

# Review of Children Residential Treatment Services

## Provider Survey Analysis

prepared for:

**Maine Department of Health and Human Services**

prepared by:

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	Provider Response Rate			FY2020 Claims		
	Number of Providers	Number Responded	Response Rate	FY2020 Claims	Claims with Response	Percent of Claims w/ Response
<b>All Providers</b>	<b>21</b>	<b>8</b>	<b>38%</b>	<b>\$26,441,098</b>	<b>\$20,175,003</b>	<b>76%</b>
Intensive Temporary Residential Treatment	21	8	38%	\$18,338,880	\$13,547,139	74%
Intellectual Disabilities and Autism Spectrum Disorder	12	8	67%	\$8,102,218	\$6,627,865	82%

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	FT	PT
# of Responding Providers	8	8
# of Reported Direct Care Staff	613	167

Benefit	Agencies Offering Benefit			Eligibility among Agencies that Offer Benefit <sup>1</sup>										Benefit Level Among Staff Receiving Benefit					Effective Benefit Level <sup>3</sup>
				% of Staff Eligible <sup>2</sup>					% of Staff Participating										
	Respondents	# that Offer	% that Offer	Average (Mean) with Outliers	Average (Mean) without Outliers	Median	Weighted Average with Outliers	Weighted Average without Outliers	Average (Mean) with Outliers	Average (Mean) without Outliers	Median	Weighted Average with Outliers	Weighted Average without Outliers	Average (Mean) with Outliers	Average (Mean) without Outliers	Median	Weighted Average with Outliers	Weighted Average without Outliers	

**Full-Time**

Holidays (days per year)	8	8	100%	100%	100%	100%	100%	100%						8.9	8.9	9.0	8.0	8.0	8.0
Paid Time Off (hours per year)	8	8	100%	100%	100%	100%	100%	100%						148	148	128	177	177	177
Health Insurance	8	8	100%	97%	99%	100%	98%	98%	53%	59%	54%	53%	55%						
Other Benefits	8	8	100%	95%	97%	100%	95%	96%	69%	69%	88%	75%	75%						

**Part-Time**

Holidays (days per year)	8	3	38%	100%	100%	100%	100%	100%						8.3	8.3	8.0	7.2	7.2	7.2
Paid Time Off (hours per year)	8	4	50%	100%	100%	100%	100%	100%						58	58	45	42	42	42
Health Insurance	8	1	13%	0%	0%	0%	0%	0%											
Other Benefits	8	2	25%	100%	100%	100%	100%	100%	53%	53%	53%	12%	12%						

<sup>1</sup>Weighted averages are weighted using reported direct support employees

<sup>2</sup>If providers reported that more than 100 percent of their staff are eligible for or participate in a benefit, the figure was reduced to 100 percent

<sup>3</sup>Effective benefit level is calculated by multiplying weighted average benefit level without outliers by "% of Staff Participating"

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**Turnover and Training for Direct Care Staff**

Respondents	1st Year Training					Following Years Training				
	Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. <sup>1</sup> w/ otl.	Wghtd Avg. <sup>1</sup> w/o otl.	Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. <sup>1</sup> w/ otl.	Wghtd Avg. <sup>1</sup> w/o otl.
Psychiatrist	1	67	67	67	67	45	45	45	45	45
Psychologist	0									
Licensed Clinical Social Worker (LCSW)	5	72	72	60	68	39	39	40	39	39
Licensed Master Social Worker (LMSW)	2	91	91	91	100	100	40	40	40	39
Licensed Social Worker (LSW)	2	50	50	50	40	40	40	40	40	40
Licensed Clinical Professional Counselor	4	95	95	62	99	99	42	42	40	42
Licensed Professional Counselor	1	60	60	60	60	60	40	40	40	40
Licensed Practical Nurse	1	62	62	62	62	62	35	35	35	35
Registered Nurse	2	34	34	34	35	35	23	23	23	24
Psychiatric Nurse	1	60	60	60	60	60	40	40	40	40
Certified Nursing Assistant	0									
Licensed Alcohol and Drug Counselor	0									
Behavioral Health Professional	3	65	65	60	70	70	39	39	40	38
Board Certified Behavior Analyst (BCBA)	1	62	62	62	62	62	35	35	35	35
Board Certified Assistant Behavior Analyst (BCaBA)	0									
Registered Behavior Technician (RBT)	0									
Pediatric Neurologist	0									
Other Qualified Mental Health Professional	3	86	86	80	96	96	42	42	40	42
Admin Support Health Services	1	25	25	25	25	25	6	6	6	6
<b>Total - Across All Qualifications</b>	<b>7</b>	<b>71</b>	<b>64</b>	<b>60</b>	<b>89</b>	<b>88</b>	<b>37</b>	<b>39</b>	<b>40</b>	<b>41</b>

<sup>1</sup>Weighted averages are weighted using reported weekly direct care hours

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**Turnover and Training for Direct Care Staff**

Respondents	Turnover					Est. Annual Training Based on Turnover					
	Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. <sup>1</sup> w/ otl.	Wghtd Avg. <sup>1</sup> w/o otl.	Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. <sup>1</sup> w/ otl.	Wghtd Avg. <sup>1</sup> w/o otl.	
Psychiatrist	2	50%	50%	50%	67%	67%	56	56	56	56	56
Psychologist	0										
Licensed Clinical Social Worker (LCSW)	6	23%	23%	24%	26%	26%	46	46	45	46	46
Licensed Master Social Worker (LMSW)	2	28%	28%	28%	36%	36%	54	54	54	56	56
Licensed Social Worker (LSW)	3	14%	14%	17%	21%	21%	41	41	41	40	40
Licensed Clinical Professional Counselor	5	24%	24%	16%	29%	29%	55	55	45	55	55
Licensed Professional Counselor	1	0%	0%	0%	0%	0%	40	40	40	40	40
Licensed Practical Nurse	1	0%	0%	0%	0%	0%	35	35	35	35	35
Registered Nurse	2	0%	0%	0%	0%	0%	23	23	23	24	24
Psychiatric Nurse	2	14%	14%	14%	2%	2%	43	43	43	43	43
Certified Nursing Assistant	1	50%	50%	50%	50%	50%					
Licensed Alcohol and Drug Counselor	0										
Behavioral Health Professional	4	13%	13%	0%	15%	15%	42	42	43	42	42
Board Certified Behavior Analyst (BCBA)	1	0%	0%	0%	0%	0%	35	35	35	35	35
Board Certified Assistant Behavior Analyst (BCaBA)	0										
Registered Behavior Technician (RBT)	0										
Pediatric Neurologist	0										
Other Qualified Mental Health Professional	6	29%	29%	40%	43%	43%	55	55	52	58	58
Admin Support Health Services	1	33%	33%	33%	33%	33%	12	12	12	12	12
<b>Total - Across All Qualifications</b>	<b>7</b>	<b>68%</b>	<b>22%</b>	<b>17%</b>	<b>38%</b>	<b>38%</b>	<b>61</b>	<b>56</b>	<b>54</b>	<b>74</b>	<b>73</b>

<sup>1</sup>Weighted averages are weighted using reported weekly direct care hours

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**Children Residential Treatment Facilities**

Intensive Temporary Residential Treatment						Intellectual Disabilities and Autism Spectrum Disorder					
Response /Program Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers	Response /Program Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

***Service Information***

Responding providers	7					2					
Number of programs	24					5					
Program capacity (number of beds)	246					60					
Occupancy over the last year		73%	73%	85%	79%	79%	62%	62%	62%	73%	73%
Length of stay (in days)		333	240	235	306	242	200	200	200	189	189
Number of days a child is absent during their stay		16.9	16.9	20.0	15.5	15.5	32.5	32.5	32.5	32.9	32.9
Number of client bedrooms	219					60					
Square footage of the facility per licensed bed		640	640	632	630	630	599	599	599	617	617
% of facility space used exclusively for admin.		16%	16%	10%	16%	16%	23%	23%	23%	25%	25%

***Post Discharge Transition Support***

Weekly hours of transition support per child		2.8	2.8	2.0	2.8	2.8	3.5	3.5	3.5	4.8	4.8
Duration (in weeks) of transition support		11.3	11.3	10.0	14.4	14.4	17.0	17.0	17.0	25.0	25.0

***Client Costs***

Daily client food costs per filled bed		\$17.04	\$12.62	\$11.28	\$14.12	\$10.87	\$17.91	\$17.91	\$17.91	\$16.94	\$16.94
Daily client supplies costs per filled bed		\$6.48	\$3.66	\$3.17	\$6.45	\$3.25	\$10.72	\$10.72	\$10.72	\$17.95	\$17.95

***Vehicles***

Number of vehicles per program		3.3	2.3	2.8	2.6	1.9	2.9	2.9	2.9	4.6	4.6
Purchase cost per vehicle		\$22,554	\$22,554	\$23,730	\$25,784	\$25,784	\$26,750	\$26,750	\$26,750	\$29,654	\$29,654
Annual mileage per licensed bed		2,894	2,894	2,490	2,931	2,931	3,865	3,865	3,865	5,309	5,309
Reimbursed miles for staff personal vehicles		11,902	7,082	9,956	12,479	9,807	9,955	9,955	9,955	18,850	18,850

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**Children Residential Treatment Facilities**

**Intensive Temporary Residential Treatment**

**Intellectual Disabilities and Autism Spectrum Disorder**

<b>Response /Program Count</b>	<b>Average w/ Outliers</b>	<b>Average w/o Outliers</b>	<b>Median</b>	<b>Weighted Avg. w/ Outliers</b>	<b>Weighted Avg. w/o Outliers</b>	<b>Response /Program Count</b>	<b>Average w/ Outliers</b>	<b>Average w/o Outliers</b>	<b>Median</b>	<b>Weighted Avg. w/ Outliers</b>	<b>Weighted Avg. w/o Outliers</b>
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***Weekly Direct Care Hours per Filled Bed***

Psychiatrists	18	0.6	0.6	0.3	0.5	0.5	1	0.1	0.1	0.1	0.1	0.1
Psychologists	4	0.6	0.6	0.6	0.6	0.6	1	0.8	0.8	0.8	0.8	0.8
Licensed Clinical Social Worker (LCSW)	24	3.9	3.9	5.1	3.8	3.8	5	4.8	4.8	4.8	6.9	6.9
Licensed Master Social Workers (LMSW)	10	3.4	3.4	3.4	3.4	3.4	0					
Licensed Social Workers (LSW)	3	4.6	4.6	4.6	5.1	5.1	5	3.4	3.4	3.4	4.2	4.2
Licensed Clinical Professional Counselors	18	4.3	4.3	4.7	3.5	3.5	5	4.8	4.8	4.8	6.9	6.9
Licensed Professional Counselors	3	4.6	4.6	4.6	4.6	4.6	0					
Licensed Practical Nurses (LPN)	2	4.7	4.7	4.7	6.8	6.8	0					
Psychiatric Nurses	8	1.6	1.6	0.3	2.7	2.7	3	0.3	0.3	0.3	0.3	0.3
Licensed Alcohol and Drug Counselors	0						0					
Behavioral Health Professionals (BHP)	13	37.8	37.8	31.1	17.9	17.9	4	3.6	3.6	3.6	3.6	3.6
Board Certified Behavior Analyst (BCBA)	1	6.1	6.1	6.1	6.1	6.1	0					
Board Certified Assistant Behavior Analyst (BCaBA)	0						0					
Registered Behavior Technician (RBT)	0						0					
Pediatric Neurologist	0						0					
Other Qualified Mental Health Professional	23	73.3	73.3	79.7	68.1	68.1	5	123.0	123.0	123.0	141.8	141.8
Registered Nurse	10	1.7	1.7	1.7	0.7	0.7	1	2.0	2.0	2.0	2.0	2.0
Certified Nursing Assistant (CNA)	0						3	3.5	3.5	3.5	3.5	3.5
Admin Support Health Services	9	0.6	0.6	0.6	0.6	0.6	0					



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**Direct Care Staff Productivity**

		Psychiatrist				
		Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

Responding providers	2					
Weekly number of reported staff hours	36					

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>						
Providing direct care - Intensive Temporary Residential Treatment		12.5	12.5	12.5	16.7	16.7
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder		2.5	2.5	2.5	3.3	3.3
Developing the Individual Treatment Plan and performing evaluation related tasks		21.3	21.3	21.3	15.0	15.0
Performing 'collateral contacts'		1.3	1.3	1.3	1.7	1.7
Travel time between individuals/ appointments		0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)		1.3	1.3	1.3	1.7	1.7
Administrative or program support tasks		1.3	1.3	1.3	1.7	1.7
<b>All Other Program Activities</b>						
Providing other direct care other than Children's Residential Treatment PNMI services		0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks		0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'		0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments		0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)		0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks		0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>						
Employer time'		0.0	0.0	0.0	0.0	0.0
Other activities		0.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

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**Direct Care Staff Productivity**

Psychologist				
Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

Responding providers	1				
Weekly number of reported staff hours	3				

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	40.0	40.0	40.0	40.0	40.0
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	0.0	0.0	0.0	0.0	0.0
Other activities	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

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**Direct Care Staff Productivity**

**Licensed Clinical Social Worker (LCSW)**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	7				
Weekly number of reported staff hours	903				

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	14.2	17.4	21.1	13.2	16.5
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	9.0	11.0	9.2	13.3	16.6
Developing the Individual Treatment Plan and performing evaluation related tasks	5.9	2.6	2.9	7.8	1.4
Performing 'collateral contacts'	1.4	1.7	2.3	0.8	1.0
Travel time between individuals/ appointments	0.4	0.5	0.0	0.3	0.4
Recordkeeping (do not include documentation that occurs during the course of service provision)	2.1	2.5	2.9	1.3	1.6
Administrative or program support tasks	0.9	1.1	0.6	0.5	0.7
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	1.3	0.4	0.0	0.3	0.1
Developing the Individual Treatment Plan and performing evaluation related tasks	1.6	0.6	0.0	0.8	0.2
Performing 'collateral contacts'	0.5	0.3	0.0	0.2	0.1
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.2	0.1	0.0	0.1	0.0
Administrative or program support tasks	0.1	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	1.1	1.4	1.1	0.9	1.1
Other activities	1.3	0.2	0.0	0.3	0.3
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

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**Direct Care Staff Productivity**

**Licensed Master Social Worker (LMSW)**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	2				
Weekly number of reported staff hours	91				

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	12.0	12.0	12.0	14.9	14.9
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	2.0	2.0	2.0	2.6	2.6
Developing the Individual Treatment Plan and performing evaluation related tasks	15.8	15.8	15.8	12.2	12.2
Performing 'collateral contacts'	2.0	2.0	2.0	2.3	2.3
Travel time between individuals/ appointments	1.0	1.0	1.0	1.0	1.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	3.3	3.3	3.3	3.0	3.0
Administrative or program support tasks	2.0	2.0	2.0	2.3	2.3
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	1.5	1.5	1.5	1.4	1.4
Other activities	0.5	0.5	0.5	0.4	0.4
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

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**Direct Care Staff Productivity**

**Licensed Social Worker (LSW)**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	3				
Weekly number of reported staff hours	263				

**Staffing Pattern (scaled to a 40-hour workweek)**

	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	5.5	5.5	17.1	8.2	8.2
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	11.5	11.5	8.6	27.1	27.1
Developing the Individual Treatment Plan and performing evaluation related tasks	9.3	9.3	0.0	0.0	0.0
Performing 'collateral contacts'	1.7	1.7	2.9	0.6	0.6
Travel time between individuals/ appointments	0.3	0.3	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	1.7	1.7	2.9	0.2	0.2
Administrative or program support tasks	7.0	7.0	2.9	3.0	3.0
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.3	0.3	0.0	0.2	0.2
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	2.3	2.3	5.7	0.8	0.8
Other activities	0.3	0.3	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
Provider Survey Analysis  
prepared for Maine Department of Health and Human Services**

**Direct Care Staff Productivity**

**Licensed Clinical Professional Counselor**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	5			
Weekly number of reported staff hours	735			

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	13.5	13.5	21.1	16.4	16.4
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	9.8	9.8	9.7	17.5	17.5
Developing the Individual Treatment Plan and performing evaluation related tasks	7.8	7.8	4.0	2.4	2.4
Performing 'collateral contacts'	1.7	1.7	2.3	0.7	0.7
Travel time between individuals/ appointments	0.4	0.4	0.0	0.1	0.1
Recordkeeping (do not include documentation that occurs during the course of service provision)	1.5	1.5	1.1	0.5	0.5
Administrative or program support tasks	0.9	0.9	0.6	0.3	0.3
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.4	0.4	0.0	0.1	0.1
Developing the Individual Treatment Plan and performing evaluation related tasks	1.7	1.7	0.0	1.0	1.0
Performing 'collateral contacts'	0.5	0.5	0.0	0.3	0.3
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.1	0.1	0.0	0.0	0.0
Administrative or program support tasks	0.1	0.1	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	1.4	1.4	1.1	0.6	0.6
Other activities	0.2	0.2	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

**Licensed Professional Counselor**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	1				
Weekly number of reported staff hours	96				

**Staffing Pattern (scaled to a 40-hour workweek)**

	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	2.0	2.0	2.0	2.0	2.0
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	28.0	28.0	28.0	28.0	28.0
Performing 'collateral contacts'	1.0	1.0	1.0	1.0	1.0
Travel time between individuals/ appointments	1.0	1.0	1.0	1.0	1.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	4.0	4.0	4.0	4.0	4.0
Administrative or program support tasks	1.0	1.0	1.0	1.0	1.0
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	2.0	2.0	2.0	2.0	2.0
Other activities	1.0	1.0	1.0	1.0	1.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

Licensed Practical Nurse				
Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

Responding providers	1			
Weekly number of reported staff hours	120			

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	1.3	1.3	1.3	1.3	1.3
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	3.8	3.8	3.8	3.8	3.8
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	20.0	20.0	20.0	20.0	20.0
Developing the Individual Treatment Plan and performing evaluation related tasks	10.0	10.0	10.0	10.0	10.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	5.0	5.0	5.0	5.0	5.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	0.0	0.0	0.0	0.0	0.0
Other activities	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>



**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

Registered Nurse				
Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

Responding providers	2			
Weekly number of reported staff hours	60			

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	7.5	7.5	7.5	7.3	7.3
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	3.3	3.3	3.3	3.2	3.2
Developing the Individual Treatment Plan and performing evaluation related tasks	0.6	0.6	0.6	0.7	0.7
Performing 'collateral contacts'	6.3	6.3	6.3	6.3	6.3
Travel time between individuals/ appointments	1.0	1.0	1.0	0.9	0.9
Recordkeeping (do not include documentation that occurs during the course of service provision)	5.8	5.8	5.8	5.9	5.9
Administrative or program support tasks	5.5	5.5	5.5	5.5	5.5
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	3.6	3.6	3.6	3.5	3.5
Developing the Individual Treatment Plan and performing evaluation related tasks	0.6	0.6	0.6	0.7	0.7
Performing 'collateral contacts'	1.3	1.3	1.3	1.3	1.3
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.6	0.6	0.6	0.7	0.7
Administrative or program support tasks	2.3	2.3	2.3	2.3	2.3
<b>General Activities</b>					
Employer time'	1.8	1.8	1.8	1.8	1.8
Other activities	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

Psychiatric Nurse				
Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

Responding providers	2				
Weekly number of reported staff hours	191				

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	5.3	5.3	5.3	2.4	2.4
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	15.7	15.7	15.7	1.8	1.8
Developing the Individual Treatment Plan and performing evaluation related tasks	13.5	13.5	13.5	25.4	25.4
Performing 'collateral contacts'	0.5	0.5	0.5	0.9	0.9
Travel time between individuals/ appointments	0.5	0.5	0.5	0.9	0.9
Recordkeeping (do not include documentation that occurs during the course of service provision)	2.0	2.0	2.0	3.8	3.8
Administrative or program support tasks	1.0	1.0	1.0	1.9	1.9
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	1.0	1.0	1.0	1.9	1.9
Other activities	0.5	0.5	0.5	0.9	0.9
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

		Certified Nursing Assistant				
		Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
Responding providers	1					
Weekly number of reported staff hours	124					
<b>Staffing Pattern (scaled to a 40-hour workweek)</b>						
<b>SUD Residential Treatment Activities</b>						
Providing direct care - Intensive Temporary Residential Treatment		0.0	0.0	0.0	0.0	0.0
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder		40.0	40.0	40.0	40.0	40.0
Developing the Individual Treatment Plan and performing evaluation related tasks		0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'		0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments		0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)		0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks		0.0	0.0	0.0	0.0	0.0
<b>All Other Program Activities</b>						
Providing other direct care other than Children's Residential Treatment PNMI services		0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks		0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'		0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments		0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)		0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks		0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>						
Employer time'		0.0	0.0	0.0	0.0	0.0
Other activities		0.0	0.0	0.0	0.0	0.0
<b>Total</b>		<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

Behavioral Health Professional				
Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers

Responding providers	4				
Weekly number of reported staff hours	1,868				

**Staffing Pattern (scaled to a 40-hour workweek)**

<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	16.8	16.8	22.9	20.5	20.5
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	9.0	9.0	14.3	13.1	13.1
Developing the Individual Treatment Plan and performing evaluation related tasks	7.4	7.4	0.0	3.8	3.8
Performing 'collateral contacts'	1.2	1.2	0.0	0.1	0.1
Travel time between individuals/ appointments	0.6	0.6	0.0	0.1	0.1
Recordkeeping (do not include documentation that occurs during the course of service provision)	1.2	1.2	0.0	0.2	0.2
Administrative or program support tasks	2.0	2.0	0.0	0.2	0.2
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	1.4	1.4	2.9	1.7	1.7
Other activities	0.4	0.4	0.0	0.2	0.2
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

**Board Certified Behavior Analyst (BCBA)**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	1				
Weekly number of reported staff hours	80				

***Staffing Pattern (scaled to a 40-hour workweek)***

<b><i>SUD Residential Treatment Activities</i></b>					
Providing direct care - Intensive Temporary Residential Treatment	3.0	3.0	3.0	3.0	3.0
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	12.0	12.0	12.0	12.0	12.0
Developing the Individual Treatment Plan and performing evaluation related tasks	10.0	10.0	10.0	10.0	10.0
Performing 'collateral contacts'	3.0	3.0	3.0	3.0	3.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	10.0	10.0	10.0	10.0	10.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b><i>All Other Program Activities</i></b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b><i>General Activities</i></b>					
Employer time'	2.0	2.0	2.0	2.0	2.0
Other activities	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

		Other Qualified Mental Health Professional				
		Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
Responding providers	6					
Weekly number of reported staff hours	17,109					
<b>Staffing Pattern (scaled to a 40-hour workweek)</b>						
<b>SUD Residential Treatment Activities</b>						
Providing direct care - Intensive Temporary Residential Treatment		21.1	25.6	28.8	22.6	32.8
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder		6.6	4.4	6.3	14.6	4.5
Developing the Individual Treatment Plan and performing evaluation related tasks		2.1	1.0	0.0	0.0	0.0
Performing 'collateral contacts'		2.6	1.2	0.0	0.0	0.0
Travel time between individuals/ appointments		1.7	2.1	0.0	0.1	0.1
Recordkeeping (do not include documentation that occurs during the course of service provision)		1.9	2.3	2.5	0.7	1.0
Administrative or program support tasks		2.2	2.7	2.5	0.7	1.0
<b>All Other Program Activities</b>						
Providing other direct care other than Children's Residential Treatment PNMI services		0.4	0.0	0.0	0.2	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks		0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'		0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments		0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)		0.0	0.0	0.0	0.0	0.0
Administrative or program support tasks		0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>						
Employer time'		0.7	0.4	0.0	0.6	0.5
Other activities		0.6	0.3	0.0	0.5	0.1
<b>Total</b>		<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

**Review of Children Residential Treatment Services  
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**Direct Care Staff Productivity**

**Admin Support Health Services**

Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
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Responding providers	1				
Weekly number of reported staff hours	40				

**Staffing Pattern (scaled to a 40-hour workweek)**

	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o Outliers
<b>SUD Residential Treatment Activities</b>					
Providing direct care - Intensive Temporary Residential Treatment	16.0	16.0	16.0	16.0	16.0
Providing direct care - Intellectual Disabilities and Autism Spectrum Disorder	4.0	4.0	4.0	4.0	4.0
Developing the Individual Treatment Plan and performing evaluation related tasks	1.0	1.0	1.0	1.0	1.0
Performing 'collateral contacts'	3.0	3.0	3.0	3.0	3.0
Travel time between individuals/ appointments	3.0	3.0	3.0	3.0	3.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	6.0	6.0	6.0	6.0	6.0
Administrative or program support tasks	4.0	4.0	4.0	4.0	4.0
<b>All Other Program Activities</b>					
Providing other direct care other than Children's Residential Treatment PNMI services	0.0	0.0	0.0	0.0	0.0
Developing the Individual Treatment Plan and performing evaluation related tasks	0.0	0.0	0.0	0.0	0.0
Performing 'collateral contacts'	0.0	0.0	0.0	0.0	0.0
Travel time between individuals/ appointments	0.0	0.0	0.0	0.0	0.0
Recordkeeping (do not include documentation that occurs during the course of service provision)	2.0	2.0	2.0	2.0	2.0
Administrative or program support tasks	0.0	0.0	0.0	0.0	0.0
<b>General Activities</b>					
Employer time'	1.0	1.0	1.0	1.0	1.0
Other activities	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

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**Qualified Residential Treatment Program Costs - Ongoing Expenses**

	Providers	Number Reporting One-Time Expenses	Average One-Time Expenses	Number Reporting Ongoing Expenses	Average Ongoing Expenses
Licensing and Accreditation for CAO, CARF, or JCAHO	7	2	\$32,422	4	\$36,359
Utilizing a Trauma-Informed Treatment model	7	3	\$52,359	5	\$156,418
Registered or Licensed Nursing staff - 24/7 availability	7	0		7	\$155,012
Licensed Clinical Staff - 24/7 availability	7	0		6	\$96,167
Fingerprinting and background checks	7	4	\$5,890	5	\$7,960
Discharge planning and family-based aftercare supports	7	1	\$1,750	7	\$144,011



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**COVID-19 Costs and Impacts**

<i>Expense Type</i>	Percent of Providers Reporting Expense	One-Time Costs As Percent of Provider		Ongoing Costs As Percent of Provider	
		Average	Revenues	Average	Revenues
Personal protective equipment and cleaning/ sanitation supplies and equipment	100%	\$7,712	0.7%	\$42,485	0.6%
IT equipment and software	43%	\$21,227	1.7%	\$7,900	0.1%
Additional staffing/ hazard pay/ retention bonus	100%	\$63,403	1.5%	\$99,183	3.3%