shared living payments. Only aggregated data will be reported; no agency-specific information will be published.

## **Assistance with the Survey**

B&A recognizes that the survey can be complicated, and has established several resources to assist agencies in completing the survey:

- 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 has recorded 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 [www.burnshealthpolicy.com/MaineSharedLiving](http://www.burnshealthpolicy.com/MaineSharedLiving). All agencies are encouraged to listen to the instructional webinar.
- Questions regarding the survey can be directed to Karl Matzinger with B&A at [kmatzinger@burnshealthpolicy.com](mailto:kmatzinger@burnshealthpolicy.com) or (602) 241-8515.

## **Overview of the Survey**

The survey is a Microsoft Excel file and is compatible with Excel 2010 and newer versions. Broadly, it is designed to collect information in four primary areas:

- Administrative and Program Support Staff Salary and Benefits
- Other Administrative Costs
- Shared Living Productivity and Other Factors
- Shared Living Home Details

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

## **Completing and Submitting the Survey**

Providers should report information for their most recently completed fiscal year.

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 skipped. 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; for example, "Agency ABC Shared Living Agency Survey".

***The deadline for submitting completed surveys is March 1, 2019.*** Submit completed surveys to Barry Smith with B&A at [bsmith@burnshealthpolicy.com](mailto: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 & Program 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 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.   |
| Program Support | Includes expenses that are neither direct care nor administrative. Such activities are program-specific and can be allocated to an individual service (e.g. Shared Living), but not on behalf of an individual participant. For the purposes of this survey, staff who are responsible for recruiting, training, or providing oversight of Shared Living home would be considered program support staff. Costs associated with these staff, such as their office space and office equipment, should also be considered program support. |

### **“Admin & Program Staff” – Salary and Benefit Costs**

Use this form to record information regarding the staff responsible for the administrative and program operations.

|   |   |
|---|---|
| Title                                     | 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 for all staff will be reported and agency-specific data will not be released.<br><br>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. |
| Actual Cost of Payroll Taxes and Benefits | 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.  |

- % of Time Allocated      The survey requires that each listed staff person's time be allocated based upon their responsibilities, using the following categories:
- Time associated with your agency's Section 21/29 services, divided across five categories. The first column relates to administrative functions across your agency's Section 21/29 services. The next three cover specified support functions for Shared Living services – recruitment, training, and oversight (e.g., coordinators). The fifth column is for other program support functions, which may not be limited to Shared Living (i.e., this column covers all Section 21/29 program support).
  - Time associated with other services provided by your agency, divided between administrative functions and program support. Although the rate study only pertains to Section 21/29 Shared Living services, these columns are included because some employees support multiple programs and it would be inappropriate to allocate their total salary and benefits costs to Section 21/29. For example, an executive director may lead an agency that provides both Section 21/29 services and other services (e.g. foster care) so only a portion of their time (and cost) should be allocated to the Shared Living program.
  - Time associated with direct care, regardless of the program or service. Although this form 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.

The total of the time allocated across these 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.

If your agency does not already have a methodology for allocating costs across programs, it is recommended that your agency 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 Section 21/29 services, 25 percent of that employee's time would be allocated to the administration and/or program support of Section 21/29 services. If a time study is not feasible for your agency, please contact B&A to discuss other potential allocation methodologies.

**“Admin & Program Other” – Administrative and Program Support Expenses Other Than Staff Salary and Benefits**

This section provides instructions for the “Admin Other” worksheet, which captures expenses associated with the administration of Shared Living homes.

|                       |  |
|-----------------------|--|
| Expense<br>Categories | For each category of expenses, report the total expense for your agency’s most recently completed fiscal year. |
|-----------------------|--|

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 21-25 are available to report expenses that do not fit well into the provided categories.

|                    |  |
|--------------------|--|
| Cost<br>Allocation | Each reported cost must be allocated across your agency’s Section 21/29 services, and non-Section 21/29 services. In addition, within each of these service categories the cost should be allocated between administrative and program operations. |
|--------------------|--|

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 shared living services and 75 percent is allocated to other services, costs associated with that staff person (such as travel reimbursement) should be similarly allocated.

The total allocation of costs across Section 21/29 Shared Living services and non-Section 21/29 services 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.