

Vermont Agency of Human Services,
Department for Children and Families,
Child Development Division

**Review of Payment Rates for
Children's Integrated Services**

Provider Survey Instructions

August 2, 2019

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INTRODUCTION

The Child Development Division (CDD) within the Vermont Agency of Human Services is in the process of studying payment rates for Children's Integrated Services (CIS). Burns & Associates, Inc. (B&A) is providing assistance in this effort.

As part of the rate study, 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.

Both fiscal agents and subcontracted services providers are expected to participate in the survey; the information collected will be a key consideration in the assessment of current rates. Broad-based participation is essential to inform potential changes to CIS payment rates. The quality of the results of this study will be dependent upon the quality and accuracy of the information provided by agencies. CDD recognizes that completing this survey will require considerable work on the part of agencies and appreciates agencies' efforts on this project.

The information being collected in this survey will be a factor in the rate setting process. Survey responses will be aggregated through various calculations (e.g., median, weighted averages with and without outliers) and results will be reported at the Statewide level, and potentially at a regional level. Aggregated results will be shared through a publicly-accessible website as part of the public comments process. However, individual provider responses will not be published.

Assistance with the Survey

B&A recognizes that the survey is complicated and has created several avenues for assistance and technical support for agencies seeking assistance:

- Guidance for many questions is embedded in the survey itself and is designated with an  icon.
- These instructions supplement the embedded directions and should be reviewed before completing the survey.
- B&A will be recording a webinar to provide a detailed walk-through of the survey instrument. The webinar can be accessed beginning August 7, 2019 through the web page established for this project at www.burnshealthpolicy.com/cisratestudy. All providers are encouraged to listen to the instructional webinar.
- Questions regarding the survey can be directed to Stephen Pawlowski with B&A at spawlowski@burnshealthpolicy.com or (602) 241-8519.

Overview of the Survey

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

- Administrative costs, including staff wages and benefits and non-staff expenses (such as facility costs, interest expense, and other administrative costs)
- Program support and direct care costs, including staff wages and benefits and non-staff expenses (such as facility costs, interest expense, and other program operations costs)
- Service productivity and other factors, such as caseloads and travel requirements

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 for the fiscal year ending June 30, 2019.

Providers are asked to complete all relevant forms and are strongly encouraged to utilize the various forms of technical assistance described previously as needed to submit a complete and accurate survey. If any information requested in the survey is unavailable or cannot be reasonably estimated, leave the field blank. Even if a submitted survey is incomplete, the information that your agency provides 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, "*PROVIDER NAME_CDD CIS Provider Survey Response*".

The deadline for submitting completed surveys is September 2, 2019. This is a firm deadline; success in meeting project deadlines is contingent on receiving the results of the survey by that date. Please submit completed surveys in their original Excel format to Derek Barber with B&A at dbarber@burnshealthpolicy.com. A member from B&A's provider survey analysis team may contact the provider to clarify information or to inquire about missing information.

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.

GENERAL INSTRUCTIONS

Fiscal Agents and Subcontractors

The survey is intended for both fiscal agents and their subcontractors.

Respondents should provide information for the questions that apply to them and leave other questions blank. For example, a subcontractor that provides a single service covered by the CIS bundle will not allocate costs to, or report caseloads for, other services.

Fiscal agents will report the amounts paid to their subcontractors on the Contact Info & Revenues form but should not include their subcontractors' costs or caseloads elsewhere in the survey as that data will be collected directly from the subcontractors. For example, when reporting information regarding staff costs, a fiscal agent should only report their staff; they should not include staff who work for subcontractors.

Definitions of Administration, Program Support, and Direct Care

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 who are typically considered administrative include general management, finance/accounting, information technology, and human resource staff. Expenses associated with these staff (for example, their office space) are also considered administrative. Non-staff examples include business fees and taxes and office equipment and supplies that are not allocable to specific services. |
| 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 first-line supervisors as well as staff responsible for program curriculum, quality assurance, and training direct care workers. Expenses associated with these staff (for example, their office space) are also considered program support. Non-staff examples include accreditation and professional licensing fees. |
| Direct Care | Includes the salaries and benefits of staff providing direct services, transportation expenses for persons who receive services, the facility in which programs are delivered (for example, the building in which Family Mental Health services are operated when not provided in the natural setting), and program materials and supplies. |

CONTACT INFORMATION AND REVENUES

The survey includes two forms to collect contact information and agency revenues. The first – Contact & Revenue – Fiscal Agent – collects contact information and revenue details from CIS fiscal agents, including information about payments passed through to subcontractors. The second – Contact & Revenue - Subcontractor – collects contact information and revenue details from CIS subcontractors, including information about payments received from fiscal agents.

Contact Information and Revenues – *Fiscal Agents*

Use this form to report the contact information, total agency revenues, and subcontractor payments, subcontractor basis of payment, and subcontractor caseloads for CIS-bundled services.

Annual Revenues List the total CIS bundled payment revenues received during the reporting period (including amounts later paid to subcontractors) on line 10, and all other agency revenue and sources of funds on line 11.

Subcontractor Payments For each subcontractor that performs CIS bundled services, enter the name of the subcontractor, select the CIS bundled service they provide, the amount your agency passed through in payment for performing the CIS bundled service, the basis of payment (e.g., ‘per month’), and the unduplicated count of individuals served by the subcontractor for the service during the reporting period. A separate entry should be made for each service provided, even if the same subcontractor provides multiple services. For example, a subcontractor providing Early Childhood and Family Mental Health services and Early Intervention services will appear on two lines.

Contact Information and Revenues – *Subcontractors*

Use this form to report the contact information, total agency revenues, and fiscal agent payments received, as well as the basis of fiscal agent payments for each service (e.g., ‘per month’), and the unduplicated count of individuals served under each fiscal agent during the reporting period.

Annual Revenues List the total CIS bundled payment revenues received during the reporting period from all fiscal agents in which your agency subcontracts on line 10, and all other agency revenue and sources of funds on line 11.

Subcontractor Payments For each fiscal agent for which your organization is subcontracted to provide CIS bundled services, enter the name of the fiscal agent, select the CIS bundled service your organization provided under subcontract with the fiscal agent, the amount your agency received as payment for performing the CIS bundled service during the reporting period, the basis of payment (e.g., ‘per month’), and the unduplicated count of individuals served by your organization for the service. A separate entry should be made for each service provided, even if the services were provided to the same fiscal agent. For example, if your organization provides Early Childhood and Family Mental Health services and Early Intervention services for the same fiscal agent, enter the requested information on two lines.

ADMINISTRATIVE COSTS

The survey includes two forms to collect information regarding administrative costs. The first – Admin Staff Wages and Benefits – covers payroll and fringe benefit costs for *all* administrative staff employed by your agency. The second – Admin NonStaff Expenses – covers *all* non-staff costs incurred by your agency. Consistent with current cost reporting for designated agencies, the survey will be used to calculate an overall organizational administrative rate. Accordingly, all administrative staff and non-staff costs should be reported, not just those supporting CIS.

Admin Staff Wages and Benefits

Use this form to report information regarding the staff responsible for the administrative functions of your organization. All cost figures should reflect the fiscal year ending June 30, 2019.

Title List the job title for each administrative employee. Lines 1 through 15 have been prepopulated with job titles that closely match those listed in the FY 2018 Budget Instructions memorandum for designated agencies. Additional job titles may be added below Line 15 as needed. If your agency has multiple employees within a given job title (e.g., three Human Resource Specialists), you may group their costs on the same row.

This level of detail is requested to allow for a review to ensure that program support and 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 organization-specific data will not be published.

Actual Wages Report total wages (inclusive of salary, bonuses, and any other cash compensation) actually paid to the individual(s) in each job title in the fiscal year ending June 30, 2019. Report actual wages paid, rather than salary levels (e.g., if an employee was hired in the middle of the fiscal year, report only earned wages and not their annual salary).

Time Allocation There are three columns across which employees' work hours should be allocated: administrative functions for CIS bundled services, administrative functions for other programs, and direct care or program support tasks that staff perform. The total of the time allocated across the three columns should equal 100 percent.

Although this sheet is only intended to capture information regarding administrative staff, the third allocation column (program support and/or direct care) is included because some staff may have both administrative and non-administrative (that is, direct care or program support responsibilities), particularly in smaller agencies. In these instances, the staff will be listed both on this form and on the Direct Care and Program Support Workers – Wages and Benefits form discussed on page 6 of these instructions with their time allocated appropriately.

Admin NonStaff Expenses

Use this form to report information for administrative expenses other than staffing. All wage- and salary-related costs should be reported on the ‘Admin Staff’ worksheet.

Expense Categories For each category of administrative expenses, report the total expense for the fiscal year ending June 30, 2019.

The worksheet has been prepopulated with expense categories that closely match those listed in the FY 2018 Budget Instructions memorandum for designated agencies. It is understood that there may be some differences regarding how agencies categorize their expenses. Agencies are not required to report an amount for each category and should use the categories that are closest to their own accounting classifications. For example, an agency’s accounting records may not separately delineate copying costs. In this case, the agency can report its total office supply cost (including copying) on Line 14 (“Office Supplies”) rather than trying to break out copy costs on Line 9.

Additionally, Lines 22 through 26 are available to report expenses that do not fit well into the provided categories.

Expense Allocation For each category of expenses, allocate the total expense to the administration of CIS bundled services and to the administration of any other programs delivered by your agency. The total allocation should equal 100 percent. If it does not, an error message will appear to the right of the table.

DIRECT CARE AND PROGRAM SUPPORT COSTS

The survey includes two forms to collect information regarding program costs. The first – Prog Staff Wages and Benefits – covers payroll and fringe benefit costs for all direct care and program support staff in the CIS program. The second – Program NonStaff Expenses – covers non-staff costs.

Prog Staff Wages and Benefits

The survey collects detailed information about staff providing direct care and program support for CIS programs. This form differs from the similar form for administrative staff in two ways. First, agencies only need to report direct care and program support staff that provide or support services included in the CIS bundle (whereas the administrative staff page covers *all* administrative employees in the organization). Second, this form should separately list each individual staff person by name or employee reference number (rather than grouping by job title) in order to support an in-depth understanding of differences in wages and responsibilities across services.

Job Title/ Job Classification For each employee name or number, select the most appropriate job classification using the drop-down menu in the “Job Classification” column. Employees providing CIS direct care services should fall under one of the job classifications listed in the column and cell drop down menu, as these job titles mirror the job titles documented in the Children’s Integrated Services Guidance Manual (GM-2.2 through GM-2.9). However, it is expected that some direct care staff and program support staff will not reasonably fall under the listing of available job classifications, and should be classified as “other” using the drop-down option.

In the next column, provide the employee’s working title.

If an employee performs both administrative and direct care/program support functions, they will be listed on both this form and the Admin Staff form discussed on page 5 of these instructions with their time allocated appropriately.

Time Allocation There are eleven columns across which employees’ work hours should be allocated. Only working hours should be considered when completing this form; do not include paid time off (holidays, vacation, or sick leave).

For each employee, allocate the percent of their time allocable to each function listed. Zeroes do not need to be entered. The total allocation of time across the columns should equal 100 percent. If the row turns red, review and revise the appropriate hours so that the total equals 100 percent.

All time associated with direct care is reported in the first allocation column regardless of the specific service provided (as the separate “Direct Care Workweek” schedule collects more detailed information about time spent providing direct care for each CIS service). Program support functions are reported for each specific CIS service. The final column is included for all other responsibilities such as administrative tasks, or direct care and program support for other CIS non-bundled services and non-CIS services (for example, if the employee provides mental health services that are not part of the CIS bundle, the percentage of time attributed to that activity would be allocated in the “All Other Responsibilities” column).

Program NonStaff Expenses

Use this form to report information for program support expenses that are attributable to CIS programs and service delivery. All wage- and salary-related costs should be reported on the 'Program Staff' worksheet.

Expense Categories For each category of program support expenses, report the total expense for the fiscal year ending June 30, 2019.

The worksheet has been prepopulated with expense categories that closely match those listed in the FY 2018 Budget Instructions memorandum for designated agencies. It is understood that there may be some differences regarding how agencies categorize their expenses. Agencies are not required to report an amount for each and should use the categories that are closest to their own accounting classifications.

Additionally, Lines 12 through 16 are available to report expenses that do not fit well into the provided categories.

Allocation Columns Each reported cost must be allocated across the individual CIS services provided by your agency.

Each column is labeled with the services included in the CIS bundle as well as a category for "All Other Activities" not included in this survey. The reported allocations, which are used to assign the costs associated with the expenses listed on each line, must equal 100 percent. If they do not, or if a cost has been entered but not allocated, an error message will appear to the right of the table.

DIRECT CARE WORKWEEK

This form collects information regarding the distribution of time for a typical workweek for each CIS employee included on the Prog Staff Wages and Benefits form who is designated as “Direct Care” in the Primary Job Function column. The form will automatically populate a new column for each employee listed and designated as “Direct Care.”

Staffing Pattern For each employee, enter the total number of hours worked in an average week, then distribute the hours to the activities listed beginning on Lines 2 through 23. As necessary, there are ‘Other activities’ lines that can be used for responsibilities not provided on the predefined list.

The sum of hours for Lines 2 through 26 should be equal to the total number of work hours reported on Line 1.

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

Average Caseload In this section, report the current number of cases (children) for which the staff person is currently responsible for providing direct care.

Mileage In this section, report the average number of miles driven in a typical work week for CIS-bundled service-related activities.

CASELOADS AND OTHER SERVICE DETAILS

This form collects information related to the number of individuals currently served by your organization as well as other information about service delivery. Fiscal agents should only report information related to the individuals to whom they provide direct services (that is, they should not report information for services provided by their subcontractors).