

# **Evidenced-Based Practices**

## **PROVIDER RATE STUDY PROVIDER SURVEY**

– distributed by –

**BURNS & ASSOCIATES, INC.**

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– on behalf of –

**Maine Department of Health and Human Services  
Office of Children and Family Services**



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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), Office of Child and Family Services (OCFS) is in the process of studying payments for certain evidence-based services covered by Section 65 of the MaineCare Benefits Manual. Burns & Associates, Inc. (B&A) is assisting DHHS in this effort.

B&A is distributing a survey to collect data regarding providers' service delivery designs and costs for the following services covered by the rate study:

Service	Code/ Modifier
Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), which does not currently have a specific service code or rate	-
Functional Family Therapy (FFT), including collateral services	H2021-HE G9007-HE
Multi-Systemic Therapy (MST) for Juveniles, including collateral services	H2033 G9007-HT
Multi-Systemic Therapy for Juveniles – Problem Sexualized Behavior (MST-PSB), including collateral services	H2033-HK G9007-HK

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

The information being collected in this survey will be a factor in the rate setting process and will be utilized only for this purpose. Only aggregated data will be publicly reported; no provider-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:

- Guidance for many questions is embedded in the survey itself and are designated with an  icon.
- These instructions supplement the embedded directions and should be reviewed before completing the survey.
- 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/MaineEvidenceBasedPractices](http://www.burnshealthpolicy.com/MaineEvidenceBasedPractices). All providers 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 staff wage and benefit costs
- Direct care and program support staff wage and benefit costs
- Non-staff expenses
- Service-specific caseloads, service designs, and staffing patterns

Throughout the survey, fields in which providers may record data are shaded in light green. Some fields are restricted to accept only numeric answers. 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 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; for example, "Provider Name\_Evidence Based Practices Provider Survey".

***The deadline for submitting completed surveys is October 18, 2019.*** Submit completed surveys to Barry Smith with B&A at bsmith@burnshealthpolicy.com.

If there are any factors that you believe should be considered as part of the rate study 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.

**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 insurance, taxes, 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, as well as activities specifically related to direct care. For example, time spent traveling between service visits and writing progress notes after a billable service should be categorized as direct care even though that time may not be directly billable. Direct care also includes program materials and supplies.  |

## ADMINISTRATIVE 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 most recent completed fiscal year.

Title	<p>List the job title for <i>all</i> of your agency’s administrative employees. If your agency has multiple employees within a given job title (e.g., three Human Resource Specialists), they can be either grouped together on a single line or individually listed with one employee per line.</p> <p>This level of detail is required to: one, ensure that program support and direct care staff are not reported on this schedule and, two, allow for consideration of administrative rates across the agency in total as well as for behavioral health services in particular.</p> <p>For external reporting purposes, only a total cost for wages and for benefits across all agencies will be reported and organization-specific data will not be released.</p> <p>Although this sheet is only intended to capture information regarding administrative staff, 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 the following page, with their time allocated appropriately.</p>
Actual Wages	<p>Report total wages (inclusive of salary, bonuses, and any other cash compensation) actually paid to the individual(s) in each job title in the most recent completed fiscal year.</p> <p>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).</p>
Time Allocation	<p>For the employee(s) listed on each line, allocate their time using the six allocation columns, considering how much time they spend supporting behavioral health services and all other programs operated by your agency and then, within each program, how much time they spend on administration, program support, and direct care.</p> <p>The total of the time allocated across these six columns 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> <p>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 the administration of behavioral health services, 25 percent of that employee’s time would be allocated to behavioral health services administration. If a time study is not feasible for your agency, contact B&amp;A to discuss other potential allocation methodologies.</p>

## DIRECT CARE AND PROGRAM SUPPORT WORKERS – WAGES AND BENEFITS

Use this form to report information regarding the staff responsible for direct care and program support for the evidence-based services covered by this survey.

The survey collects detailed information about staff providing direct care and program support the evidence-based services covered by this survey. 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 evidence-based services (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.

All cost figures should reflect the most recent completed fiscal year.

**Employee Name/ Job Titles** List the employee name or a unique number for each employee who provides direct care or program support for Evidence Based Practices services.

Agencies *do not* need to include direct care or program support staff who do not provide the evidence-based services covered by the provider survey. For example, direct care workers who only provide Section 21 services do not need to be listed.

If an employee performs both administrative and direct care/program support functions, they will be listed on both this form and the Administrative Staff form.

**Allocation Columns** There are six 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 evidence-based service provided (as the separate "Direct Care Workweek" schedule collects more detailed information about time spent providing direct care for each service). As noted earlier, 'direct care' includes billable services as well as activities specifically related to direct care. For example, time spent traveling between service visits and writing progress notes after a billable service should be categorized as direct care even though that time may not be directly billable.

Program support functions are reported for each specific evidence-based service. The final column is included for all other responsibilities such as administrative tasks or direct care and program support for other services.

## DIRECT CARE WORKWEEK

This form collects information regarding the distribution of time for a typical workweek for each staff person reported on the Direct Care and Program Support Workers - Wages and Benefits form who is responsible for providing direct care as part of their regular job duties. The form will automatically populate a new column for each employee designated as providing direct care.

**Staffing Pattern** For each employee, enter the total number of hours worked in an average week on line 1, then distribute the hours to the activities listed beginning on Lines 2 through 21. 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 21 should be equal to the total number of work hours reported on Line 1. If it does not equal, line 22 will indicate "No" until the hours are corrected.

It is understood 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 Care Plan meeting during a typical week. Rather, they may attend a handful of Care Plan meetings over the course of a year. Thus, if a direct care worker spends an average of 25 hours per year in One Plan development meetings, your agency would report 0.48 hours per week (25 divided by 52).

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

A service recipient should only be reported as part of the caseload for a single staff person. That is, if multiple staff provide support to the same individual, only report that individual for the staff who has primary responsibility for the case.

## EXPENSES OTHER THAN STAFF SALARY AND BENEFITS

Use this form to report expenses other than staffing. All wage- and salary-related costs should be reported on the 'Admin Staff Wages and Benefits' and 'Direct Care and Program Support Workers - Wages and Benefits' forms.

**Expense Categories** For each category of expenses, the form requests 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 business expenses, but vendors are not required to report an amount for each and should use the categories that are closest to their own accounting classifications. For example, a vendor's accounting records may group utilities as a part of rental expense. In this case, the agency can report its total rental cost (including utilities) on that line rather than trying to break utilities out of their records.

Additionally, Lines 31 through 34 are available to report expenses that do not fit well into the provided categories

**Expense Allocation** For each expense, allocate the total expense across programs and functions. In particular, there are seven columns. The first two columns relate to administrative expenses, divided between your agency's behavioral health services (considering *all* behavioral health services, and not only evidence-based services) and all other programs operated by your agency. The next five columns relate to program supports and direct care expenses, with separate columns for the four evidence-based services covered by the survey and a fifth column for expenses associated with program support and direct care for all other services (both behavioral health services other than the evidence-based services included in this rate study and all other services).

The total allocation across the seven columns should equal 100 percent. If it does not, an error message will appear to the right of the table.