



2020 RATE REBASE STUDY

NURSE CONSULTATION AND BEHAVIORAL CONSULTATION

The Division of Developmental Disabilities Services

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Summary Report

The Division of Developmental Disabilities Services (DDDS) administers a §1915(c) Home and Community-Based Services (HCBS) comprehensive Medicaid Waiver program for people with intellectual/developmental disabilities. The Division of Medicaid and Medical Assistance (DMMA) is responsible for oversight of this waiver and DDDS's operation, thereof. The State of Delaware Lifespan Waiver program enables the state to furnish an array of home and community-based services that assist Medicaid beneficiaries to live in the community and avoid institutionalization. The menu of services includes two clinical consultation services: (1) Behavioral Consultation and (2) Nurse Consultation. Although DDDS completed rate studies in 2014 and in 2019 for Lifespan Waiver services delivered by Direct Support Professionals (DSP), DDDS last updated payment rates for Clinical Consultation Services in 2012. DDDS determined an updated rate study was needed for these two consultative services.

“Market Basket” Approach to Rate Setting

In 2012, DDDS established the reimbursement rates for Behavioral Consultation and Nurse Consultation using a “market basket” methodology. A market basket is a set of goods and services that together indicate the cost of a product or a service.

The first step in a market basket methodology is to determine the composition of the “basket”, i.e. what goods or services will be included. The second step is to determine the current value of those goods or services expressed as a unit cost. This unit cost is called the benchmark rate. In 2012, the market basket for the clinical consultation rates included the following items:

- Employee Wage
- Employee Related Expenses (ERE)
- Program Indirect Expenses (PI)
- General and Administrative Expenses (G&A)

ERE, PI and G&A are expressed as a percentage of the DSP wage.

The costs and assumptions related to these two services had not been rebased for over eight years.

In FY20, DDDS engaged the services of a consulting firm, Johnston, Villegas-Grubbs and Associates LLC (JVGA), to rebase the Behavioral Consultation and Nurse Consultation service rates and to document their work in a report. The Division also enlisted the assistance of two small provider workgroups comprised of representatives from each of the HCBS providers who deliver Behavioral Consultation and Nurse Consultation services to function in an advisory and review capacity throughout this project.

The decision to hold multiple provider workgroup meetings throughout the process was like the approach taken in 2014 and 2019 Direct Support Professional Rate Rebase study. DDDS invited two representatives from each of the Behavioral Consultative and Nurse Consultative service

providers. DDDS encouraged providers to include a combination of staff who were knowledgeable of program operations and of financial operations, as both would be discussed as part of this project. The Behavior Consultation and Nurse Consultation Rate Study Provider Workgroups included representatives from the service providers listed below:

Behavior Consultation

- Autism Delaware
- Chimes Delaware
- Connections, CSP
- Delaware Mentor
- JMK Behavior Services
- Keystone Human Services
- Merakey
- Mosaic
- Quality Management Associates
- Resources for Human Development

Nurse Consultation

- Bancroft
- Chimes Delaware
- Choices for Community Living
- Community Interactions
- Connections, CSP
- Delaware Mentor
- Interim Healthcare
- Keystone Human Services
- Resources for Human Development

The first meeting with each provider workgroup was a kick off meeting to share DDDS's plan about the approach and the timeline for completion and to solicit information from providers. The purpose of the open dialogue with the provider workgroup was to identify barriers and opportunities related to the sufficiency of supports for people with clinical support needs. The following questions were asked of each provider workgroup:

- 1) What is the referral process – how do you get involved
- 2) Are you involved in the Person-Centered Planning Process?
- 3) Are you involved in the ICAP Assessment process?
- 4) Are you involved with staff training, specific to the support needs for the person you are aiding?
- 5) Do you participate in any planning or post-event meetings in addition to Person-Centered Planning or staffing training as a result of your engagement with the person?
- 6) Does travel, distance or time or both impact you?
- 7) What are the primary barriers you address supporting people with disabilities?

- 8) In supporting people with DD, do you incur expenses for which you are not reimbursed?
If yes – examples?

After discussion with the provider workgroups, the consensus was that the consultant should use essentially the same rate methodology as was used in the 2012 rate study with one distinct difference. In 2012, only a single rate was calculated for each service. DDDS and the Provider workgroups agreed that the qualifications of the staff performing the service should be considered as part of the reimbursement methodology on the assumption that more experienced or credentialed staff add value to the service and can command a higher wage. Thus, the providers and the consultant proposed a tiered rate structure to use different wage levels in the rate computation depending upon the qualifications of the staff who delivered the service. All other components of the “market basket” used to create the Behavior Consultation and Nurse Consultation rates in 2012 were re-evaluated and refreshed to address changes in operating costs, regulatory/compliance changes, additional types of expenses, and the relationship between provider costs to the wage.

The second meeting offered an opportunity for the workgroup to review in draft three of the four required components needed to establish the rate:

- 1) Employee wage
- 2) Employee Related Expense
- 3) General and Administrative Costs

The workgroup was asked to participate in a two-week time study so that the fourth component, Program Indirect, could be calculated. The primary purpose of the time study was to identify the percentage of time, the clinical staff engaged in allowable activities that were not considered “billable” activities. This includes time spent driving to/from meetings, documenting services, attending meetings, etc.

The Division solicited feedback and questions during the meeting and asked the group to submit all additional questions and/or feedback to the Division.

At the third and final provider workgroup meeting, the consultant shared the results of the time study, and the calculated Program Indirect Expense percentage. The Division presented the draft rates for each service.

Behavior Consultation Service:

Setting the Hourly Wage: A tiered approach was used to distinguish the varying levels of education or certification for the Behavior Specialist¹ delivering the services.

The hourly rate was established using 2018 salary information from the Bureau of Labor Statistics (BLS); salary information specific to Delaware. The BLS position code used was 19-3031- Clinical, Counseling, and School Psychologists.

The percentile range for 19-3031 follows:

10%	25%	50%	75%	90%
\$21.18	\$27.99	\$37.01	\$48.44	\$62.17

Tier 1: **Bachelor’s degree** and reflects the average of the 25 and 50 percentiles; the base wage is \$32.50.

Tier 2: **Master’s degree, MSW, LCSW or BCaBA®** and reflects the average of the 50 and 75 percentiles; the base wage is \$42.73.

Tier 3: **Ph.D., Psy.D., DSW or BCBA®** and reflects the average of the 75 and 90 percentiles; the base wage is \$55.31.

Since the BLS data was from 2018, an inflation factor was applied to bring the wages to 2020 levels. The Centers for Medicare and Medicaid Services (CMS) standard inflation percentage of 2% was used.

Tier 1	\$	32.50
Year 1 – 2%	\$	0.65
	\$	33.15
Year 2 – 2%	\$	0.66
	\$	33.81
Tier 2	\$	42.73
Year 1 – 2%	\$	0.85
	\$	43.58
Year 2 – 2%	\$	0.87
	\$	44.45
Tier 3	\$	55.31
Year 1 – 2%	\$	1.11

¹ The current reference for the position is Behavior Analyst. To avoid confusion since Behavior Analyst is often associated with educational and licensing standards, the position will be renamed to Behavior Specialist.

	\$	56.41
Year 2 – 2%	\$	1.13
	\$	57.54

Setting the Employee Related Expenses (ERE): The ERE for Behavior Consultation was computed at 34.1%. Many of the same agencies that offer Residential and Day Services also offer Behavior Consultation services. Since DDDS conducted a rate study for Residential and Day Service DSP rates in 2019, the data available from that rate study was adjusted to account for the differences between the services. Specifically, the DSP ERE included provisions for Overtime (6%), Training (2%) and New Hire Orientation (2%) which were deemed to be not applicable for the Behavior Specialist. Therefore, while the DSP ERE was established at 44.1%, subtracting the 10% non-applicable components resulted in the ERE for the Behavior Specialist to be set at 34.1%.

Setting the Program Indirect (PI): To compute the Program Indirect (PI) the consultant undertook a two-part process. Part 1 involved a Time Study capturing information specific to time and activities determined to be essential to the provision of the service (i.e. “allowable”) but not billable as a direct service. Please refer to **Appendix B** for the Time Study template and instructions for completing the Time Study.

A total of twenty-two (22) responses were received reflecting eleven (11) unique responders. The process used to determine the value for Part 1 is as follows:

1. For each category, the time reported is added up for each 5-day period.
2. The 5-day total is reflected in minutes.
3. The total for each category is then divided by 5 to obtain an “average” day.
4. The average day is reflected in minutes spent for each category.
5. The average for each day is totaled for the week.
6. This provides the average number per week devoted to the completion of the tasks within each category.
7. The total average weekly amount is converted to an hourly measure.
8. The hourly measure is then represented as a percentage of forty-hour week.

Appendix C demonstrates the time study process calculations and **Appendix D** summarizes the results from the twenty-two (22) time studies. The result for Part 1 was a PI of 21.5%.

Part 2 of the process focused on capturing other expenses aligned with the provision of Behavior Consultation services. Examples of such expenses included mileage reimbursement, cell phone costs, professional subscriptions and clinical supervision. **Appendix E** provides the template used to capture this information.

The information received was inadequate to capture the expenses needed to set a percentage. Consequently, information from other states was used to supplement the data. The information came from provider agencies operating in Washington DC, Tennessee, Virginia and Arizona.

Based on this data, a 1% placeholder was used to account for the additional program costs. The intent of the placeholder was to allow the process to move forward as DDDS continues to work with the Behavior Consultation providers to be able to present this type of cost data in the future for rate study purposes.

The result from Part 1 and Part 2 set at PI for Behavior Consultation services at 22.5%

Setting the General and Administrative percentage: The General and Administrative (G&A) is set by policy at 12%.

Final Behavior Consultation Rates:

Rate Schedule Behavior Consultation	Tier 1 Bachelor's Degree	Tier 2 Master's Degree or BCaBA® certification	Tier 3 Doctorate Degree or BCBA® certification
Core Wage	\$33.81	\$44.45	\$57.54
ERE	34.1%	34.1%	34.1%
Program Indirect	22.5%	22.5%	22.5%
G&A	12.0%	12.0%	12.0%
Base Hourly Rate	\$66.44	\$87.35	\$113.07

Nurse Consultation Service:

Setting the Hourly Wage: A tiered rate structure was established that acknowledged an hourly rate for a licensed Registered Nurse without experience working with people with intellectual and developmental disabilities (IDD); an hourly rate for a Registered Nurse with two years' experience working with people with IDD, and; an hourly rate for Registered Nurses who have obtained a certification from a nationally recognized organization indicating professional nursing certification in the specialty of IDD nursing.

The hourly rate was established using 2018 salary information from the BLS; specific to Delaware. The BLS position code used was 29-1141 – Registered Nurses.

The percentile range for 29-1141 follows:

10%	25%	50%	75%	90%
\$26.58	\$30.10	\$35.11	\$40.27	\$48.11

Tier 1: **Registered Nurse no experience** and reflects the average of the 10, 25, 50, 75 and 90 percentiles; the base wage is \$36.03.

Tier 2: **Registered Nurse 2 years' experience** and reflects the average of the 50 and 75 percentiles; the base wage is \$37.69.

Tier 3: **Registered Nurse with IDD Nursing Certification** and reflects the average of the 75 and 90 percentiles; the base wage is \$44.91.

Since the BLS data was from 2018, an inflation factor was applied to bring the wages to 2020 levels. The Centers for Medicare and Medicaid Services (CMS) standard inflation percentage of 2% was used.

Tier 1	\$	36.03
Year 1 – 2%	\$	0.72
	\$	36.75
Year 2 – 2%	\$	0.74
	\$	37.49
Tier 2	\$	37.69
Year 1 – 2%	\$	0.75
	\$	38.44
Year 2 – 2%	\$	0.77
	\$	39.21
Tier 3	\$	44.91
Year 1 – 2%	\$	0.88
	\$	45.07
Year 2 – 2%	\$	0.90
	\$	45.98

Setting the Employee Related Expenses (ERE): The ERE for Nurse Consultation was computed at 34.1%. Many of the same agencies that offer Residential and Day Services also offer Nurse Consultation services. Since DDDS conducted a rate study for Residential and Day Service DSP rates in 2019, the data available from that rate study was adjusted to account for the differences between the services. Specifically, the DSP ERE included provisions for Overtime (6%), Training (2%) and New Hire Orientation (2%) which were deemed to be not applicable for the Nurse Consultant. Therefore, while the DSP ERE was established at 44.1%, subtracting the 10% non-applicable components resulted in the ERE for the Nurse Consultant to be set at 34.1%.

Setting the Program Indirect (PI): To compute the Program Indirect (PI) the consultant undertook a two-part process. Part 1 involved a Time Study capturing information specific to time and activities determined to be essential to the provision of the service (i.e. “allowable”) but not billable as a direct service. Please refer to **Appendix B** for the Time Study template and instructions for completing the Time Study.

A total of forty-three (43) responses were received reflecting twenty-two (22) unique responders. The process used to determine the value for Part 1 follows:

1. For each category, the time reported is added up for each 5-day period.
2. The 5-day total is reflected in minutes.
3. The total for each category is then divided by 5 to obtain an “average” day.
4. The average day is reflected in minutes spent for each category.

5. The average for each day is totaled for the week.
6. This provides the average number per week devoted to the completion of the tasks within each category.
7. The total average weekly amount is converted to an hourly measure.
8. The hourly measure is then represented as a percentage of forty-hour week

Appendix C demonstrates the time study process calculations and **Appendix D** summarizes the results from the forty-three (43) time studies. The result for Part 1 was a PI of 22.9%.

Part 2 of the process focused on capturing other expenses aligned with the provision of Nurse Consultation services. Examples of such expenses included mileage reimbursement, cell phone costs, professional subscriptions and clinical supervision. **Appendix E** provides the template used to capture this information.

The information received was inadequate to capture the expenses needed to compute a percentage. Consequently, information from other states was used to supplement the data. The information came from provider agencies operating similar services in Washington DC, Tennessee, Virginia and Arizona. Based on this data, a 1% placeholder was used to account for the additional program costs. The intent of the placeholder was to allow the process to move forward as DDDS continues to work with the Behavior Consultation providers to be able to present this type of cost data in the future for rate study purposes.

The result from Part 1 and Part 2 set at PI for Nurse Consultation services at 23.9%

Setting the General and Administrative percentage: The General and Administrative (G&A) is set by policy at 12%.

Final Nurse Consultation Rates:

Rate Schedule Nurse Consultation	Tier 1 Registered Nurse no experience	Tier 2 Registered Nurse 2 yrs. experience	Tier 3 Registered Nurse w/ IDD Nursing Certification
Core Wage	\$37.49	\$39.21	\$45.98
ERE	34.1%	34.1%	34.1%
Program Indirect	23.9%	23.9%	23.9%
G&A	12.0%	12.0%	12.0%
Base Hourly Rate	\$75.05	\$78.52	\$92.07

Fiscal Impact Analysis

To pay the rates shown above, based on FY 2020 utilization, the resulting additional payment to providers would be \$1.6 million dollars. See **Appendix A** for fiscal note. Because most of these units of service are provided to Medicaid eligible individuals, federal funding will be available to pay approximately 58% of the cost for those individuals; therefore, the state share would be \$660,401.

Since 2012, rates for these two services have only increased by 1%. The 1% rate increase was applied to the FY14 rates. DDDS has not rebased these rates since 2012 or implemented a rate increase for these two critical services since 2014.

After assessing the rate history and the limited capacity by the service system to provide these two critical services, DDDS recommends funding these services at the proposed rates. No new General Funds are required to implement these rate increases. As a result of the efforts to enroll service recipients, who were previously not enrolled in a Medicaid authority, in the DDDS HCBS Lifespan Waiver, DDDS has the capacity to fund this rate increase using existing funds.

Appendix A
Fiscal Note Matrix -
Using DDDS 2020 Nurse Consultation and Behavioral Consultation Jan 2020 Rate Rebase Study Rate Benchmarks

% of Benchmark	FY2022 Projected Utilization (in hours)	Rates As of 7/1/20	100.00%			90.00%			80.00%			70.00%			60.00%		
			Estimated Expenditures	Rebased Rates	Estimated Expenditures	Estimated Expenditures	Rebased Rates	Estimated Expenditures	Estimated Expenditures	Rebased Rates	Estimated Expenditures	Estimated Expenditures	Rebased Rates	Estimated Expenditures	Estimated Expenditures	Rebased Rates	Estimated Expenditures
Nursing Consultation Tier 1																	
Medicaid	0	\$ 53.44	\$0	\$ 75.05	\$0	\$ 67.55	\$0	\$ 60.04	\$0	\$ 53.44	\$0	\$ 53.44	\$0	\$ 53.44	\$0	\$ 53.44	\$0
State Funded	0	\$ 53.44	\$0	\$ 75.05	\$0	\$ 67.55	\$0	\$ 60.04	\$0	\$ 53.44	\$0	\$ 53.44	\$0	\$ 53.44	\$0	\$ 53.44	\$0
	0	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0
Nursing Consultation Tier 2																	
Medicaid	36415	\$ 53.44	\$1,946,018	\$ 78.52	\$2,859,306	\$ 70.67	\$2,573,375	\$ 62.82	\$2,287,445	\$341,427	\$55,496	\$2,001,514	\$55,496	\$1,946,018	\$0	\$0	\$0
State Funded	0	\$ 53.44	\$1,946,018	\$ 78.52	\$0	\$ 70.67	\$0	\$ 62.82	\$0	\$341,427	\$55,496	\$2,001,514	\$55,496	\$1,946,018	\$0	\$0	\$0
	36415	\$ 0	\$1,946,018	\$ 0	\$913,288	\$ 82.86	\$742,742	\$ 73.66	\$666,438	\$18,235	\$18,235	\$558,133	\$9,930	\$49,828	\$1,625	\$1,625	\$0
Nursing Consultation Tier 3																	
Medicaid	902	\$ 53.44	\$48,203	\$ 92.07	\$83,047	\$ 82.86	\$74,742	\$ 73.66	\$66,438	\$18,235	\$18,235	\$558,133	\$9,930	\$49,828	\$1,625	\$1,625	\$0
State Funded	0	\$ 53.44	\$48,203	\$ 92.07	\$0	\$ 82.86	\$0	\$ 73.66	\$0	\$18,235	\$18,235	\$558,133	\$9,930	\$49,828	\$1,625	\$1,625	\$0
	902	\$ 0	\$48,203	\$ 0	\$83,047	\$ 0	\$74,742	\$ 0	\$66,438	\$0	\$0	\$558,133	\$0	\$49,828	\$0	\$1,625	\$0
Behavioral Consultation Tier 1																	
Medicaid	10164	\$ 56.32	\$572,408	\$ 66.44	\$675,263	\$ 59.80	\$607,737	\$ 56.32	\$572,408	\$0	\$0	\$572,408	\$0	\$572,408	\$0	\$0	\$0
State Funded	0	\$ 56.32	\$572,408	\$ 66.44	\$0	\$ 59.80	\$0	\$ 56.32	\$0	\$0	\$0	\$572,408	\$0	\$572,408	\$0	\$0	\$0
	10164	\$ 0	\$572,408	\$ 0	\$675,263	\$ 0	\$607,737	\$ 0	\$572,408	\$0	\$0	\$572,408	\$0	\$572,408	\$0	\$0	\$0
Behavioral Consultation Tier 2																	
Medicaid	8339	\$ 56.32	\$469,638	\$ 87.35	\$728,390	\$ 78.62	\$655,551	\$ 69.88	\$582,712	\$113,073	\$113,073	\$524,441	\$54,802	\$469,638	\$0	\$0	\$0
State Funded	0	\$ 56.32	\$469,638	\$ 87.35	\$0	\$ 78.62	\$0	\$ 69.88	\$0	\$113,073	\$113,073	\$524,441	\$54,802	\$469,638	\$0	\$0	\$0
	8339	\$ 0	\$469,638	\$ 0	\$728,390	\$ 0	\$655,551	\$ 0	\$582,712	\$0	\$0	\$524,441	\$0	\$469,638	\$0	\$0	\$0
Behavioral Consultation Tier 3																	
Medicaid	4675	\$ 56.32	\$263,268	\$ 113.07	\$528,546	\$ 101.76	\$475,691	\$ 90.46	\$422,837	\$159,569	\$117,285	\$380,553	\$117,285	\$338,269	\$0	\$0	\$0
State Funded	0	\$ 56.32	\$263,268	\$ 113.07	\$0	\$ 101.76	\$0	\$ 90.46	\$0	\$159,569	\$117,285	\$380,553	\$117,285	\$338,269	\$0	\$0	\$0
	4675	\$ 0	\$263,268	\$ 0	\$528,546	\$ 0	\$475,691	\$ 0	\$422,837	\$0	\$0	\$380,553	\$0	\$338,269	\$0	\$0	\$0
All Services																	
Medicaid	60494	\$ 0	\$3,299,535	\$ 0	\$4,874,551	\$ 0	\$4,387,096	\$ 0	\$3,931,839	\$632,304	\$632,304	\$3,537,049	\$237,514	\$3,376,162	\$0	\$0	\$0
State Funded	0	\$ 0	\$3,299,535	\$ 0	\$0	\$ 0	\$0	\$ 0	\$0	\$0	\$0	\$3,537,049	\$0	\$3,376,162	\$0	\$0	\$0
	60494	\$ 0	\$3,299,535	\$ 0	\$4,874,551	\$ 0	\$4,387,096	\$ 0	\$3,931,839	\$632,304	\$632,304	\$3,537,049	\$237,514	\$3,376,162	\$0	\$0	\$0
Total New Costs																	
							\$1,575,016		\$1,087,561		\$632,304		\$237,514		\$76,627		\$76,627

Budget Requirements																	
Total NEW State Funded		\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404
Total NEW Medicaid State Match		\$0	\$456,014	\$0	\$456,014	\$0	\$456,014	\$0	\$456,014	\$0	\$456,014	\$0	\$456,014	\$0	\$456,014	\$0	\$456,014
Total State Fund Match Required		\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404	\$0	\$660,404
58.07%																	
41.93%																	

- All expenditures are shown as "Total Funds" and include both state and federal funds as appropriate.

Appendix B Time Study Instructions

Instructions for Time Study

Completing the Time Study:

Purpose:

There are four components in the development of an hourly rate: A Base Salary, Employee Related Expenses (ERE), Program Indirect/Supervision (PI) and General and Administrative Costs (G&A). The purpose of the time study is to determine the percentage of time that is usually and customarily spent by an employee involved in activities are essential to the service.

Time Period:

Two (2) non-consecutive forty (40) hour work weeks

Instructions:

- ORGANIZATION:** Please identify the Provider Agency
- EMPLOYEE:** Please assign each staff a number beginning with #1
- WEEK BEGINNING:** To ensure consistency please use Sunday as the beginning of a work week.
- SERVICE:** Please identify whether the service provided is Nurse Consultant or Behavioral Analyst
- TYPICAL WEEK:** Are the times reported reflective of a typical week, please select YES or NO. If NO is selected please explain in Comment Section
- TIME FORMAT:** Please record time in minutes, estimates are acceptable. You may round-up to the nearest 15-minute increment

CATEGORIES

- TRAVEL:** Please enter the amount of time spent traveling to and from an appointment with a consumer.
- AUDITS:** Please enter the time spent reviewing records including time spent providing feedback as it pertains to the record review
- T-LOGS** Please enter the time spent entering information into T-LOGS
- REPORTS** This is a generic category and could include Quarterly Reports, reports for ISP meetings and status reports
- PROFESSIONAL COURTESY:** This is a generic category and can capture any activity, not otherwise listed that supports an individual and its technically beyond the scope of your responsibility. This could include labeling medication when the order has changed, destroying medication when the service recipient

Appendix B Time Study Instructions

passes or medication has been discontinued, completing required death reports, observing medication passes for LLAM trained UAPs, perform a medical procedure (injection) as examples.

**ADMISSION/
DISCHARGE:**

This category would capture time spent supporting an individual, directly or indirectly, during an admission to or discharge from a hospital and or psychiatrist setting. Please use this category if the support provided is related to discharge from a correctional setting and if so, please make a notation in the Comment section.

**Professional/
Required Meetings:**

This is a generic category and could include meetings with state officials that are specific to the services provided. This category does NOT include general purpose staff meetings but would include Inservice sessions.

Coordination:

This category is broadly defined and could include a wide variety of coordination activities:

- Assist in obtaining consent for procedures
- Attending a medical appointment
- Submitting a nutrition referral
- Reconciling monthly medication record
- Making monthly phone calls or emails to the Res Hab Provider/Family
- Making phone calls to physicians/psychiatrists/psychologists/pharmacies
- Providing necessary forms to the Res Hab Provider (MAIR, PAIR, DAIR etc)
- Reconciling medication when transferring from one Res Hab Provider/home to another
- Generating T-logs and GERs for service recipients
- Completing initial self-medication assessment
- Reporting pm46 issues in the Harmony system
- Conducting home visits to review medication storage
- Inputting all medical information (t-log, GERs, attaching appointment documentation, seizures, weights, etc.) into Therap for service recipients
- Transcribing medications onto the MAR
- Reviewing the monthly MAR
- Completing the Fall Risk Assessment
- Completing the Aspiration assessment
- Completing the Functional Behavioral Assessment

Appendix B

Time Study Instructions

- Developing the Behavior Support Plan
- Training DSP staff on the support needs of a service recipient
- Monitoring/Observing a Service Recipient
- Developing a Med alert
- Completing the eCHAT/Significant medical/behavioral condition document
- ETC.

CEU: Time spent in Continuing Education

ISP Billing: Time spent developing, reviewing and entering ISP Billing

GERs: Time spent developing, writing and submitting incident reports

Orientation: Time spent orienting new staff, including but not limited to “shadowing” and similar activities.

OTHER: There is one (1) “Other” category. You may use the Other Category to capture time spent on activities not otherwise listed or identified. Please include a description in the Comment Section.

***FOR ASSISTANCE YOU MAY CALL ROGER DESHAIES @ 520.260.5460 or EMAIL @
rdshaies@msn.com***

WEEKLY TIME SAMPLE

ORGANIZATION _____ SERVICE: _____

EMPLOYEE _____

WEEK BEGINNING SUNDAY _____ IS THIS REFLECTIVE OF A TYPICAL WEEK YES ___ NO ___

DAY	TRAVEL	AUDITS	T-LOGS	REPORTS	PROFESSIONAL COURTESY	ADMISSIONS/ DISCHARGES	PROFESSIONAL AND REQUIRED MEETINGS	COORDINATION	CEU	ISP Billing	GER's	Orientation	OTHER
MONDAY													
TUESDAY													
WEDNESDAY													
THURSDAY													
FRIDAY													

WEEK BEGINNING SUNDAY _____ IS THIS REFLECTIVE OF A TYPICAL WEEK YES ___ NO ___

DAY	TRAVEL	AUDITS	T-LOGS	REPORTS	PROFESSIONAL COURTESY	ADMISSIONS/ DISCHARGES	PROFESSIONAL AND REQUIRED MEETINGS	COORDINATION	CEU	ISP Billing	GER's	Orientation	OTHER
MONDAY													
TUESDAY													
WEDNESDAY													
THURSDAY													
FRIDAY													

Comments

Comments

Appendix C
Time Study PI Summary Calculation

Nursing		Behavior	
All		All	
	w/o Chimes		w/o Chimes
Week 1	160.57	77.65	60.65
	7.65	7.06	7.58
	Total Hours	Total Hours	Total Hours
	Divided by Responses	Divided by Responses	Divided by Responses
Week 2	170.48	86.15	76.6
	7.75	7.83	9.58
	Total Hours	Total Hours	Total Hours
	Divided by Responses	Divided by Responses	Divided by Responses
Average	7.70	7.45	8.58
	Week 1 and 2		Week 1 and 2
PI	20.53 PI	19.87 PI	22.88
Other Expenses	1	Other Expenses	1
	Other Expenses		Other Expenses
Recommended	21.53	20.87	23.88

Appendix D
Time Study Data Analysis

Nursing

Behavior

Organization	Week 2	avg week	total week	Work Hours	Ratio	PI
Mentor*	Input 1	8.44	37.5	29.06	77.49	22.51
Mentor	Input 2	7.25	37.5	30.25	80.67	19.33
Mentor	Input 3	9.1	37.5	28.4	75.73	24.27
Bancroft	Input 4	7.1	37.5	30.4	81.07	18.93
Mentor	Input 5	7.23	37.5	30.27	80.72	19.28
Chimes	Input 6	3.09	37.5	34.41	91.76	8.24
Chimes	Input 7	5.33	37.5	32.17	85.79	14.21
Chimes	Input 8	4.9	37.5	32.6	86.93	13.07
Chimes	Input 9	2.9	37.5	34.6	92.27	7.73
Chimes	Input 10	6.38	37.5	31.12	82.99	17.01
Interim	Input 11	11.08	37.5	26.42	70.45	29.55
Interim	Input 12	7.72	37.5	29.78	79.41	20.59
Interim	Input 13	10.95	37.5	26.55	70.80	29.20
Interim	Input 14	8	37.5	29.5	78.67	21.33
Interim	Input 15	6.55	37.5	30.95	82.53	17.47
Interim	Input 16	8	37.5	29.5	78.67	21.33
Interim	Input 17	7.67	37.5	29.83	79.55	20.45
Interim	Input 18	9.17	37.5	28.33	75.55	24.45
Interim	Input 19	6.77	37.5	30.73	81.95	18.05
Interim	Input 20	8.08	37.5	29.42	78.45	21.55
RHD	Input 21	7.47	37.5	30.03	80.08	19.92
Liberty ARC	Input 22	9.8	37.5	27.7	73.87	26.13
	Input 23		37.5	37.5	100.00	0.00
	Input 24		37.5	37.5	100.00	0.00
	Input 25		37.5	37.5	100.00	0.00
	Input 26		37.5	37.5	100.00	0.00
	Input 27		37.5	37.5	100.00	0.00
	Input 28		37.5	37.5	100.00	0.00
	Input 29		37.5	37.5	100.00	0.00
	Input 30		37.5	37.5	100.00	0.00

Organization	Input	avg week	total week	Work Hours	Ratio	PI
	Input 1	6.77	37.5	30.73	81.95	18.05
	Input 2	8	37.5	29.5	78.67	21.33
	Input 3	4.5	37.5	33	88.00	12.00
	Input 4	4.5	37.5	33	88.00	12.00
	Input 5	7.15	37.5	30.35	80.93	19.07
	Input 6	8	37.5	29.5	78.67	21.33
	Input 7	7.4	37.5	30.1	80.27	19.73
	Input 8	7.6	37.5	29.9	79.73	20.27
	Input 9	8.75	37.5	28.75	76.67	23.33
	Input 10	9.41	37.5	28.09	74.91	25.09
	Input 11	6.95	37.5	30.55	81.47	18.53
	Input 12		37.5	37.5	100.00	0.00
	Input 13		37.5	37.5	100.00	0.00
	Input 14		37.5	37.5	100.00	0.00
	Input 15		37.5	37.5	100.00	0.00
	Input 16		37.5	37.5	100.00	0.00
	Input 17		37.5	37.5	100.00	0.00
	Input 18		37.5	37.5	100.00	0.00
	Input 19		37.5	37.5	100.00	0.00
	Input 20		37.5	37.5	100.00	0.00
	Input 21		37.5	37.5	100.00	0.00
	Input 22		37.5	37.5	100.00	0.00
	Input 23		37.5	37.5	100.00	0.00
	Input 24		37.5	37.5	100.00	0.00
	Input 25		37.5	37.5	100.00	0.00
	Input 26		37.5	37.5	100.00	0.00
	Input 27		37.5	37.5	100.00	0.00
	Input 28		37.5	37.5	100.00	0.00
	Input 29		37.5	37.5	100.00	0.00
	Input 30		37.5	37.5	100.00	0.00

Organization

Week 2

avg week

total week

Work Hours

Ratio

PI

Input 1

Input 2

Input 3

Input 4

Input 5

Input 6

Input 7

Input 8

Input 9

Input 10

Input 11

Input 12

Input 13

Input 14

Input 15

Input 16

Input 17

Input 18

Input 19

Input 20

Input 21

Input 22

Input 23

Input 24

Input 25

Input 26

Input 27

Input 28

Input 29

Input 30

Organization

Input

avg week

total week

Work Hours

Ratio

PI

Input 1

Input 2

Input 3

Input 4

Input 5

Input 6

Input 7

Input 8

Input 9

Input 10

Input 11

Input 12

Input 13

Input 14

Input 15

Input 16

Input 17

Input 18

Input 19

Input 20

Input 21

Input 22

Input 23

Input 24

Input 25

Input 26

Input 27

Input 28

Input 29

Input 30

Organization

Input

avg week

total week

Work Hours

Ratio

PI

Input 1

Input 2

Input 3

Input 4

Input 5

Input 6

Input 7

Input 8

Input 9

Input 10

Input 11

Input 12

Input 13

Input 14

Input 15

Input 16

Input 17

Input 18

Input 19

Input 20

Input 21

Input 22

Input 23

Input 24

Input 25

Input 26

Input 27

Input 28

Input 29

Input 30

Organization

Input

avg week

total week

Work Hours

Ratio

PI

Input 1

Input 2

Input 3

Input 4

Input 5

Input 6

Input 7

Input 8

Input 9

Input 10

Input 11

Input 12

Input 13

Input 14

Input 15

Input 16

Input 17

Input 18

Input 19

Input 20

Input 21

Input 22

Input 23

Input 24

Input 25

Input 26

Input 27

Input 28

Input 29

Input 30

Organization

Input

avg week

total week

Work Hours

Ratio

PI

Input 1

Input 2

Input 3

Input 4

Input 5

Input 6

Input 7

Input 8

Input 9

Input 10

Input 11

Input 12

Input 13

Input 14

Input 15

Input 16

Input 17

Input 18

Input 19

Input 20

Input 21

Input 22

Input 23

Input 24

Input 25

Input 26

Input 27

Input 28

Input 29

Input 30

Organization

Input

avg week

total week

Work Hours

Ratio

PI

Input 1

Input 2

Input 3

Input 4

Input 5

Input 6

Input 7

Input 8

Input 9

Input 10

Input 11

Input 12

Input 13

Input 14

Appendix D Time Study Data Analysis

Recommendation	
Nursing	22.9
Behavior	22.3

* Calculations adjusted for 4 days, 1 day out due to illness
 ! Melissa May vacation on week 1, one week submitted

Process used:

1. For each category, the time reported is added up for each 5-day period.
2. The 5-day total is reflected in minutes.
3. The total for each category is then divided by 5 in order to obtain an "average" day
4. The average day is reflected in minutes spent for each category
5. The average for each day is totaled for the week
6. This provides the average number per week devoted to the completion of the tasks within each category
7. The total average weekly amount is converted to an hourly measure
8. The hourly measure is then presented as a percentage of a forty-hour week.

Responders	Nursing	ORG	Status
Aleeta Campbell-Edge	2 Mentor	2	completed
Diane Timmons	2 Mentor	2	completed
Brian Andrews	2 Mentor	2	completed
Maria Hitchens	2 Mentor	2	completed
Melissa May	1 Bancroft	1	completed
Donna Bennet	10 Chimes	10	Completed
Nancy Courchaine	2 Liberty ARC	2	completed
Cost Add-Interim Bancroft		1	
		1	

Responders	Behavior	ORG	Status
Victoria Friedman	2 Qmainc	2	completed
Genna Wisler	6 Chimes	6	completed
Alison Allen	2 Keystone	2	completed
U Thomas	8 Mentor	8	Completed

Vacation !
7 CCL

**Appendix E
Program Indirect Organization Cost TEMPLATE**

Organization:	
DATE	

Please enter in Column A the ESTIMATED annual expenses DIRECTLY related to the provision of NURSE CONSULTANT/BEHAVIOR ANALYST services. Please enter in Column B, the total number of staff involved in the provision of the service. Please enter in Column C, N for nurse consultant services or B for behavioral analyst service

	Expense Categories	Column A	Column B	Column C
Define	Mileage reimbursement			
	Tolls reimbursement			
	Cell Phones			
	Supplies/Materials			
	Technology-tablets, notebooks, computers			
	Wireless Access			
Define	Other			
Define	Other			
Define	Other			

Other Expenses Not mentioned. Please use this section if there are expenses DIRECTLY related to the provision of the service under review that has not been captured. Please identify the expense category, and the estimated annual cost. Lastly, please estimate the percentage applicable to the service under review.

Expense Category	Estimated Annual Expense	Percentage applicable to service under review	Comments

All Services **Total Organization Expense for 2018**

Please return electrically to Roger Deshaies
rdeshaies@msn.com