

# **Review of Payment Approach and Rates for Case Management**

## **PROVIDER SURVEY INSTRUCTIONS**

– distributed by –

**BURNS & ASSOCIATES**

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– on behalf of –

Oregon Office of Developmental Disabilities Services

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## **INTRODUCTION**


Pursuant to a budget note included in the 2021-23 budget, the Oregon Office of Developmental Disabilities Services (ODDS) is in the process of studying the funding structure for case management services. Burns & Associates, a division of Health Management Associates (HMA-Burns), has been contracted to assist with this rate study.

As part of the study, HMA-Burns has developed a survey to collect data regarding case management entities' (CME) service delivery designs and costs. These instructions are intended to assist CMEs in completing the survey.

Data collected through this survey will be used solely for the purpose of the funding study. Only aggregated data will be reported; no CME-specific information will be published.

## **Assistance with the Survey**

B&A recognizes that the survey can be complicated, and has established several resources to assist agencies in completing the survey:

- Guidance for many questions is embedded in the survey itself. Within the survey, select the “” icons to access this guidance.
- These instructions supplement the embedded directions and should be reviewed before completing the survey.
- HMA-Burns will be recording a webinar to provide a detailed walk-through of the survey instrument. The webinar can be accessed through the web page established for this project at [www.burnshealthpolicy.com/CMESTudy](http://www.burnshealthpolicy.com/CMESTudy). All CMEs are encouraged to view the webinar.
- CMEs may contact Stephen Pawlowski with HMA-Burns at any time during the survey period at [spawlowski@healthmanagement.com](mailto:spawlowski@healthmanagement.com) or (602) 466-9840 for assistance or questions.

## **Overview of the Survey**

The survey is a Microsoft Excel file compatible with Excel 2010 and newer versions. The survey includes five forms, covering the following topics:

- Program Revenues
- Staff-Related Costs (Wages and Benefits)
- Non-Staffing Costs
- Benefits for Case Managers
- Caseload and Service Design

Throughout the survey, fields in which users may report data are shaded in light green. Examples are shaded in grey. Dark green fields are automatically calculated based upon other responses.

## **Completing and Submitting the Survey**

*All reported revenue and cost data should reflect CMEs' most recently completed fiscal year.* Questions related to caseloads and operations should reflect 'normal' (non-pandemic) operations.

Recognizing that costs may have changed since the reported fiscal year, CMEs are encouraged to include any supplemental information and documentation when submitting the survey. For example, if an agency implemented an across-the-board pay raise after the reporting period, the CME should describe the details of the increase when submitting the survey.

When saving the survey, add your agency's name to the beginning of the file name; e.g., "ABC Agency Case Management Rate Study Provider Survey".

The deadline for submitting completed surveys is July 29, 2022. Submit completed surveys to Barry Smith at bsmith@healthmanagement.com.

Partially completed surveys will be accepted. If any information requested in the survey is unavailable, leave that field blank. Similarly, if there is any schedule that your agency cannot complete, that form may be left blank. Even if a submitted survey is incomplete, the information that your agency is able to provide will be considered as part of the analysis of survey responses.

## **AGENCY CONTACT INFORMATION AND REVENUES**

This form includes a section for reporting organizational revenues, which are collected to provide context for reported expenses, particularly shared costs that are allocated across multiple programs.

Line 8            Use this line to report the total revenues for the organization's case management department/ unit. The reported amounts should reflect total revenues for the organizational unit to which administrative/ indirect costs are allocated.

To determine what revenue to report on this line, the CME should consider the level at which administrative/ indirect costs are allocated. Specifically, CMEs should consider whether the cost of the organization's executive director allocated down to the level of individual services including case management or if the cost is allocated to the program level in which case management is one of multiple services within the program.

For example, in some CMEs, administrative/ indirect costs might be allocated to an organizational unit that provides a variety of services to individuals with intellectual and developmental disabilities, including case management. In this example, the CME would report total revenues for that unit. In other CMEs, administrative/ indirect costs might be allocated specifically to an organizational unit that only include case management. In this example, the CME would report only case management revenues.

Line 9            Use this line to report all other organizational revenues. This information is collected to allow the complete allocation of administrative/ indirect costs. Therefore, revenues associated with organizational units that do not share any administrative/ indirect costs do not need to be reported. For example, if there is an organizational unit that does not share in the cost of the executive director (or any other position or expense), the revenues for that unit do not need to be reported.

## **STAFF COSTS**

This form is used to report information for all staff with costs allocable to the case management department'/ unit.

Position and    Select the position for each staff person. Any staff for whom no time/costs are  
Job Title        allocated to the case management department/ unit do not need to be reported.

The drop-down list includes positions defined in the workload model and an 'Other' option for other positions that support the case management department/ unit. The second column should be used to report the actual job title. If your organization has multiple employees within a given job title (e.g., three Human Resource Specialists), they may be listed on the same row.

- Allocation of Staff Time/  
Cost
- For the employee(s) listed on each line, allocate their time using the columns provided:
- The first column relates to time allocated to the agency’s case management department/ unit. The determination of what constitutes the case management department/ unit should follow the same process discussed in the agency revenues section above.
  - The second column relates to time spent on all other programs operated by the agency. The column is included because some employees support multiple programs, and it would be inappropriate to allocate their total salary and benefits costs to the case management department/ unit. For example, an executive director may lead an agency that provides both case management and child welfare services so only a portion of their time (and cost) should be allocated to the case management department/ unit.

The total across the two columns should equal 100 percent.

If your agency does not already have a methodology for allocating costs across programs, it is recommended that your organization conduct a one-week time study in which staff maintain logs and record (no less frequently than once per hour) the program on which they are working. After that week, each employee’s time would be allocated based on their log. For example, if an employee worked 40 hours and 10 of their hours were related to the behavioral health programs, 25 percent of that employee’s time would be allocated to administration of the behavioral health, as appropriate, with the remaining 75 percent reported in the All Other Programs column. If a time study is not feasible for your organization, contact HMA-Burns to discuss other potential allocation methodologies.

### **OTHER NON-STAFF COSTS**

This sheet collects information for all non-wage and benefit expenses for the case management department/ unit.

- Expense Categories
- For each category of expense, report the total expense for your agency’s most recently completed fiscal year. Only expenses that are at least partially allocated to the case management department/ unit need to be reported. Lines 22 through 26 are available to report expenses that do not fit well into the provided categories.

It is understood that there may be some differences regarding how agencies categorize their expenses. Agencies are not required to report an amount for each listed expense and should use the categories closest to their own accounting classifications. For example, an agency’s accounting system may combine advertisement expenses for job postings with other advertising expenses. In this case, the agency can report its total advertisement expense on Line 14 (advertising) rather than trying to break out the advertisement expense related to job postings on Line 8.

Allocation of Costs For each reported expense, allocate their time using the columns provided:

- The first column relates to time allocated to the agency's case management department/ unit. The determination of what constitutes the case management department/ unit should follow the same process discussed in the agency revenues section above.
- The second column relates to time spent on all other programs operated by the agency.

The total across the two columns should equal 100 percent.

### **CASE MANAGER BENEFITS**

This worksheet requests information regarding the benefits available to case managers. Consider only case managers when completing this worksheet.

There are separate columns for full-time and part-time direct service staff. For the purposes of the survey, full-time is defined as 30 hours per week.