

Rate Study for Mobile Crisis Intervention Services

## Draft Rate Models

- prepared for -

Maine Department of Health and Human Services

- prepared by -

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January 11, 2024

**Maine Department of Health and Human Services  
Review of Mobile Crisis Services Rates - Draft Rate Models**

**Crisis Intervention Encounter**

		2-Person	1-Person
Unit of Service		Encounter	Encounter
MHRT/CSP Wages and Benefits (First Staff)	- MHRT/CSP Hourly Wage	\$28.64	\$28.64
	- Benefit Rate (as a percent of wages)	27.2%	27.2%
	Annual MHRT/CSP Wage and Benefit Cost	\$75,774.57	\$75,774.57
	Annual Work Hours	2,080	2,080
	- Percentage of Hours Allocated to Assessments (without travel)	55%	55%
	Hours Attributed to Assessments (including non-billable activities)	1,144	1,144
	- Number of Annual Assessments per FTE	150	150
	<b>MHRT/CSP Staff Cost per Assessment</b>	<b>\$277.84</b>	<b>\$277.84</b>
MHRT/CSP Office Space	- Square Feet of Office Space	100	100
	- Annual Cost per Square Foot	\$16.00	\$16.00
	Annual Cost of Office Space	\$1,600.00	\$1,600.00
	Percentage of Office Space Attributable to Assessment Activities	55%	55%
<b>MHRT/CSP Office Space Cost per Assessment</b>	<b>\$5.87</b>	<b>\$5.87</b>	
Peer Specialist Wages and Benefits (Second Staff)	- Peer Specialist Hourly Wage	\$20.46	
	- Benefit Rate (as a percent of wages)	33.8%	
	Annual Peer Specialist Wage and Benefit Cost	\$56,941.00	
	Annual Work Hours	2,080	
	- Percentage of Hours Allocated to Assessments (without travel)	55%	
	Hours Attributed to Assessments (including non-billable activities)	1,144	
- Number of Annual Assessments per FTE	150		
<b>Peer Specialist Staff Cost per Assessment</b>	<b>\$208.78</b>		
Peer Specialist Office Space	- Square Feet of Office Space	100	
	- Annual Cost per Square Foot	\$16.00	
	Annual Cost of Office Space	\$1,600.00	
	Percentage of Office Space Attributable to Assessment Activities	55%	
<b>Peer Specialist Office Space Cost per Assessment</b>	<b>\$5.87</b>		
Clinical Supervision and Support Wages and Benefits	<i>Clinical Supervision</i>		
	- Clinical Supervisor Hourly Wage	\$34.27	\$34.27
	- Benefit Rate (as a percent of wages)	24.4%	24.4%
	Annual Clinical Supervisor Wage and Benefit Cost	\$88,674.31	\$88,674.31
	Annual Work Hours	2,080	2,080
	- Percentage of Hours Allocated to Assessments	55%	55%
	Hours Attributed to Assessments	1,144	1,144
	- Number of MHRT/CSPs or Peers per Supervisor	5.0	5.0
	Number of Annual Assessments per Supervisor	750	750
	Clinical Supervisor Cost per Responding Staff	\$65.03	\$65.03
	Clinical Supervisor Cost per Assessment	\$130.06	\$65.03
	<i>Clinical Support</i>		
	- Annual On-Call Cost of Clinical Supervisor (at \$150 per week)	\$7,800.00	\$7,800.00
	Clinical Supervisor On-Call Cost per Assessment	\$10.40	\$10.40
- Annual Psychiatrist Support Cost per Responding Team	\$3,000.00	\$3,000.00	
Psychiatric Support Cost per Assessment	\$20.00	\$20.00	
<b>Clinical Supervision and Support Cost per Assessment</b>	<b>\$160.46</b>	<b>\$95.43</b>	
Supervisor Office Space	- Square Feet of Office Space	100	100
	- Annual Cost per Square Foot	\$16.00	\$16.00
	Annual Cost of Office Space	\$1,600.00	\$1,600.00
	Percentage of Office Space Attributable to Assessment Activities	55%	55%
<b>Clinical Supervisor Office Space Cost per Assessment</b>	<b>\$1.17</b>	<b>\$1.17</b>	

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**Crisis Intervention Encounter**

		<b>2-Person</b>	<b>1-Person</b>
Unit of Service		Encounter	Encounter
Dispatch Coordinator Wages and Benefits	- Dispatch Coordination (MHRT/CSP) Hourly Wage	\$28.64	\$28.64
	- Benefit Rate (as a percent of wages)	27.2%	27.2%
	<b>Annual Dispatch Coordinator Wage and Benefit Cost</b>	<b>\$75,774.57</b>	<b>\$75,774.57</b>
	Annual Work Hours	2,080	2,080
	- Percentage of Hours Allocated to Assessments (without travel)	100%	100%
	Hours Attributed to Assessments (including non-billable activities)	2,080	2,080
	- Number of MHRT/CSPs or Peers per Dispatch Coordinator	3.3	3.3
	- Number of Annual Assessments per Dispatcher	495	495
	<b>Dispatch Coordination Staff Cost per Assessment</b>	<b>\$153.08</b>	<b>\$153.08</b>
Dispatch Coord. Office Space	- Square Feet of Office Space	100	100
	- Annual Cost per Square Foot	\$16.00	\$16.00
	Annual Cost of Office Space	\$1,600.00	\$1,600.00
	Percentage of Office Space Attributable to Assessment Activities	100%	100%
	<b>Dispatch Coordinator Office Space Cost per Assessment</b>	<b>\$3.23</b>	<b>\$3.23</b>
Admin. and Prog. Support	Cost per Encounter Before Admin. and Program Support	\$816.30	\$536.62
	- Program Support Rate	15.0%	15.0%
	<b>Program Support Cost per Assessment</b>	<b>\$174.92</b>	<b>\$114.99</b>
	- Administrative Rate	15.0%	15.0%
	<b>Administrative Cost per Assessment</b>	<b>\$174.92</b>	<b>\$114.99</b>
	<b>Total Cost per Assessment</b>	<b>\$1,166.14</b>	<b>\$766.60</b>

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**Crisis Intervention Travel/Aftercare**

		<b>MHRT/CSP</b>	<b>Peer</b>	
Unit of Service		15 Minute	15 Minute	
Wages and Benefits	- Hourly Wage	\$28.64	\$20.46	
	- Benefit Rate (as a percent of wages)	27.2%	33.8%	
	Hourly Staff Cost Before Productivity Adj. (wages + benefits)	\$36.43	\$27.38	
	<i>Productivity Assumptions</i>			
	Total Hours	18.00	18.00	
	- Providing nonbillable aftercare supports	1.01	1.03	
	- Coordination and collateral contacts (non-billable)	0.81	0.82	
	- Recordkeeping and Reporting	1.21	1.24	
	- Employer and One-on-One Supervision Time	0.61	0.62	
	- Other Activities/ Downtime	0.81	0.82	
	- Training	1.15	1.25	
	- Paid Time Off	2.31	1.92	
	"Billable" Hours	10.09	10.30	
	Productivity Adjustment	1.78	1.75	
<b>Staff Cost After Productivity Adj. per Billable Hour</b>		<b>\$64.85</b>	<b>\$47.92</b>	
Mileage	- Number of Miles Traveled per Week	200	200	
	- Amount per Mile	\$0.670	\$0.670	
	Weekly Mileage Cost	\$134.00	\$134.00	
	<b>Mileage Cost per Billable Hour</b>	<b>\$13.28</b>	<b>\$13.01</b>	
Office Space	- Square Feet of Office Space	100	100	
	- Annual Cost per Square Foot	\$16.00	\$16.00	
	Annual Cost of Office Space	\$1,600.00	\$1,600.00	
	- Percent of Cost Allocated to Aftercare	45%	45%	
<b>Office Space Cost per Billable Hour</b>		<b>\$1.37</b>	<b>\$1.34</b>	
Clinical Supervisor Wages and Benefits	- Hourly Wage	\$34.27	\$34.27	
	- Benefit Rate (as a percent of wages)	24.4%	24.4%	
	Weekly Cost of Wages and Benefits per Clinical Supervisor	\$1,705.28	\$1,705.28	
	- Percent of Cost Allocated to Aftercare	45%	45%	
	- Number of MHRT/CSPs per Supervisor	5.0	5.0	
<b>Clinical Supervisor Cost per Billable Hour</b>		<b>\$15.21</b>	<b>\$14.90</b>	
Clinical Super. Office Space	- Square Feet of Office Space	100	100	
	- Annual Cost per Square Foot	\$16.00	\$16.00	
	Annual Cost of Office Space	\$1,600.00	\$1,600.00	
	- Percent of Cost Allocated to Aftercare	45%	45%	
<b>Clinical Supervisor Office Space Cost per Billable Hour</b>		<b>\$0.27</b>	<b>\$0.27</b>	
Admin. and Prog. Support	Cost per Billable Hour Before Admin. and Program Support	\$94.98	\$77.44	
	- Program Support Rate	15.0%	15.0%	
	<b>Program Support Cost per Billable Hour</b>	<b>\$20.35</b>	<b>\$16.59</b>	
	- Administrative Rate	15.0%	15.0%	
<b>Administrative Cost per Billable Hour</b>		<b>\$20.35</b>	<b>\$16.59</b>	
Total Cost per Billable Hour		\$135.68	\$110.62	
<b>Rate per 15 Minutes</b>		<b>\$33.92</b>	<b>\$27.66</b>	

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Appendices of Supporting Documentation for

Draft Rate Models

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**Appendix A: Wage Assumptions**

**Wage Data for Select Job Classifications that Include Duties Related to Waiver Service Job Requirements**

BLS Code and Title	Typical Education Requirement	Typical Work Experience	Typical On-The-Job Training To Attain Competency	Bureau of Labor Statistics Wages (May 2022)				
				10th %ile	25th %ile	50th %ile	75th %ile	90th %ile
11-9151 Social and community service managers	Bachelor's	Under 5 yrs.	None	\$22.91	\$27.29	\$31.35	\$37.22	\$44.73
19-3033 Clinical and counseling psychologists	Not pub.	Not pub.	Not pub.	\$25.13	\$31.12	\$41.32	\$62.58	\$88.00
19-3034 School psychologist	Not pub.	Not pub.	Not pub.	\$36.48	\$38.13	\$42.57	\$50.14	\$52.39
21-1012 Educational/ voc./ school counselors	Master's	None	None	\$18.68	\$21.95	\$26.51	\$32.13	\$37.82
21-1015 Rehabilitation counselors	Master's	None	None	\$17.66	\$19.38	\$23.82	\$27.59	\$42.07
21-1018 Subs. use/ behav. disorder/ mntl. hlth couns.	Bachelor's	None	None	\$19.22	\$22.39	\$26.20	\$35.16	\$54.53
21-1021 Child/ family/ school social workers	Bachelor's	None	None	\$22.83	\$26.35	\$29.27	\$32.36	\$37.36
21-1022 Healthcare social workers	Master's	None	Intern/ resident	\$22.74	\$25.27	\$29.10	\$31.63	\$35.70
21-1023 Mental health/ sub. abuse social work	Master's	None	Intern/ resident	\$21.40	\$24.75	\$32.23	\$38.41	\$46.35
21-1091 Health education specialist	Bachelor's	None	None	\$18.94	\$21.76	\$24.97	\$31.51	\$37.84
21-1093 Social and human service assistants	High School	None	Short-term OTJ	\$16.53	\$18.01	\$18.92	\$21.45	\$23.35
21-1094 Community health workers	High School	None	Short-term OTJ	\$17.11	\$19.14	\$21.73	\$28.15	\$29.82
29-1051 Pharmacists	Doctoral/ prof.	None	None	\$49.61	\$57.78	\$64.25	\$69.74	\$77.52
29-1071 Physician assistants	Master's	None	None	\$48.59	\$51.61	\$61.02	\$65.47	\$75.66
29-1141 Registered nurses	Bachelor's	None	None	\$29.41	\$31.40	\$37.18	\$40.27	\$48.52
29-1171 Nurse practitioners	Master's	None	None	\$47.67	\$50.22	\$53.95	\$62.79	\$68.52
29-1215 Family medicine physicians	Doctoral/ prof.	None	Intern/ resident	\$51.86	\$74.25	\$97.21	1/	1/
29-1216 General internal medicine physicians	Doctoral/ prof.	None	Intern/ resident	\$66.52	\$94.00	1/	1/	1/
29-1223 Psychiatrist	Doctoral/ prof.	None	Intern/ resident	\$98.37	1/	1/	1/	1/
29-2053 Psychiatric technicians	Postsec. award	Under 5 yrs.	Short-term OTJ	\$17.34	\$17.34	\$18.28	\$18.96	\$22.47
29-2061 Lic. practical and lic. vocational nurses	Postsec. award	None	None	\$21.50	\$23.86	\$26.95	\$29.53	\$34.52
31-1120 Home health and personal care aides	High School	None	Short-term OTJ	\$14.21	\$14.83	\$15.91	\$17.32	\$18.77
31-1131 Nursing assistants	Postsec. award	None	None	\$15.28	\$16.61	\$17.63	\$19.41	\$22.30
31-1133 Psychiatric aides 2/	High School	None	Short-term OTJ	\$14.47	\$14.58	\$17.96	\$20.30	\$23.02
31-9092 Medical assistants	Postsec. award	None	None	\$16.92	\$18.13	\$19.59	\$21.83	\$23.41
39-1022 First-line supervisors of pers. svc. workers	Not pub.	Not pub.	Not pub.	\$16.23	\$17.50	\$19.26	\$22.76	\$25.99
39-9032 Recreation workers	High School	None	Short-term OTJ	\$13.54	\$14.43	\$15.63	\$19.53	\$23.07
39-9041 Residential advisors	High School	None	Short-term OTJ	\$14.35	\$15.94	\$18.14	\$21.10	\$28.66

1/ The BLS does not publish wages that exceed \$100 per hour (\$208,000 per year).

2/ Values reflect May 2021 dataset as Maine figures for this occupation was masked in May 2022 (likely due to too few reported values).

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**Appendix A: Wage Assumptions  
Wage Inflation Factor Determination**

*Adjustment for Wage Inflation*<sup>1</sup>

BLS Dataset Month	May-22
# of Months from May 2022 to July 2024	26
Assumed Annual Wage Inflation for May 2022 to July 2024	4.20%
<b>Total Inflation Factor</b>	<b>9.32%</b>

<sup>1</sup>Inflation amounts based on ten-year (2012 - 2022) compound annual growth rate for net earnings in Maine; Source Bureau of Economic Analysis:  
<https://apps.bea.gov/regional/bearfacts/action.cfm>

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**Appendix A: Wage Assumptions  
BLS Wage Data With Inflation Adjustments**

BLS Code and Title	Typical Education Requirement	Typical Work Experience	Typical On-The-Job Training To Attain Competency	Bureau of Labor Statistics Wages (May 2022 with Inflation Adjustment)				
				10th %-ile	25th %-ile	50th %-ile	75th %-ile	90th %-ile
11-9151 Social and community service managers	Bachelor's	Under 5 yrs.	None	\$25.05	\$29.83	\$34.27	\$40.69	\$48.90
19-3033 Clinical and counseling psychologists	Not pub.	Not pub.	Not pub.	\$27.47	\$34.02	\$45.17	\$68.41	\$96.20
19-3034 School psychologist	Not pub.	Not pub.	Not pub.	\$39.88	\$41.68	\$46.54	\$54.81	\$57.27
21-1012 Educational/ voc./ school counselors	Master's	None	None	\$20.42	\$24.00	\$28.98	\$35.12	\$41.34
21-1015 Rehabilitation counselors	Master's	None	None	\$19.31	\$21.19	\$26.04	\$30.16	\$45.99
21-1018 Subs. use/ behav. disorder/ mntl. hlth couns.	Bachelor's	None	None	\$21.01	\$24.48	\$28.64	\$38.44	\$59.61
21-1021 Child/ family/ school social workers	Bachelor's	None	None	\$24.96	\$28.81	\$32.00	\$35.38	\$40.84
21-1022 Healthcare social workers	Master's	None	Intern/ resident	\$24.86	\$27.63	\$31.81	\$34.58	\$39.03
21-1023 Mental health/ sub. abuse social work	Master's	None	Intern/ resident	\$23.39	\$27.06	\$35.23	\$41.99	\$50.67
21-1091 Health education specialist	Bachelor's	None	None	\$20.71	\$23.79	\$27.30	\$34.45	\$41.37
21-1093 Social and human service assistants	High School	None	Short-term OTJ	\$18.07	\$19.69	\$20.68	\$23.45	\$25.53
21-1094 Community health workers	High School	None	Short-term OTJ	\$18.70	\$20.92	\$23.76	\$30.77	\$32.60
29-1051 Pharmacists	Doctoral/ prof.	None	None	\$54.23	\$63.17	\$70.24	\$76.24	\$84.74
29-1071 Physician assistants	Master's	None	None	\$53.12	\$56.42	\$66.71	\$71.57	\$82.71
29-1141 Registered nurses	Bachelor's	None	None	\$32.15	\$34.33	\$40.65	\$44.02	\$53.04
29-1171 Nurse practitioners	Master's	None	None	\$52.11	\$54.90	\$58.98	\$68.64	\$74.91
29-1215 Family medicine physicians	Doctoral/ prof.	None	Intern/ resident	\$56.69	\$75.39	\$107.29	1/	1/
29-1216 General internal medicine physicians	Doctoral/ prof.	None	Intern/ resident	\$72.72	\$96.52	1/	1/	1/
29-1223 Psychiatrist	Doctoral/ prof.	None	Intern/ resident	\$107.54	1/	1/	1/	1/
29-2053 Psychiatric technicians	Postsec. award	Under 5 yrs.	Short-term OTJ	\$18.96	\$18.96	\$19.98	\$20.73	\$24.56
29-2061 Lic. practical and lic. vocational nurses	Postsec. award	None	None	\$23.50	\$26.08	\$29.46	\$32.28	\$37.74
31-1120 Home health and personal care aides	High School	None	Short-term OTJ	\$15.53	\$16.21	\$17.39	\$18.93	\$20.52
31-1131 Nursing assistants	Postsec. award	None	None	\$16.70	\$18.16	\$19.27	\$21.22	\$24.38
31-1133 Psychiatric aides 2/	High School	None	Short-term OTJ	\$16.48	\$16.61	\$20.46	\$23.13	\$26.22
31-9092 Medical assistants	Postsec. award	None	None	\$18.50	\$19.82	\$21.42	\$23.86	\$25.59
39-1022 First-line supervisors of pers. svc. workers	Not pub.	Not pub.	Not pub.	\$17.74	\$19.13	\$21.06	\$24.88	\$28.41
39-9032 Recreation workers	High School	None	Short-term OTJ	\$14.80	\$15.77	\$17.09	\$21.35	\$25.22
39-9041 Residential advisors	High School	None	Short-term OTJ	\$15.69	\$17.43	\$19.83	\$23.07	\$31.33

1/ The BLS does not publish wages that exceed \$100 per hour (\$208,000 per year).



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**Appendix A: Wage Assumptions  
Development of Job Requirements (Using BLS Job Codes) by Service**

	MHRT/CSP	Clinician/ Clinical Supervisor	Peer Specialist	Dispatch Coordination
<b>BLS Code and Title</b>				
11-9151 Social and community service managers		100%		
19-3033 Clinical and counseling psychologists				
19-3034 School psychologist				
21-1012 Educational/ voc./ school counselors				
21-1015 Rehabilitation counselors				
21-1018 Subs. use/ behav. disorder/ mntl. hlth couns.	100%			100%
21-1021 Child/ family/ school social workers				
21-1022 Healthcare social workers				
21-1023 Mental health/ sub. abuse social work				
21-1091 Health education specialist				
21-1093 Social and human service assistants				
21-1094 Community health workers				
29-1051 Pharmacists				
29-1071 Physician assistants				
29-1141 Registered nurses				
29-1171 Nurse practitioners				
29-1215 Family medicine physicians				
29-1216 General internal medicine physicians				
29-1223 Psychiatrist				
29-2053 Psychiatric technicians				
29-2061 Lic. practical and lic. vocational nurses				
31-1120 Home health and personal care aides				
31-1131 Nursing assistants				
31-1133 Psychiatric aides			100%	
31-9092 Medical assistants				
39-1022 First-line supervisors of pers. svc. workers				
39-9032 Recreation workers				
39-9041 Residential advisors				
	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

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**Appendix A: Wage Assumptions  
Rate Model Assumptions  
(Using Adjusted BLS Wage Data  
and Job Requirement Assumptions)**

MHRT/CSP	Clinician/ Clinical Supervisor	Peer Specialist	Dispatch Coordination
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**Rate Model<sup>1</sup>**

10th %ile	\$21.01	\$25.05	\$16.48	\$21.01
25th %ile	\$24.48	\$29.83	\$16.61	\$24.48
<b>50th %ile</b>	<b>\$28.64</b>	<b>\$34.27</b>	<b>\$20.46</b>	<b>\$28.64</b>
75th %ile	\$38.44	\$40.69	\$23.13	\$38.44
90th %ile	\$59.61	\$48.90	\$26.22	\$59.61

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**Appendix B: Benefits Assumptions to Establish Benefit Rates**

% of Employees with Access			% of Employees Who Receive ('Participation')			Benefit Level for Participating Employees			Effective Benefit Level (Accounts for)		
BLS Data <sup>1</sup>	Rate Model Prof.	Para-prof.	BLS Data <sup>1</sup>	Rate Model Prof.	Para-prof.	BLS Data <sup>1</sup>	Rate Model Prof.	Para-prof.	BLS Data <sup>1</sup>	Rate Model Prof.	Para-prof.

**Mandatory Benefits**

FICA <sup>2</sup>										7.65%	7.65%
Federal UI <sup>3</sup>										0.60%	0.60%
State UI <sup>4</sup>										2.45%	2.45%
Workers' Comp.										3.00%	3.00%

**Paid Time Off<sup>5</sup>**

Holidays	80%	100%	100%	80%	100%	100%	8.0	10.0	10.0	6.4	10.0	10.0
Vacation Leave	76%	100%	100%	76%	100%	100%	10.0	20.0	15.0	7.6	20.0	15.0
Sick Leave	85%			85%			6.0			5.1		
<b>Total</b>							<b>24.0</b>	<b>30.0</b>	<b>25.0</b>	<b>19.1</b>	<b>30.0</b>	<b>25.0</b>

**Health Insurance<sup>6</sup>**

Employee Only				42.4%	42.4%		\$507.89	\$525.00	\$525.00			
Employee + One				13.7%	13.7%			\$900.00	\$900.00			
Family				18.9%	18.9%		\$1,322.52	\$1,300.00	\$1,300.00			
<b>Total</b>	71%	100%	100%	47%	75.0%	75.0%				\$591.34	\$591.34	

**Other Benefits<sup>7</sup>**

		100%	100%		100%	100%		\$200.00	\$200.00		\$200.00	\$200.00
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Notes

<sup>1</sup>BLS' 2021 National Compensation Survey (<https://www.bls.gov/ncs/ebs/benefits/2021/employee-benefits-in-the-united-states-march-2021.pdf>); data

<sup>2</sup>Combined Social Security tax rate of 6.2% and Medicare tax rate of 1.45%

<sup>3</sup>Applies to first \$7,000 in wages

<sup>4</sup>Rate model assumption reflects the tax rate assessed to new employers (inclusive of the 0.07 percent Competitive Skills Scholarship Fund assessment

<sup>5</sup>BLS data for vacation and sick leave is based on national data for employees with 1-5 years of experience (average for those with 6-10 experience is 15 days of vacation and 6 days of sick leave)

<sup>6</sup>In addition to BLS data, the U.S. DHHS' Medical Expenditure Panel Survey data for Maine was reviewed. The average premium across all employers in

<sup>7</sup>BLS provides information for a variety of other benefits that cannot be combined

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**Appendix C: Productivity Assumptions**

	Crisis Intervention Travel/Aftercare - MHRT/CSP	Crisis Intervention Travel/Aftercare - Peer
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***'Typical Workweek' Without Training and PTO***

Direct services	12.50	12.50
Coordination and collateral contacts (non-billable)	1.00	1.00
Providing nonbillable aftercare supports	1.25	1.25
Recordkeeping and reporting	1.50	1.50
Employer and one-on-one supervision time	0.75	0.75
Other activities/ downtime	1.00	1.00
<b>Total</b>	<b>18.00</b>	<b>18.00</b>

***Annual Hours for Training and PTO***

Training	60	65
Paid Time Off	120	100

***Avg. Workweek Adjusted for Training and PTO***

Direct services	10.09	10.30
Coordination and collateral contacts (non-billable)	0.81	0.82
Providing nonbillable aftercare supports	1.01	1.03
Recordkeeping and reporting	1.21	1.24
Employer and one-on-one supervision time	0.61	0.62
Other activities/ downtime	0.81	0.82
Training	1.15	1.25
Paid time off	2.31	1.92
<b>Total</b>	<b>18.00</b>	<b>18.00</b>