

Nevada Department of Health & Human Services

**HCBS Waiver for Individuals with Intellectual
and Developmental Disabilities
Provider Rate Study**

Provider Survey Instructions

February 17, 2021

– distributed by –

BURNS & ASSOCIATES

A Division of Health Management Associates

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INTRODUCTION

The Nevada Department of Health and Human Services' (DHHS) Division of Health Care Financing and Policy (DHCFP) and Aging and Disability Services Division (ADSD) are in the process of reviewing payment rates and policies for services covered through the Home and Community-Based Services Waiver for Individuals with Intellectual and Developmental Disabilities. Burns & Associates (B&A), an operating division of Health Management Associates, has been contracted to assist with this rate study.

The following services are included in the rate study:

- Residential Support-Intermittent Supported Living
- Residential Support-Host Homes provided through the administering agency model
- Residential Support-24-Hour Supported Living
- Residential Support Management
- Day Habilitation-Individual and Group
- Prevocational Services
- Supported Employment-Individual and Group
- Career Planning
- Behavioral Consultation, Training and Intervention
- Non-Medical Transportation

As part of the rate study, B&A is distributing a survey to collect data regarding providers' service delivery designs and costs. These instructions are intended to assist providers to complete the survey.

The survey is voluntary, but all providers are strongly encouraged to participate as the information collected will be a key consideration in the rate-setting process.

Data collected through this survey will be used solely for the purpose of evaluating provider payment rates for the services listed above. Only aggregated data will be reported; no provider-specific information will be published.


Throughout the survey, providers are asked to identify the geographic area in which services are provided or direct support staff are located. For the purpose of the survey, urban areas are defined as:

- Boulder City
- The portion of Clark County within Las Vegas Valley (including the cities of Las Vegas, North Las Vegas, Henderson and the urbanized townships)
- Reno
- Sparks
- Carson City
- Unincorporated areas of Washoe County within 30 miles of Reno.

All other areas of Nevada not listed above are classified as a rural.

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 more detailed instructions.
- These instructions supplement the embedded directions and should be reviewed before completing the survey.
- B&A has recorded 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 https://www.burnshealthpolicy.com/nevada_hcbs_idd_waiverratestudy/. All providers are encouraged to listen to the instructional webinar.
- Providers may contact Steven Abele with B&A at any time during the survey period at sabele@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. Broadly, it is designed to collect information in six primary areas:

- Wages and Benefits of Administration and Program Support Staff
- Other Administration and Program Support Costs
- Direct Support Staff Wages, Turnover, and Training
- Allocation of Direct Support Staff Work Hours
- Benefits for Direct Support Staff
- Service-Specific Productivity and Other Factors

All providers should complete the forms related to Administrative and Program Support Staff; Other Administrative and Program Support Costs; Direct Support Staff Wages, Turnover, and Training; Allocation of Direct Support Staff Hours; and Direct Support Staff Benefits. Each individual service has its own Productivity and Other Factors form. Agencies should only complete the forms for the services they provided during the fiscal year in which survey information is being reported (see the next section labeled “Considerations for COVID-19” for more details).

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.

Considerations for COVID-19

Recognizing the significant disruption caused by the COVID-19 pandemic, providers are asked to report information for their most recent fiscal year ending on or before March 31, 2020. This will avoid reporting that includes a combination of operations during ‘normal’ and pandemic months. An additional form is included in the survey where providers are asked to report the impacts that the pandemic has had on operating expenses, services, participants, and other areas. Information reported on this form can include all expenses and impacts since the onset of the COVID-19 pandemic through December 31.

Submitting the Survey

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

The deadline for submitting completed surveys is March 19, 2021. Submit completed surveys to Barry Smith with B&A 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.

If there are any factors that you believe should be considered but were not included in the survey, note those issues (and any other comments) in the transmittal email when submitting the survey. You may also submit any other documentation that you would like considered as part of this study.

DEFINITIONS

Administration, Program Support, and Direct Support

The survey asks providers to differentiate between direct support, program support, and administrative costs. There are not always clear distinctions between these categories and definitions of these terms vary. For the purposes of this survey, the following guidelines should be used:

- | | |
|-----------------|--|
| Direct Support | Includes the payroll costs of direct support staff (DSS), which include staff directly employed or contracted by the provider to provide billable services. Therefore, DSS's include individuals with job titles like direct support professionals, nurses, psychologists, and other professionals providing waiver services directly to waiver participants. Direct support expenses also include participant transportation expenses, the physical space in which programs are delivered (e.g., the room in which a Day Habilitation program is operated), and program materials and supplies (e.g., art supplies). Direct support costs should not be reported in the two "Admin" worksheets described below. |
| Program Support | Includes expenses that are neither direct support nor administrative. Such activities are program-specific, but cannot be attributed to an individual participant. Examples include the payroll costs for staff responsible for training DSS's, program development, supervision, and quality assurance. Expenses associated with these staff (e.g., their office space, utilities, etc.) are also considered program support. |
| Administration | Includes expenses associated with the operation of your organization, which benefit the entire organization. Employees who are typically considered administrative include executive management, finance/accounting, information technology, and human resource staff. Expenses associated with these staff (e.g., their office space, utilities, etc.) are also considered administrative. |

Residential Support

The survey differentiates various models of providing Residential Support Services consistent with the Medicaid Services Manual:

- | | |
|-------------------------------|--|
| Intermittent Supported Living | Services provided to individuals residing in their own homes not requiring one-on-one supervision and/or 24 hour care. |
| Host Home | Supported living arrangements within an integrated community neighborhood which provide services in a family living setting. |
| 24-Hour Supported Living | Services provided 24 hours per day within non-provider owned homes in integrated community neighborhood settings. |

ADMINISTRATIVE AND PROGRAM SUPPORT COSTS

The survey includes two worksheets relating to providers' administrative and program support costs. The purpose of these forms is to capture expenses that are not direct support costs, which are collected elsewhere in the survey.

'Admin Staff' – Administrative and Program Support Staff – Salary and Benefit Costs

Use this form to report information regarding the staff responsible for the administrative and program support functions of your organization. DSS's performing activities that are not direct support or billable, but that are related to their caseload (e.g., completing incident reports or attending planning meetings) are *not* considered administrative or program support so, in general, DSS's should not be listed on this form.

However, in smaller agencies in particular, staff who deliver direct support may also perform administrative and program support functions and should therefore be listed on this form, and will be listed later on the DSS Wages form. For example, an individual therapist will be responsible for the administrative tasks of their business (e.g., performing billing and accounting functions, completing required business filings, etc.) so this individual should be reported on both this form and the DSS Wages form. Residential support managers with administrative and program support responsibilities should be reported on this form.

For the purposes of the survey, the staff who provide recruitment, supervision, and training to host homes are considered direct support staff and should be reported on the DSS Wages form rather than this form unless they have administrative or program support responsibilities other than the support they provide to the host homes.

Job Title	<p>Enter the job title for each administrative or program support employee.</p> <p>If your organization has multiple employees within a given job title (e.g., three Human Resource Specialists), you may list them in the same row if their time is allocated similarly (e.g., each spends 100 percent of their time on administrative functions; see the discussion below for the Percent of Time Allocated to Waiver Programs column).</p> <p>In general, do not combine staff with different job titles in a single line. If, however, there are any employees who work entirely for other programs (that is, they do not provide any support to the agency's IDD Waiver programs), they may be reported on a single line.</p>
Wages	<p>Report the wages (inclusive of salary, bonuses, and any other cash compensation) paid to the individual(s) included in each job title during the reported fiscal year.</p> <p>Only report actual wages paid, rather than salary levels (e.g., if an employee was hired midyear, report the actual wages they earned and not their annualized salary).</p> <p>Do not include reimbursement of expenses such as mileage.</p>
Cost of Payroll Taxes and Benefits	<p>Report the cost to your organization during the reported fiscal year for payroll taxes (Social Security and Medicare, federal and state unemployment insurance, workers' compensation) and benefits such as health, dental, vision, and life insurance; retirement contributions; and other optional benefits for the staff within each job title.</p> <p>Only report costs paid by your organization. Exclude employee costs such as their share of health insurance premiums or retirement contributions. Similarly, if a benefit is available but an employee opts not to participate, no cost should be reported.</p>

Time Allocation Use the six columns to allocate the proportion of time that staff in each job title spend on the listed functions. The total across the six columns should equal 100 percent.

- The first three columns relate to time spent on the I/DD Waiver, divided between administrative, program support, and direct support functions. Although this sheet is only intended to capture information regarding administrative and program support staff, the direct support column has been included because these staff, particularly in smaller agencies, may provide direct support at times.
- The next three columns relate to time spent on all other programs, also divided between administrative, program support, and direct support functions. These columns are included because some employees support multiple programs and it would be inappropriate to allocate their total salary and benefits costs to the I/DD Waiver. For example, an executive director may lead an agency that provides both I/DD Waiver and behavioral health services so only a portion of their time (and cost) should be allocated to the waiver program.

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 I/DD Waiver, 25 percent of that employee's time would be allocated to direct support, administration, and/ or program support of the I/DD Waiver, 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 B&A to discuss other potential allocation methodologies.

‘Admin Other’ – Administrative and Program Support Expenses Other Than Staff Salary and Benefits

This sheet collects information for all administrative and program support costs other than staff expenses. Costs associated with direct support should not be included in this worksheet.

Expense Categories For each category of administrative expenses, report the total expense for your agency's most recently completed fiscal year ending no later than March 31, 2020. Lines 20 through 22 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 that are 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 9.

DIRECT SUPPORT STAFF (DSS) COSTS

The survey includes three forms to collect information regarding direct support staff. For the purpose of the survey, the term DSS includes all staff that provide billable waiver services, including direct support professionals, residential support managers, nurses, therapists, and other professionals. For the purposes of the survey, the staff who provide recruitment, supervision, and training to host homes are all considered direct support staff.

‘DSS Wages’ - Direct Support Staff Wages, Turnover, and Training

This form collects information regarding the wages paid to your agency’s direct support staff, including staff employed or contracted by your agency to provide direct support. Providers do not need to list direct support staff who do not provide I/DD Waiver services (e.g., staff that only provide mental health services do not need to be reported).

Under the Job Title column, individuals sharing a job title (e.g., “Caregiver”) can be grouped on the same line, but must be reported on separate lines if individuals within a job title work in different areas, have different employment classifications (i.e., employee or contractor), or have a mix of supervisory and non-supervisory responsibilities.

‘DSS Time’ - Direct Support Staff – Allocation of Work Hours by Service

This form seeks to allocate the work time of the staff reported on the DSS Wages form. To complete this form, informed judgement will be necessary to estimate staff time over the course of the reported fiscal year.

The job titles listed on the DSS Wages form are automatically transferred to this form. For the staff in each job title, report the percentage of their time spent on the service listed in each column during the reported fiscal year. For the listed services, consider both direct service time and associated activities (e.g., time spent traveling between individuals). The final column covers all other services and activities, which may include waiver services that are not part of this survey or services that are part of another program.

Only working hours should be considered when completing this form; do not include paid time off (holidays, vacation, or sick leave). Zeroes do not need to be reported. The total allocation of time across the columns should equal 100 percent. If it does not, an error message will appear to the right of the table.

‘DSS Benefits’ – Fringe Benefits for Direct Support Staff

This worksheet requests information regarding the benefits available to DSS’s. Consider only DSS’s when completing this worksheet, including staff who provide billable waiver services covered in the survey, such as direct support professionals, nurses, therapists, and other professionals. Do not include administrative and program support staff as fringe benefit costs for these staff are captured on the Admin Staff form.

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.

‘STAFFING PATTERN’ SECTIONS

Many of the service-specific worksheets include a section that requests information regarding the ‘Staffing Pattern’ for a typical week for a direct support staff.

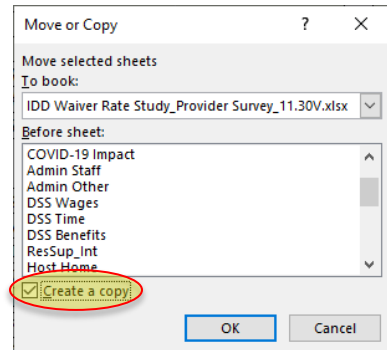
To complete this section, report the total number of hours that a direct support staff works in a typical week in the first line of the section. Then, in the remaining lines, report the activities in which they are engaged. The sum of hours for all reported activities must be equal to the total number of work hours reported on the first line of the section.

As necessary, there are ‘Other activities’ lines that can be used for responsibilities not provided on the predefined list. Do not use these lines to report hours associated with training, holidays, or paid time off as this information is collected elsewhere in the survey.

It is understood that the number of hours that a direct support staff works and how they spend their time may vary from week-to-week. To complete this section, informed judgement will be necessary to consider these variations and determine what constitutes a ‘typical’ week. This could be done for example, by considering how much time a direct support staff spends on each of these activities over the course of a year and then dividing that total by 52. For example, most direct support staff probably do not participate in an Individual Support Plan (ISP) meeting during a typical week. Rather, they may attend a handful of ISP meetings over the course of a year. Thus, if a direct support staff spends an average of 10 hours per year in ISP meetings, your agency would report 0.19 hours per week (10 divided by 52).

24-HOUR SUPPORTED LIVING SERVICES FOR AGENCY-OPERATED HOMES DETAIL

This worksheet requests information related to the individuals residing in each residence as well as the staffing schedule and vehicles assigned to each residence. The survey includes room for eight residences. If your organization operates more than eight homes, make additional copies of the worksheet by right clicking on the tab named “ResSup-24hr-Detail,” selecting “Move or Copy” from the menu, then checking the box for “Create a copy” as seen in the screen capture to the right.



Line 3 The occupancy rate represents the percentage of days in the year all beds were assigned and occupied. The example below describes how occupancy rate should be calculated using a 4-bed home, where each bed was available for occupancy every day of the year.

	Days with Placement*	Days Available
Bed #1	365	365
Bed #2	365	365
Bed #3	288	365
Bed #4	311	365
Totals	1,329	1,460

Occupancy Rate **91.0%**
 (days with placement divided by days available)

* Includes days in which placed residents were absent (e.g., due to hospitalizations or out-of-home family visitations)

Lines 6a-6g Record the number of scheduled staffing hours for each day of the week. As an example, consider the following schedule for a Monday:

- 12:00 AM – 6:00 AM one overnight staff (1 staff * 6 hours = **6 hours**)
- 6:00 AM – 8:00 AM two staff to fix breakfast, prepare residents for their day activities, etc. (2 staff * 2 hours = **4 hours**)
- 8:00 AM – 3:00 PM no staffing as residents are participating in day activities
- 3:00 PM – 5:00 PM one staff as residents are returning home (1 staff * 2 hours = **2 hours**)
- 5:00 PM – 10:00 PM two staff to fix dinner, assist with chores, etc. (2 staff * 5 hours = **10 hours**)
- 10:00 PM – 12:00 AM one overnight staff (1 staff * 2 hours = **2 hours**)

In this example, **24 total hours** would be reported for Monday.