

Review of Crisis Services

Provider Survey Analysis

prepared for:

Maine Department of Health and Human Services

prepared by:

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Wages for Direct Care Staff

Crisis Resolution

	Employees							Contractors							
	Respond- ents	Reported Hours	Hourly Wages				Respond- ents	Reported Hours	Hourly Wages						
			Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. ¹ w/ otl.			Wghtd Avg. ¹ w/o otl.	Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. ¹ w/ otl.	Wghtd Avg. ¹ w/o otl.	
MHRT	3	138,061	\$22.76	\$22.76	\$21.50	\$24.01	\$24.01	0	0						
All Other	2	5,603	\$82.91	\$82.91	\$82.91	\$35.51	\$35.51	0	0						

Crisis Residential

	Employees							Contractors							
	Respond- ents	Reported Hours	Hourly Wages				Respond- ents	Reported Hours	Hourly Wages						
			Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. ¹ w/ otl.			Wghtd Avg. ¹ w/o otl.	Average w/ otl.	Average w/o otl.	Median	Wghtd Avg. ¹ w/ otl.	Wghtd Avg. ¹ w/o otl.	
MHRT	2	69,495	\$19.67	\$19.67	\$19.67	\$19.49	\$19.49	0	0						
All Other	1	7,592	\$29.79	\$29.79	\$29.79	\$29.79	\$29.79	1	499	\$81.73	\$81.73	\$81.73	\$81.73	\$81.73	

¹Weighted averages are weighted using reported direct care hours

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Benefits for Direct Care Workers

	Full-Time	Part-Time
# of Responding Providers	4	3
# of Reported Staff	340	67

Benefit	Access to Benefit				Eligibility among Agencies that Offer Benefit										Benefit Level Among Staff Receiving Benefit ²					Effective Benefit Level ³	
	Responding Agencies	# of Agencies that Offer	% of Agencies that Offer	% of Staff who Have Access	% of Staff Eligible					% of Staff Participating					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	4	4	100%	114%	100%	100%	100%	100%	100%	100%						10.3	10.3	10.5	10.8	10.8	12.2
Paid Time Off	4	4	100%	114%	100%	100%	100%	100%	100%	100%						19.8	19.8	20.0	20.5	20.5	23.3
Health Insurance	4	4	100%	100%	100%	100%	100%	100%	100%	100%	78%	78%	82%	73%	73%	\$1,170	\$1,170	\$1,061	\$1,048	\$1,048	\$764
Retirement	4	4	100%	114%	100%	100%	100%	100%	100%	100%	79%	79%	82%	61%	61%	4%	4%	4%	4%	4%	3%
Other Benefits	4	4	100%	114%	100%	100%	100%	100%	100%	100%	81%	81%	82%	68%	68%	\$250	\$250	\$210	\$288	\$288	\$221
Part-Time																					
Holidays	3	2	67%	31%	37%	37%	37%	40%	40%	40%						10.5	10.5	10.5	10.6	10.6	1.3
Paid Time Off	2	2	100%	57%	63%	63%	63%	73%	73%	73%						16.0	16.0	16.0	14.9	14.9	6.2
Health Insurance	2	2	100%	31%	37%	37%	37%	40%	40%	40%	18%	18%	18%	17%	17%	\$1,006	\$1,006	\$1,006	\$1,000	\$1,000	\$54
Retirement	2	2	100%	31%	37%	37%	37%	40%	40%	40%	20%	20%	20%	19%	19%	4%	4%	4%	4%	4%	0%
Other Benefits	2	2	100%	31%	37%	37%	37%	40%	40%	40%	15%	15%	15%	13%	13%	\$98	\$98	\$98	\$98	\$98	\$4
State Unemployment Insurance Rate																1.8%	1.8%	1.5%	1.5%	1.5%	
Worker's Compensation (amount per \$100 wages)																\$1.53	\$1.53	\$1.58	\$1.76	\$1.76	

¹Weighted averages are weighted using reported employee count

²Holidays and paid time off are annual amounts; health insurance and other benefits are monthly amounts

³Effective benefit level is calculated by multiplying weighted average benefit level without outliers by "% of Staff who Have Access" and "% of Staff Participating"(weighted average without outliers)

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Turnover and Training for Direct Care Staff

Respondents	1st Year Training					Following Years Training					
	Average	Average	Median	Wghtd Avg. ¹	Wghtd Avg. ¹	Average	Average	Median	Wghtd Avg. ¹	Wghtd Avg. ¹	
	w/ otl.	w/o otl.		w/ otl.	w/o otl.	w/ otl.	w/o otl.		w/ otl.	w/o otl.	
MHRT/CSP	2	60	60	60	68	68	30	30	30	34	34
Nurse	1	40	40	40	40	40	40	40	40	40	40
Psychiatrist	0										
Psychologist	0										
Supervision/ Management	0										

Respondents	Turnover					Est. Annual Training Based on Turnover					
	Average	Average	Median	Wghtd	Wghtd	Average	Average	Median	Wghtd	Wghtd	
	w/ otl.	w/o otl.		w/ otl.	w/o otl.	w/ otl.	w/o otl.		w/ otl.	w/o otl.	
MHRT/CSP	1	42%	42%	42%	42%	42%	43	43	43	49	49
Nurse	1	9%	9%	9%	9%	9%	40	40	40	40	40
Psychiatrist	0										
Psychologist	0										
Supervision/ Management	0										

¹Weighted averages are weighted using reported direct care hours

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Crisis Resolution Facilities

Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
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Caseload and Service Details

Responding providers	4					
Number of facilities	8					
Number of (duplicated) individuals served in the community last year	23,005					
Number of (duplicated) individuals served in the office last year	10,158					
Number of members who received Crisis Resolution services in a week	4	146	146	142	142	142
24-hour coverage annual on-call payments per week per FTE equivalent	2	\$105.65	\$105.65	\$105.65	\$101.41	\$101.41
Community Services						
% of Crisis Resolution community hours occurring in a hospital emergency department (ED)	3	39.8%	39.8%	29.5%	52.9%	52.9%
% of Crisis Resolution community hours occurring at a community location other than an ED	3	60.3%	60.3%	70.5%	47.1%	47.1%
Length (in hours) of a face-to-face encounter in a hospital ED	3	3.1	3.1	4.0	3.5	3.5
Length (in hours) of a face-to-face encounter in a setting other than a hospital ED	3	2.9	2.9	3.0	3.3	3.3
Percentage of community responses involving two staff members	3	10%	10%	10%	6%	6%
Number of miles traveled per week per MHRT/CSP FTE equivalent	4	23.6	23.6	22.2	18.7	18.7
Office-Based Services (i.e., Walk-Ins)						
Length (in hours) of a face-to-face encounter in the office	3	2.4	2.4	2.0	3.0	3.0

Weekly Scheduled Hours per Office to Staff the Crisis Resolution Program

MHRT	4	732	732	570	841	841
LCSW/LCPC/LMFT/LMSW-CC	3	75	75	96	62	62
LADC	0					
CADC	0					
Admin Support	1	27	27	27	27	27
Supervision/Management	2	27	27	27	27	27
Professional Support	1	5	5	5	5	5
Other	1	320	320	320	320	320

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Crisis Resolution Facilities

Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
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Weekly Scheduled Hours per Served Member to Staff the Crisis Resolution Program

MHRT	4	11.8	11.8	10.0	15.4	15.4
LCSW/LCPC/LMFT/LMSW-CC	3	1.0	1.0	0.9	1.0	1.0
LADC	0					
CADC	0					
Admin Support	1	0.2	0.2	0.2	0.2	0.2
Supervision/Management	2	0.8	0.8	0.8	0.8	0.8
Professional Support	1	0.1	0.1	0.1	0.1	0.1
Other	1	5.5	5.5	5.5	5.5	5.5

Staffing Pattern (scaled to a 40-hour workweek)

Billable (to MaineCare) direct telephone contacts with a member or member's guardian		2.4	2.4	2.6	2.9	2.9
Direct, face-to-face Crisis Resolution services (in office or community)		9.3	9.3	8.2	11.6	11.6
Billable (to MaineCare) 'collateral contacts' (e.g., speaking with medical staff about an individual)		2.9	2.9	3.1	3.6	3.6
Billable (to MaineCare) follow-up activity (not counted in preceding lines)		2.0	2.0	2.1	2.0	2.0
Billable services other than Crisis Resolution (e.g., Community Integration)		0.5	0.5	0.0	0.8	0.8
Activities funded through grant dollars		6.1	6.1	6.6	3.7	3.7
Travel time (e.g., driving to an individual's home to provide services)		3.4	3.4	3.6	2.4	2.4
Recordkeeping (do not include documentation during the course of service provision)		6.2	6.2	7.0	5.7	5.7
Employer time' (e.g. receiving one-on-one supervision, participating in staff meetings, etc.)		2.7	2.7	2.7	3.0	3.0
Community outreach activities (e.g., presentations in schools, community education, etc.)		0.6	0.6	0.6	0.5	0.5
Other activities		4.0	4.0	3.6	3.9	3.9
Total		40.0	40.0	40.0	40.0	40.0

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Crisis Residential Facilities

Adult Crisis Residential Facilities

Child Crisis Residential Facilities

Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
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Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
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Caseload and Service Details

Responding providers	3						2					
Number of facilities	5						3					
Percentage of clients that receive aftercare support	3	56%	56%	52%	53%	53%	2	70%	70%	70%	79%	79%
Aftercare support length of time in days	3	22	22	30	22	22	1	6	6	6	6	6
Aftercare support hours a client receives	3	6.7	6.7	8.0	7.6	7.6	2	6.0	6.0	6.0	7.8	7.8
Approved capacity (number of clients served at one time)	3	6	6	7	7	7	2	6	6	6	6	6
Occupancy over the reporting year	3	76%	76%	80%	78%	78%	2	50%	50%	50%	35%	35%
Square footage of the facility per approved capacity	2	792	792	792	743	743	1	930	930	930	930	930
Weekly mileage per member	3	110	110	13	66	66	1	16	16	16	16	16

Client Expenses

Daily client food costs per filled bed	3	\$11.24	\$11.24	\$11.90	\$11.95	\$11.95	2	\$20.56	\$20.56	\$20.56	\$28.95	\$28.95
Daily client supplies costs per filled bed	3	\$6.55	\$6.55	\$7.36	\$6.46	\$6.46	2	\$6.73	\$6.73	\$6.73	\$8.89	\$8.89

Facility Expenses

Facility rent/mortgage/depreciation per sq. footage	2	\$5.06	\$5.06	\$5.06	\$5.84	\$5.84	1	\$2.77	\$2.77	\$2.77	\$2.77	\$2.77
Facility maintenance/janitorial/landscaping per sq. footage	2	\$6.14	\$6.14	\$6.14	\$6.86	\$6.86	1	\$0.98	\$0.98	\$0.98	\$0.98	\$0.98
Facility utilities/telecommunications/etc. per sq. footage	2	\$3.88	\$3.88	\$3.88	\$4.13	\$4.13	1	\$1.80	\$1.80	\$1.80	\$1.80	\$1.80

Weekly Scheduled Hours per Approved Bed to Staff the Crisis Residential Program

MHRT	3	111.2	111.2	64.6	83.8	83.8	1	60.9	60.9	60.9	60.9	60.9
LCSW/LCPC/LMFT/LMSW-CC	3	8.2	8.2	5.0	9.7	9.7	1	5.1	5.1	5.1	5.1	5.1
Psychiatrist 24/7 on call	1	0.2	0.2	0.2	0.2	0.2	1	0.1	0.1	0.1	0.1	0.1
Manager	1	10.0	10.0	10.0	10.0	10.0	0					
Admin Staff	1	22.5	22.5	22.5	22.5	22.5	1	2.9	2.9	2.9	2.9	2.9
Activity Coordinators	1	3.1	3.1	3.1	3.1	3.1	1	2.9	2.9	2.9	2.9	2.9
Cook	1	1.5	1.5	1.5	1.5	1.5	1	1.4	1.4	1.4	1.4	1.4
Maintenance	1	0.8	0.8	0.8	0.8	0.8	1	0.7	0.7	0.7	0.7	0.7

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Crisis Residential Facilities

Adult Crisis Residential Facilities

Child Crisis Residential Facilities

Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o	Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
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Caseload and Service Details

Responding providers	3					2						
Number of facilities	5					3						
Percentage of clients that receive aftercare support	3	56%	56%	52%	53%	53%	2	70%	70%	70%	79%	79%
Aftercare support length of time in days	3	22	22	30	22	22	1	6	6	6	6	6
Aftercare support hours a client receives	3	6.7	6.7	8.0	7.6	7.6	2	6.0	6.0	6.0	7.8	7.8

Client Expenses

Daily client food costs per filled bed	3	\$11.24	\$11.24	\$11.90	\$11.95	\$11.95	2	\$20.56	\$20.56	\$20.56	\$28.95	\$28.95
Daily client supplies costs per filled bed	3	\$6.55	\$6.55	\$7.36	\$6.46	\$6.46	2	\$6.73	\$6.73	\$6.73	\$8.89	\$8.89

4-Bed Homes

Occupancy over the reporting year	1	52%	52%	52%	52%	52%	0					
Square footage of the facility	0						0					
Weekly mileage per member	1	305	305	305	305	305	0					
Annual facility rent/mortgage/depreciation cost	1	\$12,017	\$12,017	\$12,017	\$12,017	\$12,017	0					
Annual facility maintenance/janitorial/landscaping cost	1	\$19,678	\$19,678	\$19,678	\$19,678	\$19,678	0					
Annual facility utilities/telecommunications/etc. cost	1	\$12,657	\$12,657	\$12,657	\$12,657	\$12,657	0					
Weekly scheduled hours to staff the program												
MHRT	1	896	896	896	896	896	0					
LCSW/LCPC/LMFT/LMSW-CC	1	20	20	20	20	20	0					
Psychiatrist 24/7 on call	1	40	40	40	40	40	0					
Manager	1	90	90	90	90	90	0					
Admin Staff	0						0					
Activity Coordinators	0						0					
Cook	0						0					
Maintenance	0						0					

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Crisis Residential Facilities

Adult Crisis Residential Facilities

Child Crisis Residential Facilities

Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o	Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
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5-Bed Homes												
Occupancy over the reporting year	1	46%	46%	46%	46%	46%	1	81%	81%	81%	81%	81%
Square footage of the facility	1	8,580	8,580	8,580	8,580	8,580	0					
Weekly mileage per member	1	1	1	1	1	1	0	0	0	0	0	0
Annual facility rent/mortgage/depreciation cost	1	\$2,277	\$2,277	\$2,277	\$2,277	\$2,277	1	\$13,521	\$13,521	\$13,521	\$13,521	\$13,521
Annual facility maintenance/janitorial/landscaping cost	1	\$8,082	\$8,082	\$8,082	\$8,082	\$8,082	1	\$8,078	\$8,078	\$8,078	\$8,078	\$8,078
Annual facility utilities/telecommunications/etc. cost	1	\$15,348	\$15,348	\$15,348	\$15,348	\$15,348	1	\$8,502	\$8,502	\$8,502	\$8,502	\$8,502
Weekly scheduled hours to staff the program												
MHRT	1	420	420	420	420	420	0					
LCSW/LCPC/LMFT/LMSW-CC	1	20	20	20	20	20	0					
Psychiatrist 24/7 on call	1	1	1	1	1	1	0					
Manager	0						0					
Admin Staff	0						0					
Activity Coordinators	1	40	40	40	40	40	0					
Cook	1	20	20	20	20	20	0					
Maintenance	1	10	10	10	10	10	0					

6-Bed Homes												
Occupancy over the reporting year	0						1	18%	18%	18%	18%	18%
Square footage of the facility	0						1	4,444	4,444	4,444	4,444	4,444
Weekly mileage per member	0						1	29	29	29	29	29
Annual facility rent/mortgage/depreciation cost	0						1	\$33,748	\$33,748	\$33,748	\$33,748	\$33,748
Annual facility maintenance/janitorial/landscaping cost	0						1	\$4,378	\$4,378	\$4,378	\$4,378	\$4,378
Annual facility utilities/telecommunications/etc. cost	0						1	\$10,638	\$10,638	\$10,638	\$10,638	\$10,638
Weekly scheduled hours to staff the program												
MHRT	0						1	336	336	336	336	336
LCSW/LCPC/LMFT/LMSW-CC	0						1	40	40	40	40	40
Psychiatrist 24/7 on call	0						1	1	1	1	1	1
Manager	0						0					
Admin Staff	0						0					
Activity Coordinators	0						0					
Cook	0						0					
Maintenance	0						0					

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Crisis Residential Facilities

Adult Crisis Residential Facilities

Child Crisis Residential Facilities

	Adult Crisis Residential Facilities						Child Crisis Residential Facilities					
	Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o	Response Count	Average w/ Outliers	Average w/o Outliers	Median	Weighted Avg. w/ Outliers	Weighted Avg. w/o
8-Bed Homes												
Occupancy over the reporting year	2	78%	78%	78%	81%	81%	1	18%	18%	18%	18%	18%
Square footage of the facility	2	4,716	4,716	4,716	4,611	4,611	1	8,580	8,580	8,580	8,580	8,580
Weekly mileage per member	2	16	16	16	15	15	1	6	6	6	6	6
Annual facility rent/mortgage/depreciation cost	2	\$22,970	\$22,970	\$22,970	\$25,798	\$25,798	1	\$2,277	\$2,277	\$2,277	\$2,277	\$2,277
Annual facility maintenance/janitorial/landscaping cost	2	\$31,184	\$31,184	\$31,184	\$33,133	\$33,133	1	\$8,405	\$8,405	\$8,405	\$8,405	\$8,405
Annual facility utilities/telecommunications/etc. cost	2	\$20,105	\$20,105	\$20,105	\$20,432	\$20,432	1	\$12,797	\$12,797	\$12,797	\$12,797	\$12,797
Weekly scheduled hours to staff the program												
MHRT	2	390	390	390	385	385	1	517	517	517	517	517
LCSW/LCPC/LMFT/LMSW-CC	2	80	80	80	87	87	1	32	32	32	32	32
Psychiatrist 24/7 on call	1	1	1	1	1	1	1	1	1	1	1	1
Manager	0						0					
Admin Staff	0						1	40	40	40	40	40
Activity Coordinators	0						1	40	40	40	40	40
Cook	0						1	20	20	20	20	20
Maintenance	0						1	10	10	10	10	10

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Program Support Rates and Expenses

<i>Summary Data</i>	Crisis Resolution	Crisis Residential
Providers	2	1
Median Rate	10.5%	13.3%
Weighted Average Rate	11.7%	12.6%
Revenues	\$6,756,385	\$1,476,687

Detail by Expenditure Category

Wages	\$316,526	\$96,414
Payroll Taxes and Benefits:	\$75,505	\$6,683
Subtotal - Staffing Costs	\$392,031	\$103,097
Benefits Rate	19.3%	6.5%
Facility rent/mortgage/depreciation (other than CSUs)	\$143,151	\$0
Facility maintenance/janitorial/landscaping (other than CSUs)	\$67,814	\$0
Facility utilities/telecommunications/etc. (other than CSUs)	\$84,932	\$0
Office equipment and furniture	\$1,199	\$5,066
Interest expense (non-mortgage and non-vehicle)	\$0	\$0
Taxes (exclude payroll taxes and personal income taxes)	\$0	\$0
Licensing/certification/accreditation Fees	\$0	\$0
Hiring expenses (e.g., advertising; exclude staff costs)	\$6,066	\$5,600
Insurance (exclude vehicle insurance and staff benefits)	\$15,808	\$8,176
Information technology expense (e.g. computers, software, and acce	\$42,534	\$49,931
Office supplies	\$1,307	\$327
Program supplies	\$0	\$4,000
Advertising	\$0	\$0
Dues and Subscriptions	\$0	\$0
Training expense (e.g., fees and materials; exclude staff costs)	\$11,450	\$2,946
Administrative consulting - legal/accounting/etc.	\$0	\$0
Agency owned/leased vehicle expenses	\$0	\$0
Reimbursement for use of staff personal vehicles	\$14,418	\$294
Other travel expenses (e.g. airfare, lodging, per diem, etc.)	\$3,998	\$0
Allocated corporate office overhead	\$0	\$0
Other	\$6,064	\$6,569
Subtotal - Other Operating Costs	\$398,741	\$82,909
Grand Total	\$790,772	\$186,007