

Decision Support Tool for Grant-Funded Providers Moving to Medicaid Rehabilitation Option Services in Connecticut

This decision support tool was developed to assist a provider in estimating additional infrastructure costs related to moving from grant-funded case management to a Medicaid, fee-for service rehabilitation model of community support. The tool provides the provider with a breakdown of positions/functions required as part of the needed infrastructure. The specific allocation between positions/functions can vary from one provider to another. Key functions required are:

- Data Entry/Billing Function for Fee For Service
- Clerical Support
- Quality Assurance
- Medical Records
- Information System Support
- Clinical Team Leaders

The tool also provides basic estimates for other related costs required for the MRO Business Model.

- Computer Equipment
- Software
- Internet Connection and other communication cost.

Using the Tool:

The tool is based on a Microsoft Excel spreadsheet.

- The provider is required to complete four key pieces of information and the tool will provide estimated costs based on this information. Enter information only into the yellow cells on the spreadsheet. The green cells are automatically generated.
 - Number of active clients receiving case management
 - Estimated total number of service hours provided for all case management clients per week;
 - Standard work week hours for case management staff;
 - Hourly Staff cost including benefits. (for positions that you do not currently have, estimate the hourly cost based on what you think it would take to recruit and retain that person. If you are planning on an existing staff member taking over a particular function, list that person's salary and benefits. For example, you may have a receptionist/clerk who can take over some data entry functions for billing.)
- The primary data factors used to perform key calculations are as follows:
 1. The number of clients being served (given 25% weight toward the calculation);

2. The volume of services provided (given 75% weight toward the calculation);
 3. Team Leader requirements are based on service volume only: 1 FTE for every 170 hours of services or 680 units.
- “Total other cost” is based on the number of FTE’s calculated from the top portion of the tool.

What the Results Mean:

- This tool assumes NO current infrastructure in the staffing areas listed. Therefore, if the organization already has some support in a given area, they can subtract that from the estimate to get what they would need to add.
- Example:** An organization has a half-time FTE working in Medical Records. The tool suggests that 0.75 FTEs are needed for this function. The organization would thus only need to add 0.25 FTE.
- This tool provides an estimate of required resources across a year, based on the consulting teams’ experience with providers in more than 40 states, It can be used as a starting point to identify key infrastructure needs. Estimates err on the generous side of the equation.
- Obviously there are other factors besides number of clients and volume of services that play a part. For example, an organization with multiple sites might require more computer or internet resources than one in a central location. Other factors include:
1. Current state of automation and electronic connectivity in an organization.
 2. Baseline experience of staff and sophistication of systems. For example, organizations where deadlines have not existed (or not been enforced) relative to turning in billing information may need more staff resources initially to change that practice.
 3. Full-time versus part-time staff. This tool calculates based on FTEs. Organizations with larger numbers of part-time staff may find that they need more infrastructure for tracking and processing than if the same number of FTEs were full-time.
 4. Prior experience: organizations with more experience in a given function (for example, billing, medical records, quality assurance, data entry) are usually better equipped to expand that function than are organizations that have to build the function from scratch.
 5. Building or changing any functions requires more resources during the building/changing process than are required for ongoing operations.