

From: Brown, Holly M <holly.brown@mercer.com>
Sent: Monday, October 18, 2021 4:43 PM
To: Smith, Rick
Cc: Wahlman, Jason; Tolmich, Kevin; Song, Yixuan; Brown, Holly M
Subject: [External] RE: ID/A Rate Assumption Adjustments

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Hi Rick,

In follow-up to the assumption changes ODP provided for the ID/A waivers on 9/29, we have some items to confirm with you. Please see the information outlined below, and we will plan to talk through this during our scheduled call on Tuesday at 3pm ET.

1. **Sign-on Bonuses:** In our meeting in mid-September, we discussed incorporating a sign-on bonus into the wages to account for nurses and other direct care staff receiving bonuses in the current environment. This adjustment was not listed in the change document we received on 9/29. Does ODP still want to include this in the fee assumptions? If so, we suggest the following:
 - Nursing and Therapy Services (Skilled Nursing, Communication Specialist, Consultative Nutritional Services, Behavior Support, Therapy services and Family/Caregiver Training and Support): Apply an increase to all wage categories (direct care workers, supervisors, program specialists, etc.) of *\$1.04 per hour* representing an average of \$8-\$10k bonus applied to new staff only (using average turnover rate of 24%).
 - All Other Services: Apply an increase to all wage categories (direct care workers, supervisors, program specialists, etc.) of *\$0.20 per hour* representing an average of \$1,500-\$2,000 bonus applied to new staff only (using average turnover rate of 24%).
2. **Director Staff Level:** Based on the 9/29 document and previous discussions, we understand that ODP would like to add a level of staff to account for Director wages in the fee development, specifically for the residential and non-residential services listed below. We'd like to discuss the following topics and items further with ODP.
 - **Questions:**
 - Does ODP expect the Director staff to be providing direct service to the participants? Or is this executive level staff of the provider agency?
 - For this new staffing level, does ODP want to assume a 1:30 ratio for the Director to the participant? This is consistent with Supports Coordination; however, for larger providers and providers of multiple services, this may add too many director positions to the rates depending on ODP's view of what role these individuals play compared to positions already modeled.
 - Non-residential services: Companion, In home and community supports, Respite and Community Participation Services
 - For most of these services, adding a Director level of staff would increase the staff assumption from *two levels to three levels* of staff needed for the respective service delivery (i.e., going from DCW and Supervisor -- to DCW, Supervisor and Director). However, for CPS, the addition of a Director level increases the assumption to include four levels of staff (i.e., to DCW, Supervisor, Program Specialist and Director). *We'd like to discuss how the service delivery is different for CPS (as well as the difference between a Director versus Program Specialist) to confirm this additional fee assumption.*
 - Residential services: For Group Home and Life Sharing services, the current fee assumptions include a proportion of wages for direct care workers, Supervisors, Residential Manager/Program Specialist/Staff Trainer and Nurses (i.e., four levels of staffing for SIS levels 2 and above). Note that Unlicensed Group Homes only include three levels of staffing.
 - How is the Director level of staff different from the Residential Manager/Program Specialist/Staff Trainer?

Please let us know if you have any initial feedback on the items above, and we look forward to discussing further tomorrow afternoon.

Thanks!
Holly

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A business of Marsh McLennan

From: Smith, Rick [REDACTED]
Sent: Thursday, September 30, 2021 12:07 PM
To: Brown, Holly M <holly.brown@mercer.com>; Wahlman, Jason <jason.wahlman@mercer.com>
Subject: RE: ID/A Rate Assumption Adjustments

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Hello,
After reviewing data for the past three years, I do not think it is necessary to adjust the 97% residential vacancy factor.
Thanks

From: Smith, Rick
Sent: Wednesday, September 29, 2021 11:11 AM
To: Brown, Holly M <holly.brown@mercer.com>; Wahlman, Jason <jason.wahlman@mercer.com>
Subject: ID/A Rate Assumption Adjustments

Good morning,
Attached are tweaks we want to make to the ID/A assumptions. I am still looking at data on residential vacancy, but wanted to get this to you asap.
Thanks,
Rick

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