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Michael A. Ceballos  
Director

Mark Gordon  
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Ref: TD-2021-001

February 25, 2021

Re: Community Choices Waiver Provider Rate Study Report

Dear Stakeholders:

The Wyoming Department of Health, Division of Healthcare Financing (the Division) is pleased to release the attached report on its Community Choices Waiver rate rebasing initiative. We would also like to thank the rate rebasing steering committee members, provider advisory group members, and service providers who contributed their time, cost data, and advice to this effort.

### **Background**

The Community Choices Waiver program provides older adults and adults with disabilities a community-based alternative to nursing facility care. Participants are supported to achieve independence, maintain health and safety, and fully participate in community living through access to Medicaid Home and Community-Based Services (HCBS). This rate rebasing initiative is part of an ongoing commitment to provide Wyoming Medicaid members with access to this cost-effective, long-term care option.

In order to operate a Medicaid HCBS waiver program, states must apply for and be granted approval by the US Department of Health and Human Services, Centers for Medicare and Medicaid Services (CMS). Waiver approval is granted for a maximum of five years; however, states may apply for CMS approval to renew the program for subsequent five-year periods. The Division submitted its application to renew the Community Choices Waiver program on January 20, 2021 – which would otherwise expire on June 30, 2021.

As part of the renewal application process, the Division was required to reexamine its rate determination methodology and to conduct a study of the program's reimbursement rates. The Division retained Guidehouse, Inc. to design a cost-informed rate model which:

- Reflects participant needs and the scope of the covered service;
- Recognizes reasonable and necessary provider costs;
- Minimizes the provider reporting burden; and
- Increases transparency in the rate setting process.

### **Rate Model Design**

The rate model primarily employs a cost factor build-up approach to identify and calculate the direct and indirect costs associated with waiver service delivery. To estimate cost factors, credible

sources such as the US Department of Labor, Bureau of Labor Statistics wage data and consumer price/producer indices are relied upon to the maximum extent possible. The Division's rate model then combines the estimated cost factors to calculate the maximum allowable reimbursement rate for each waiver service.

Guidehouse assisted the Division in facilitating a stakeholder engagement process and in convening a rate rebasing steering committee composed of key state agency staff, legislators, and participant and provider representatives. Steering committee members serve in an advisory capacity to provide feedback on the Division's rate methodology and proposed rates. Guidehouse also convened an advisory group of Community Choices Waiver providers which met regularly from March through October of 2020 and was used to solicit feedback from a broad provider perspective. Advisory group members were selected to represent waiver service providers from various geographic regions, service types, and agency sizes. The provider advisory group served as a secondary data source to gather information on cost factors which cannot be determined using standard research methods, to validate rate model assumptions, to advise the Division on the necessary provider cost factors, and to recommend reimbursement policies which are consistent with typical practice and do not pose unnecessary obstacles to achieving the stated purpose of the waiver service.

In August 2020, all current and prospective waiver service providers were also invited to participate in a cost survey to gather data on provider costs for delivering waiver services. The data from the cost survey were used as the primary data source to estimate certain cost factors and as a secondary source to validate the cost factor estimates determined through other data sources.

### **Rate Model Implementation**

The Division must assure that its payments for services are consistent with the efficiency, economy, and quality of care and are sufficient to enlist enough providers so that waiver services are available to participants at least to the extent that those services are available to the general population. The Division accepts the findings of the Guidehouse report as a credible estimation of reimbursement rates which would support this objective and intends to implement the recommended service rates to the maximum extent possible.

In August 2020, the Governor's Office and the Wyoming Department of Health announced difficult budget reduction actions necessary to respond to historic declines in state revenues. Reimbursement rates for most Medicaid services were reduced by 2.5%. The Governor's supplemental budget proposal submitted to the Wyoming Legislature in November 2020 also calls for an additional 2.5% reduction in those Medicaid service rates. In recognition of pending rate study results and to ensure continuity of care and access to critical community-based services, Community Choices Waiver service reimbursement rates were initially excluded from those budget reduction actions.

Upon finalization of the rate study, the Division determined that the rates recommended by the Guidehouse report would be used as the basis for Community Choices Waiver rate rebasing. However, those services recommended to receive significant increases will be reduced by 5% in support of the Division's responsibility to deliver on its budget reduction obligations. Those

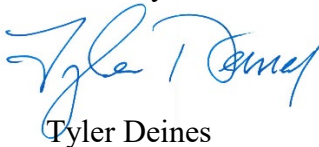
services recommended by the report to receive a reduction or modest increase will not be adjusted to include the 5% reduction.

This initiative will result in a rebalancing of existing resources which is expected to offset much of its cost. However, even with the 5% adjustment to select service rates, the rebased rates are expected to increase the program's annual expenditures by \$950,000. Accordingly, the rate model implementation represents a significant investment in the program's sustainability and ability to offer a viable alternative to nursing facility care in Wyoming.

The Division believes the rebased rates will support greater access to waiver services and help to ensure the Community Choices Waiver program continues to produce an exceptional value and return on investment by diverting even more individuals from costlier institutional care options. As shown in our October 2020 report to the Wyoming Legislature, the program almost certainly avoids cost growth and likely produces a significant savings to the tax payers while also providing the opportunity for participants to receive the care they need to live among their families and friends in the communities of their choosing.

The Division encourages all stakeholders to review the attached public notice, fee schedule, and rate study report, and welcomes you to participate in an online informational session on March 10, 2021 from 10:00 to 11:30am. Information and instructions on how to join the conversation are included in the attached public notice.

Sincerely,



Tyler Deines  
Senior Policy and Planning Advisor

Enclosures: 3

cc: Teri Green, Senior Administrator and State Medicaid Agent  
Lee Grossman, Home and Community-Based Services Administrator  
Michael Ceballos, Director  
Stefan Johansson, Deputy Director  
Rate Rebasing Steering Committee Members

**Report to the  
Wyoming Department of Health  
Division of Healthcare Financing**

**Community Choices Waiver  
SFY 2022 Provider Rate Study**

November 11, 2020

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# SFY 2022 Community Choices Waiver Rate Report

## 1 Executive Summary

The Wyoming Department of Health, Division of Healthcare Financing (DHCF) contracted with Guidehouse to conduct a rate study for the Community Choices Waiver (CCW) program, Wyoming's home and community-based (HCBS) 1915(c) waiver for individuals who meet nursing facility level of care criteria and who are elderly or have disabilities. Policy guidance from the Centers for Medicare and Medicaid Services (CMS) requires that the DHCF reexamine its rate determination methods for the services provided under the CCW at least every five years. The DHCF is preparing its application to renew the CCW program as the current waiver will expire on June 30, 2021.

The objective of this rate study is to develop a rate methodology which is transparent, data driven, and facilitates regular updates. The resulting rate model aims to achieve the following:

- Reflects reasonable and necessary provider costs;
- Is consistent with efficiency, economy, and quality of care;
- Is sufficient to enlist enough providers so that services under the waiver are available to participants at least to the extent that those services are available to the general population;
- Relies on credible sources, such as consumer price/producer indices and industry averages and financial ratios, to the maximum extent possible; and
- Minimizes the provider reporting and survey burden.

Guidehouse worked closely with DHCF and key stakeholders from April to November 2020 to conduct the rate study and develop proposed waiver program benchmark rates. Stakeholder involvement included two key workgroups:

- *Provider Rate Rebasing Team (CCW Provider Team)* – Composed of CCW providers who reviewed the survey design and materials, gave input on rate component assumptions, and developed related recommendations for consideration by the Steering Committee.
- *Rate Rebasing Steering Committee (Steering Committee)* – Composed of key state agency staff, legislators, and participant and provider representatives that serve in an advisory capacity to provide feedback on DHCF's rate methodology and proposed rates.

Guidehouse gathered cost and wage data from national and state data sources, vendors of services, and directly from CCW providers to develop an independent rate build-up methodology for each of the waiver services included in the rate study. The independent rate build-up methodology comprises direct care and indirect care components, and the resulting rates were not modified to presume a predetermined budget impact.

The remainder of this report provides a detailed account of the rate study process, including stakeholder input, rate build-up methodology, and calculation of specific rate components.

### Key Rate Components

- Direct care worker and supervisor wages
- Benefits
- Training, vacation, sick leave and other paid time off
- Productivity, representing non-face-to-face time required to deliver the service
- Administration costs
- Program support costs

# SFY 2022 Community Choices Waiver Rate Report

## 2 Introduction

The Wyoming Department of Health (WDH), Division of Healthcare Financing (DHCF) administers the Community Choices Waiver (CCW) program. The CCW program provides home and community-based services (HCBS) for individuals who meet nursing facility level of care criteria and who are elderly or have disabilities, providing them with needed supports to live in their homes and communities.

Policy guidance from the Centers for Medicare and Medicaid Services (CMS) requires that the DHCF reexamine its rate determination methods for the services provided under the CCW at least every five years. The DHCF is preparing its application to renew the CCW program as the current waiver will expire on June 30, 2021. The objective of this rate study is to develop a rate methodology which is transparent, data driven, and facilitates regular updates. The resulting rate model aims to achieve the following:

- Reflects reasonable and necessary provider costs;
- Is consistent with efficiency, economy, and quality of care;
- Is sufficient to enlist enough providers so that services under the waiver are available to participants at least to the extent that those services are available to the general population;
- Relies on credible sources, such as consumer price/producer indices and industry averages and financial ratios, to maximum extent possible; and
- Minimizes the provider reporting and survey burden.

### Overview of Historical CCW Rates

- Rates for the following services were determined in July 2015 using an independent rate build-up model developed in collaboration with Guidehouse:
  - Home Health Aide
  - Respite – In-Home
  - Skilled Nursing
  - Assisted Living Facility Services
- Rates for the following services were determined in 2007 by DHCF, using historical experience with similar services or as directed by the Wyoming Legislature:
  - Adult Day Services
  - Case Management
  - Personal Support Services
  - Home-Delivered Meals
  - Non-Medical Transportation
  - Personal Emergency Response Systems (PERS)
- Rates for respite services delivered in a nursing facility were determined using a statewide weighted average of daily reimbursements for nursing care facility services as of January 1, 2020.

Current CCW rates for some services were implemented in 2015, and others implemented in 2007. If rate rebasing occurs, new rates will begin on July 1, 2021, or upon approval from CMS.

## 3 Stakeholder Involvement

To support the development of prospective fee-for-service rates for the State's waiver programs, Guidehouse and DHCF engaged with waiver providers and other stakeholders, including members of Wyoming's Legislature.<sup>1</sup> DHCF convened two workgroups to support the rate study: the CCW Provider Team and the Steering Committee. Figure 1 provides details about the composition of each group and their respective roles.

<sup>1</sup> Representative Eric Barlow and Senator Mike Gierau participated in and provided insight during Steering Committee meetings.

## SFY 2022 Community Choices Waiver Rate Report

**Figure 1. Provider Team and Steering Committee Composition and Roles**

CCW Provider Team	Steering Committee
<p><b>Composition:</b></p> <ul style="list-style-type: none"> <li>• Small CCW provider agencies</li> <li>• Large CCW provider agencies</li> <li>• Case management agencies</li> </ul>	<p><b>Composition:</b></p> <ul style="list-style-type: none"> <li>• Legislative representatives</li> <li>• WDH representatives, including Fiscal, Medicaid, the Director’s Unit for Policy, Research and Evaluation, and DHCF</li> <li>• Provider and participant advocates</li> </ul>
<p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Review survey design and materials</li> <li>• Provide input on rate components including wages, benefits, administration, program support and staffing</li> <li>• Develop service-specific staffing and supervisor span of control ratios and productivity factors (non-face-to-face time required to deliver the service)</li> <li>• Provide recommendations to the Steering Committee regarding key rate components</li> </ul>	<p><b>Role:</b></p> <ul style="list-style-type: none"> <li>• Review recommendations by the Provider Team regarding rate components, and request additional information if needed.</li> <li>• Provides feedback on rate modeling analyses and final proposed rate model for inclusion in the rate study</li> </ul>

The Provider Team met monthly from April to October 2020. Provider Team members supported the rate model by discussing the following topics:

- Reviewed the use of primary and secondary data sources to inform rate components;
- Reviewed definitions for occupations in BLS to determine alignment with CCW service providers;
- Reviewed and provided guidance on Provider Survey questions;
- Reviewed survey findings for service-specific staffing and supervisor span of control ratios to provide context and identify outliers; and
- Reviewed and provided additional guidance on market research conducted for Personal Emergency Response Systems (PERS) and Home-Delivered Meals.

The Steering Committee met three times between April and October 2020 to provide feedback on the CCW rate study as well as the rate study for Wyoming’s Comprehensive and Supports waiver programs (collectively known as the developmental disabilities waivers). Steering Committee meetings focused on the following topics for the CCW program:

- Reviewed DHCF’s priorities for the rate study, including the need to provide a more balanced approach to rate setting and better support the CCW provider community;
- Reviewed DHCF’s reliance on national and state indices and the use of multiple data sources (e.g., national and state indices, market research, and the provider study) to help develop rates for CCW services; and
- Reviewed preliminary results of CCW survey.

Guidehouse will review draft CCW rate model findings during a Steering Committee meeting, scheduled for November 2020.



## SFY 2022 Community Choices Waiver Rate Report

### 4 Rate Methodology Overview

For the past five years, Guidehouse has worked collaboratively with CMS to develop national trainings for states on developing waiver rate methodologies that comply with regulations within 1902(a)30(A) of the Social Security Act and 42 CFR 447.200-205 of the Code of Federal Regulations. This work with CMS has provided Guidehouse with a strong understanding of states' varying rate methodology approaches and insight into CMS' goals and objectives for states' rate strategies. Guidehouse is aware that CMS allows states discretion to choose the preferred rate methodology approach for each of its waiver services, assuming the state can adequately support its approach in its waiver application. Therefore, Guidehouse's recommendations for the current CCW rate study are based on the existing approaches used in Wyoming, Guidehouse's technical assistance provided to CMS, and Guidehouse's experience conducting similar studies and analysis for other states.

Wyoming currently implements fee-for-service rates using a fee schedule for most services. Fee-for-service methodologies can include established fee schedules, negotiated market price, tiered rates, bundled rates, or cost reconciliation (retrospective). Through discussions with DHCF and its stakeholders, the prevailing opinion was to continue to use prospective fee schedules that establish a predetermined fixed amount for a single service, for a designated unit of service. However, Guidehouse realized that while rates for most CCW services could follow a traditional independent rate build-up approach, this process could not be replicated for all services. Guidehouse recommended and demonstrated for DHCF the development of rates that put a larger emphasis on market research for several of the CCW services. Through additional discussions with DHCF and an environmental scan of state and market data, DHCF agreed to take a market approach for certain services. As such, Guidehouse used two main strategies to develop rate recommendations for this study, further described below:

1. For most CCW services Guidehouse recommends a **traditional independent rate build-up approach**, described in Section 5. This approach applies to the following services:
  - a. Adult Day Services
  - b. Assisted Living Facility Services
  - c. Case Management
  - d. Home Health Aide
  - e. Personal Support Services
  - f. Respite – In-Home
  - g. Respite – Out-of-Home (Delivered in an Assisted Living Facility)
  - h. Skilled Nursing
  - i. Home-Delivered Meals – Hot
2. For the following three services, Guidehouse recommends a **modified rate model focusing on market rates**, which is further described in Section 6.
  - a. Respite – Out-of-Home (Delivered in a Nursing Facility)
  - b. Home-Delivered Meals – Frozen
  - c. Personal Emergency Response Systems (PERS)

Refer to Appendix A for a summary of the rate model calculations for all services.

# SFY 2022 Community Choices Waiver Rate Report

## Data Sources

Rate components may be informed by a variety of data sources. Many states, including Wyoming, rely upon provider survey data to inform the rate components. Although Guidehouse and DHCF administered a provider survey, Guidehouse and DHCF agreed to primarily rely on other credible sources of data. Reliance upon other data sources provides the following benefits:

- Increased reliability as data is less susceptible to wide variances typically captured in a provider survey;
- Improved ability to systematically track and easily update data over time; and
- Reduced burden on providers to report needed information.

As such, Guidehouse primarily relied on the following data sources when developing the CCW program rates:

- National data and indices, including the United States Department of Labor’s Bureau of Labor Statistics (BLS)
- State data, including other states’ 1915(c) HCBS waivers
- 2020 CCW provider survey, primarily used as a benchmark and to serve as guardrails for most rate components

In collaboration with DHCF and the CCW Provider Team, Guidehouse determined data sources for each rate component. Each component was informed by at least one primary source and used secondary sources for validation. Table 1 below summarizes the data sources for the services, if using a traditional rate build-up approach.

**Table 1. Data Sources**

Factor Type	Factor Name	Primary Source	Validation
<b>Direct Cost Allocation Factors</b>	Staff Wages	National Indices (BLS)	CCW Provider Survey
	Program Employee Full-Time Equivalent (FTE) Factor	National Indices (BLS)	CCW Provider Survey
	Average Staffing Patterns	CCW Provider Survey Licensing Requirements	Claims Data Previous CCW Rate Model
	Supervisor Span of Control	CCW Provider Survey	Other State Research
	Productivity Adjustments	CCW Provider Survey	Previous CCW Rate Model
	Employee Related Expenses (ERE) or Benefits Factor	Other State Research	CCW Provider Survey
<b>Non-Direct Cost</b>	Administration Factor	Other State Research	CCW Provider Survey

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Factor Type	Factor Name	Primary Source	Validation
Allocation Factors	Program Support Factor	Other State Research	CCW Provider Survey

### National Data and Indices

Guidehouse used the United States Department of Labor's Bureau of Labor Statistics (BLS) data to identify the following:

- BLS median wage rates for a range of occupations in Wyoming that were similar to the direct service workers and other staff at waiver provider agencies.
- Annual vacation / personal, sick, holiday, and training hours allowed for direct service workers.

### State Data and Indices

Guidehouse leveraged the following data sources from Wyoming and other states to inform the rate study:

- Wyoming Department of Health Licensing requirements used to identify average staffing patterns for Adult Day Services.
- Comprehensive scan of over 50 approved 1915(c) HCBS waiver applications for individuals who are elderly and/or have physical disabilities, made available by other states to identify and validate rate components, including:
  - Non-direct cost allocation factors (administration and program support factors) for all applicable services
  - Supervisor span of control ratios for all applicable services
  - Rates for installation and monitoring of Personal Emergency Response Systems

### 2020 CCW Provider Survey

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Guidehouse conducted a provider survey to assess the costs incurred by providers of CCW services in their most recently completed fiscal year (provider fiscal year ending June 30, 2019 or December 31, 2019). DHCF strongly encouraged but did not require survey completion. Survey data was primarily used as a benchmark for several factors that informed the rate model.

The CCW provider survey collected data for most CCW services, with the exception of Home-Delivered Meals, Personal Emergency Response Services, and Respite – Out-of-Home.

### Survey Development and Administration

Guidehouse worked with DHCF and the CCW Provider Team to develop the CCW provider survey. The final survey collected the following information:

1. **General Information:** Providers specified contact information, current provider status, and fiscal year dates.

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2. **CCW Services:** Providers indicated which CCW services they delivered during the fiscal year period.
3. **Non-Medical Transportation** (if applicable): Providers of Non-Medical Transportation specified wage and staffing information for the service.
4. **Provider and Staffing Patterns:** Providers reported staffing patterns and supervisor span of control ratios by service.
5. **Provider Wages:** Providers specified average hourly wages by employee type, as well as annual paid time off (PTO), sick leave, and training hours.
6. **Productivity Estimates:** Providers specified average time spent by direct care workers on participant-facing and non-participant facing activities in a 40-hour work week.
7. **Cost Information:** Providers reported costs incurred to deliver services, including costs of salaries and wages, benefits, administration, and program support. Reported cost data was aggregated by similar service types (e.g., similar staff types, care settings, and administrative and overhead costs).

The CCW Provider Team provided input and approved of survey background, purpose, and logistics, as well as numerous sample questions in advance of survey release.

For ease of access for providers and streamlined results analysis, DHCF and Guidehouse agreed to host the survey via the online Qualtrics platform. Guidehouse provided the following support efforts to assist respondents in providing accurate and comprehensive data for use in the rate study:

- Published a survey guide and definitions of key terms used throughout the survey;
- Created a website that contained information about the survey, link to the Qualtrics survey, and survey materials for downloading if needed; and
- Operated a technical support inbox for survey respondents.

DHCF emailed all waiver providers prior to survey release regarding the purpose of the rate study, anticipated survey release, and due dates. Upon survey release on August 25, 2020, Guidehouse emailed all providers a link to the Qualtrics survey, as well as the survey guide, definitions, and a PDF version of the survey for reference. DHCF, Guidehouse, and the CCW Provider Team conducted outreach to providers, including weekly reminder emails. DHCF allowed providers until September 14, 2020 to complete the survey, and allowed for additional responses and revisions to survey responses until September 22, 2020.

### Removal of Room and Board

With the exception of short-term respite services provided outside of the participant's home, States must confirm on all HCBS waiver applications to CMS that they have not included room and board costs in HCBS rates. Through the provider survey process, Guidehouse asked providers to affirm that their reported waiver costs did not include room and board costs.

### Survey Response Rate

In total, 54 eligible providers submitted responses to the CCW provider survey. Of these responses, 51 providers were current CCW providers, and three providers were non-CCW providers who expect to provide waiver services in the future. Table 2 below summarizes total responses to the CCW provider survey by service. Responses by service type do not sum to total number of responses, as providers often accounted for multiple services in their survey.

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**Table 2. CCW Provider Survey Responses by Service Type**

<b>Total Number of Responses</b>	54	
<b>Responses by Service Type</b>	Adult Day Services	2
	Assisted Living Facility Services	10
	Case Management	30
	Home Health Aide	14
	Personal Support Services	5
	Respite – In-Home	6
	Skilled Nursing	15
	Non-Medical Transportation	9

### 5 Rate Methodology – Traditional Independent Rate Build-Up

The traditional independent rate build-up strategy is typically preferred by states when developing a fee schedule because the services are based on defined face-to-face interactions between participants and a direct care worker. The foundation of the independent rate build-up is based on the direct care worker wages and benefits, which comprises the largest percentage of costs for these services. Guidehouse used an independent rate build-up approach to develop rate recommendations for the following covered services:

- Adult Day Services
- Assisted Living Facility Services
- Case Management
- Home Health Aide
- Personal Support Services
- Respite – In-Home
- Skilled Nursing

The traditional independent rate build-up approach:

- Uses a variety of data sources to establish rates for services that are:

*“...consistent with efficiency, economy, and quality of care and are sufficient to enlist enough providers so that care and services are available under the plan at least to the extent that care and services are available to the general population in the geographic area.”*

*-1902(a)30(A) of the Social Security Act*

- Relies primarily on credible data sources and reported cost data (i.e., costs are not audited, nor are rates compared to costs after a reporting period and adjusted to reflect those costs).

Using State and federal data sources, as well as data reported through the CCW provider survey, Guidehouse calculated the values for rate components and built rates from the bottom up for each of the waiver services included in the rate study. Following the framework of the independent rate build-up approach, Guidehouse determined each rate component associated with the direct care provided for a service (for example, direct care worker wages and benefits),

## SFY 2022 Community Choices Waiver Rate Report

identified the corresponding payment amount(s), and then added on payment amounts reflecting administration and program support costs required to deliver the service.

Guidehouse worked with DHCF and the CCW Provider Team to identify service-specific rate component factors for staffing ratios, supervisor span of control, and productivity assumptions consistent with service definitions and requirements.

Figure 2 provides the direct and indirect care components that are used in the waiver services rate methodology. Figure 3 illustrates the methodology for calculating each service rate. The following pages provide additional detail about each rate.

**Figure 2. Direct and Indirect Care Cost Components**

<b>Direct Care Costs</b> <i>Professional Delivering the Service and Corresponding Supervisor</i>	<b>Indirect Care Costs</b>
<ul style="list-style-type: none"> <li>Wages</li> <li>Benefits, including federal and state payroll deductions, health insurance, and retirement</li> <li>Training, vacation, sick leave and other paid time off</li> <li>Productivity, representing non-face-to-face time required to deliver the service</li> </ul> <p style="margin-top: 10px;"><i>Adjusted by service-specific staffing ratios and number of staff members per supervisor, as applicable</i></p>	<ul style="list-style-type: none"> <li><i>Administration Factor</i> – Reflects the administrative costs associated with delivering services (for example, administrative employee salary and wages); is expressed as the ratio of administration expenses to program employee salaries, wages and benefits.</li> <li><i>Program support factor</i> – Reflects costs to support service delivery (for example, facility space and participant activity supplies); is expressed as the ratio of program support expenses to program employee salaries, wages and benefits</li> </ul>

**Figure 3. Overview of Calculations Leading to Proposed Rates**

$$\begin{aligned}
 \text{Direct Care Unit Cost} &= \left( \frac{\text{Direct Care Inflated Wage}}{\text{Units Per Hour} \div \text{Staffing Ratio}} \right) \times \left( 1 + \text{Benefits Factor} \right) \times \text{Productivity Factor} \times \text{FTE Factor} \\
 \\
 \text{Direct Care Supervision Costs} &= \left( \frac{\text{Supervisor Inflated Wage}}{\text{Units Per Hour} \div \text{Supervisor Span of Control}} \right) \times \left( 1 + \text{Benefits Factor} \right) \times \text{Productivity Factor} \times \text{FTE Factor} \\
 \\
 \text{Total Direct Care Costs} &= \text{Direct Care Unit Cost} + \text{Direct Care Supervision Costs} \\
 \\
 \text{Non-Direct Care Cost} &= \text{Total Direct Care Costs} \times \text{Administrative Factor} \times \text{Program Support Factor} \\
 \\
 \text{Proposed Rate} &= \left( \text{Total Direct Care Costs} + \text{Non-Direct Care Cost} \right)
 \end{aligned}$$

# SFY 2022 Community Choices Waiver Rate Report

## Rate Components

The independent rate model build-up approach incorporates assumptions about types of employees, wage rates, benefit costs, program support and administration costs, supervisor span of control, staffing patterns, and direct care worker productivity factors. Some of these components vary between services (e.g., staffing patterns) while others are the same across the services (e.g., administration factor). Table 3 provides a summary of the components used for CCW rate modeling. Refer to Appendix B for additional information on calculating select rate components.

**Table 3. Primary Components in Independent Rate Models**

Factor Type	Name	Description
<b>Direct Care Costs</b>	1. Staff wages	Hourly wages for program (direct care) employees and corresponding supervisors
	2. Program employee full-time equivalent (FTE) factor	Costs associated with payroll hours to cover program employee vacation, holiday and sick days and training time
	3. Average staffing patterns	Average number of participants receiving services from one staff person
	4. Supervisor span of control	Number of direct care workers overseen by one supervisor
	5. Productivity adjustments	Non-face-to-face time that program staff must spend to deliver the service (for example, travel time and recordkeeping)
	6. Employee Related Expenses (ERE or Benefits Factor)	Federal and state payroll deductions and health, dental, vision, life and disability benefits
<b>Non-Direct Costs</b>	7. Administration factor	Ratio of administration expenses to program employee salaries, wages and benefits
	8. Program support factor	Ratio of program support expenses to program employee salaries, wages and benefits

## Staff Wages

Hourly wages for program employees (e.g., direct care service workers, supervisors, and case managers) serve as the baseline for the proposed waiver rate recommendations. The rate study had two potential sources of wage data: CCW provider survey data and Wyoming-specific BLS wage data. Because of the low volume of data received for certain services through the provider survey, Guidehouse and DHCF agreed to use BLS data as the basis for wage rates in the rate model, and provider survey data as validation for the wage rate analysis.

Table 4 and 5 list the SFY 2019 hourly wages included in the rate model, which were shared with the Steering Committee and received approval from DHCF. Guidehouse inflated all SFY 2019 wage data to the midpoint of SFY 2022.<sup>2</sup>

<sup>2</sup>Guidehouse inflated BLS wages by 4.71% to reflect an inflation rate from May 2019 to the mid-point of SFY 2022. This inflation rate was calculated based on the forecasts provided in the Medicare Economic Index available here: <https://www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/MedicareProgramRatesStats/MarketBasketData>.

## SFY 2022 Community Choices Waiver Rate Report

**Table 4. Hourly Staff Wages Used in Rate Study – Direct Care Staff**

Service	SFY 2019 Direct Care Staff Wage	Source
Home Health Aide	\$14.88	Median wage for BLS occupational category Certified Nursing Assistants
Personal Support Services	\$13.07	Median wage for BLS occupational category Personal and Home Care Aide (non CNA)
Skilled Nursing - RN	\$31.87	Median wage for BLS occupational category Registered Nurses
Skilled Nursing - LPN	\$22.55	Median wage for BLS occupational category Licensed Practical Nurses
Respite – In-Home	\$14.88	Median wage for BLS occupational category Certified Nursing Assistants
Adult Day Services - Health	\$14.93	Blended median wage of several BLS occupational categories: <ul style="list-style-type: none"> <li>- Certified Nursing Assistants</li> <li>- Licensed Practical Nurses</li> <li>- Registered Nurses</li> <li>- Personal and Home Care Aide (non CNA)</li> <li>- Food Prep Worker / Server</li> <li>- Chef / Cook</li> </ul>
Adult Day Services - Social	\$14.09	Blended median wage of several BLS occupational categories: <ul style="list-style-type: none"> <li>- Personal and Home Care Aide (non CNA)</li> <li>- Food Prep Worker / Server</li> <li>- Chef / Cook</li> <li>- Social and Community Service Managers</li> </ul>
Case Management	\$27.95	Median wage for BLS occupational category Social and Community Service Managers
Assisted Living Facility Services	\$17.65	Blended median wage of several BLS occupational categories: <ul style="list-style-type: none"> <li>- Certified Nursing Assistants</li> <li>- Licensed Practical Nurses</li> <li>- Registered Nurses</li> <li>- Personal and Home Care Aide (non CNA)</li> </ul>



## SFY 2022 Community Choices Waiver Rate Report

Service	SFY 2019 Direct Care Staff Wage	Source
		<ul style="list-style-type: none"> <li>- Food Prep Worker / Server</li> <li>- Chef / Cook</li> </ul>
Non-Medical Transportation	\$12.32	Blended median wage of several BLS occupational categories: <ul style="list-style-type: none"> <li>- Drivers</li> <li>- Dispatchers/Schedulers</li> </ul>

**Table 5. Hourly Staff Wages Used in Rate Study – Supervisors**

Service	SFY 2019 Supervisor Wage	Source
Home Health Aide	\$31.87	Median wage for BLS occupational category Registered Nurse Supervisor
Personal Support Services	\$17.81	Median wage for BLS occupational category First-Line Supervisors
Skilled Nursing - RN	\$38.36	Blended median wage for BLS occupational category Registered Nurse Supervisor and Medical and Health Services Managers
Skilled Nursing - LPN	\$31.87	Median wage for BLS occupational category Registered Nurse Supervisor
Respite – In-Home	\$31.87	Median wage for BLS occupational category Registered Nurse Supervisor
Adult Day Services - Health	\$25.92	Blended median wage for BLS occupational category First-Line Supervisors and Medical and Health Services Managers
Adult Day Services - Social	\$18.82	Blended median wage for BLS occupational category First-Line Supervisors and Social and Community Service Managers
Case Management	\$31.33	Blended median wage for BLS occupational category Social and Community Service Managers and Medical and Health Services Managers
Assisted Living Facility Services	\$28.03	Blended median wage of several BLS occupational categories: <ul style="list-style-type: none"> <li>- First-Line Supervisors</li> <li>- Registered Nurse Supervisor</li> </ul>

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Service	SFY 2019 Supervisor Wage	Source
		- Medical and Health Services Managers

As illustrated above, some services were derived by “blending” wages from multiple occupations. DHCF and Guidehouse determined blended components through discussion with the CCW Provider Team. This blended rate is necessary because Guidehouse assumes that a service such as Adult Day Services will not be administered solely by one occupation type. Thus, the blending of multiple occupations is an attempt to best capture the wages associated with each service. Guidehouse worked with DHCF to use allocations across the different occupations that best reflected the delivery of services. Additionally, blended calculations were performed separately for direct care workers and supervisors.

Guidehouse blended wage rates for each service using aligned occupations according to the process outlined above. Table 6 below provides an example of the wage blending process for Adult Day Services – Health model. Refer to the accompanying rate model for additional details on the wage blending process.

**Table 6. Wage Blending Process – Adult Day Services – Health**

Occupation	BLS WY Median	Adult Day Services – Health Model	
		Percentage	Blended Component
Certified Nursing Assistants	\$14.88	35%	\$5.21
Licensed Practical Nurses	\$22.55	5%	\$1.13
Registered Nurses	\$31.87	5%	\$1.59
Personal and Home Care Aide (non CNA)	\$13.07	25%	\$3.27
Food Prep Worker / Server	\$10.79	15%	\$1.62
Chef / Cook	\$14.13	15%	\$2.12
	<b>Calculated Hourly Blended Wage</b>	<b>100%</b>	<b>\$14.93</b>

### Employee Related Expenses

Employee Related Expenses (ERE) take into account the federal and state payroll deductions as well as health, dental, vision, life and/or disability benefits provided to employees. To determine the ERE factor used in the rate study, Guidehouse primarily leveraged data from a review of other state’s 1915(c) waiver applications. Additional detail can be found in Appendix B.

Guidehouse also obtained service-specific ERE factor estimates from provider survey responses and held discussions with the CCW Provider Team. Guidehouse presented a comparison of ERE factors obtained from BLS information to factors reported in the provider survey to the CCW Provider Team and the Steering Committee for input. Members of the CCW Provider Team indicated that they are often unable to provide health insurance and other benefits to employees due to the cost of health insurance and size of their organizations. Members of the CCW Provider Team also stated that in lieu of offering conventional program

## SFY 2022 Community Choices Waiver Rate Report

employee benefits, they may consider a stipend or wage increase to assist employees in independently purchasing benefits.

Guidehouse applied a 27 percent ERE factor across all services for the purposes of this rate study. For comparison purposes, the ERE factor used by Wyoming's Comprehensive and Supports waiver programs in 2019 was also 27 percent.

### Program Employee Full-Time Equivalent Factor

The Full Time Equivalent (FTE) factor represents costs associated with payroll hours required to cover for staff when they are not available to provide direct services, for example, during vacation days, sick time, or training.

Guidehouse primarily derived the assumptions of the FTE factor from national data made available by BLS, and validated this data against data reported in the provider survey as well as FTE factors used during the SFY 2015 rate study. Table 7, on the following page, illustrates the FTE factors per service and the number of annual hours assumed in each category.

**Table 7. FTE Factor per Service<sup>3</sup>**

Service	Resulting FTE Factor	Vacation /Personal	Sick	Holiday	Annual Training	Total Hours	FTE %
	A = 1 + G	B	C	D	E	F = B+C+D+E	G = F / 2080
Adult Day Services	1.11	64	64	64	32	224	0.11
Assisted Living Facility Services	1.11	64	64	64	32	224	0.11
Case Management	1.11	64	64	64	32	224	0.11
Home Health Aide	1.08	32	32	64	32	160	0.08
Personal Support Services	1.08	32	32	64	32	160	0.08
Respite – In-Home	1.08	32	32	64	32	160	0.08
Skilled Nursing	1.11	64	64	64	32	224	0.11

Guidehouse developed, shared, and received approval from DHCF for the resulting FTE factors for each CCW service.

### Average Staffing Pattern

Average staffing patterns identify the direct care worker and supervisor staffing arrangements used to deliver services. This rate component is used to ensure that the cost of staff can be appropriately weighed into the rates. Waiver program staffing patterns vary by service, delivery model, level of need, and time of day and are expressed using two ratios:

- **Staffing ratios**
  - Account for the number of participants per staff person. For example, a 1:6 ratio means a service requires one staff person for every six participants. Assisted Living

<sup>3</sup> Home-Delivered Meals, PERS Installation, PERS Monthly Service Charge, and Non-Medical Transportation are excluded because these rates will be determined as market rates.

## SFY 2022 Community Choices Waiver Rate Report

Facility Services are assigned a daytime and nighttime staffing ratio; none of the other CCW services require a nighttime staffing ratio.

- In certain cases, staffing ratios for services change based on the level of need of the participant receiving services. For instance, memory care units of assisted living facilities that provide specialized care for patients with Alzheimer's disease, dementia, and other types of memory issues assume a 1:6 staffing ratio. Non-memory care services provided by assisted living facilities, however, assume a 1:8 staffing ratio.
- **Supervisor span of control** – Indicates the number of direct care service staff to a supervisor, taking into account that supervisor qualifications may vary by service. For this rate model, Guidehouse assumed a 1:9 supervisor span of control for all services, which means that one supervisor oversees nine direct care workers.

Guidehouse primarily leveraged data obtained from the CCW provider survey and discussions with DHCF to determine average staffing patterns. To further inform and validate staffing patterns, Guidehouse reviewed licensure requirements for Adult Day Services and reviewed claims data to verify caseload size for Case Management. Guidehouse presented staffing ratios and related supervisor spans of control to both the CCW Provider Team and Steering Committee for input. Guidehouse shared and received approval from DHCF for the final staffing patterns used in the rate model.

### Productivity Adjustment

Program employees must perform certain activities that are necessary to deliver a service aside from direct service provision. This non-face-to-face time is not billable and includes:

- Care planning and coordination
- Travel time to/from and between participant residences
- Recordkeeping and documentation (outside of direct participant interaction)
- Employer time (e.g., staff meetings)
- Training and staff development

To determine these adjustments, Guidehouse identified the total billable and non-billable hours in a week for each service. The productivity factor is then calculated by dividing the total hours in a week by the billable hours. The productivity factor is then applied to the wage for the program employee level that corresponds to the service being provided.

#### Example Productivity Factor Calculation for Personal Support Services

- During an average 40-hour work week, a direct care worker may spend 10 hours on non-billable activities.
- The worker will have 30 hours remaining to provide direct services to participants.
- Productivity factor of 1.33 calculated as:  $(40/30) = 1.33$

Guidehouse collected service-specific productivity data within the CCW provider survey and validated survey results using the productivity adjustments published in the SFY 2015 rate study. Guidehouse also worked with DHCF and the CCW Provider Team to assess provider experiences and other service requirements to determine the necessary productivity adjustments. Guidehouse shared with and received approval from DHCF for the final productivity adjustments used in the model.

## SFY 2022 Community Choices Waiver Rate Report

### Administration Factor

The administration factor reflects the costs associated with operating a provider agency, such as costs for administrative employees' salaries and wages along with non-payroll administration expenses, such as licenses, property taxes, liability and other insurance.

Guidehouse used a multi-step process to determine administration factors for the purpose of this rate study. First, Guidehouse analyzed administration factors reported by other states in approved 1915(c) HCBS waiver applications serving individuals who are aged or physically disabled. Guidehouse identified an average administration factor across states which offered comprehensive information and included variables within reported administration factors.

Next, Guidehouse confirmed validity of the data by comparing the average administration factor determined from other states to the data collected in the CCW provider survey. Guidehouse calculated a service-specific administration factor from survey data as follows:

- *Step 1:* Calculate a provider-specific administration factor percent by dividing provider-specific total administrative expenses by total salaries and wages costs, multiplied by (1 + benefits factor).
- *Step 2:* Exclude any calculated administrative factors that exceeded 100%.
- *Step 3:* Identify the median administration cost factor.

Administration factors calculated using survey data ranged widely from 2 percent (Adult Day Services) to 35 percent (Case Management), resulting in a median value of 29 percent. Given the wide variation in the provider survey data, DHCF and Guidehouse agreed to leverage the average administration factor calculated from state research and assumed a 16 percent administration factor for all services in this rate study.

### Program Support Factor

The program support factor reflects the costs that support direct care services, for example, non-payroll program support costs, non-payroll facility, vehicle and equipment expenses and total maintenance costs, and program supplies.

To calculate program support factors, Guidehouse followed a process similar to calculating administration factors. First, Guidehouse conducted an environmental scan of program support factors made available by other states in approved 1915(c) HCBS waiver applications and presented findings to the CCW Provider Team.

As with administration factor calculations, Guidehouse also used cost data collected in the CCW provider survey to compare the program support factor findings above. Guidehouse calculated program support factors from survey data as follows:

- *Step 1:* Calculate provider-specific program support factors by dividing provider-specific total program support costs by total salaries and wages costs, multiplied by (1 + benefits factor).
- *Step 2:* Exclude any calculated program support factors that exceeded 100%.
- *Step 3:* Identify the median program support percentage factor.

Program support factors calculated using cost data from the CCW provider survey also ranged widely, from 2 percent (Adult Day Services) to 31 percent (Assisted Living Facility Services), resulting in a median value of 7 percent. To remain consistent with the administration factor approach, Guidehouse and DHCF agreed to leverage findings from other state research and assumed an 8 percent program support factor for all services in this rate study.

# SFY 2022 Community Choices Waiver Rate Report

## Key Model Assumptions

To successfully develop rates using the traditional rate build-up approach, Guidehouse made additional assumptions for several CCW services.

- **Adult Day Services:** Guidehouse, upon discussion with DHCF, assumed that a half day of service delivery corresponded to three hours of care and that a full day of service delivery corresponded to six hours of care. Guidehouse also reviewed thresholds or hourly limits set by other states to serve as a benchmark for this rate model.<sup>4</sup>
- **Assisted Living Facility Services:** To calculate the daily direct care hours for Assisted Living Facility Services, Guidehouse made the assumption that of the possible 168 hours in a week that there were 163 available hours for the provision of service delivery. This assumes five hours per week needed for assessments or reviews, which was determined after discussion with DHCF and after a review of the 2015 rate study.
- **Respite – In-Home:** At the direction of DHCF, Guidehouse calculated a per-diem rate for respite in-home services. Guidehouse, upon discussion with DHCF, assumed seven hours of direct care services per day to provide respite in-home services.
- **Respite – Out-of-Home (Delivered in an Assisted Living Facility):** To develop rates for Respite – Out-Of-Home services delivered in an assisted living facility, Guidehouse added a daily room and board allowance to the Assisted Living Facility Services, Non-Memory Care rate developed as part of this rate rebasing study. Guidehouse calculated the daily room and board allowance by dividing the monthly Social Security Income Federal Benefit Rate less \$50 for a personal need allowance by 30.42 to prorate the room and board allowance to a per diem amount, per direction from DHCF and in accordance with 42 CFR §441.310(a)(2).<sup>5</sup>
- **Personal Support Services:** Guidehouse applied the following assumptions for Personal Support Services:
  - **Personal Support Services – Agency-Based, Per Diem:** At the direction of DHCF, Guidehouse calculated a per-diem rate for Personal Support Services. Similar to Respite – In-Home, Guidehouse assumed seven hours of direct care services per day to provide Personal Support Services.
  - **Personal Support Services – Participant-Directed:** Guidehouse calculated a 15 minute rate for Participant-Directed Personal Support Services. Direct care workers providing these services do not receive additional benefits outside of the mandatory employer payroll obligations, which include taxes and unemployment insurance. Based on timesheets processed by DHCF's Financial Management Services (FMS), mandatory employer payroll obligations represent 11 percent of wages.<sup>6</sup> Additionally, since these services are participant-directed, there are no additional productivity, FTE, or non-direct rate components to consider for the rate model.

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<sup>4</sup> Office of the Assistant Secretary for Planning and Evaluation (ASPE). Regulatory Review for Adult Day Services: Final Report, 2014 Edition. Available at: <https://aspe.hhs.gov/basic-report/regulatory-review-adult-day-services-final-report-2014-edition>

<sup>5</sup> The value 30.42 is derived as the average number of days in a month over the course of a year.

<sup>6</sup> Guidehouse adopted the ERE of 11 percent used for Participant-Directed Personal Support Services, which was provided by DHCF.

## SFY 2022 Community Choices Waiver Rate Report

- **Case Management:** Guidehouse developed a plan of care rate using the assumption that case managers require 10 hours to complete one plan of care annually. Guidehouse determined this assumption based upon discussion and approval from DHCF.
- **Home-Delivered Meals – Hot Meals:** During discussions with DHCF about data collection for providers of Home-Delivered Meals, DHCF and Guidehouse agreed that existing sources of data about meal costs were likely a more reliable source of information than a provider survey. As such, Guidehouse did not include questions about Home-Delivered Meals in the provider survey, and opted to rely on data provided by other national and state resources. Guidehouse relied on cost data provided by the **Wyoming Department of Health’s Aging Division** and adopted the following methodology for hot meals:
  - Data from Wyoming’s Aging Division provided a breakdown of labor costs per meal, as well as administration and program support costs. Guidehouse used this data and the traditional independent rate build-up approach to develop a rate.
  - For providers, a portion of Home-Delivered Meal costs are supplemented by funding made available by the Older Americans Act; this funding offsets the cost to the provider. To avoid duplicated payment to providers for costs that are already covered by grant funding, Guidehouse and DHCF agreed to develop this rate using rate assumptions at the 25<sup>th</sup> percentile of the data provided by the Aging Division. Refer to Appendix C for additional information on the Home-Delivered Meals rate methodology.
- **Non-Medical Transportation:** With approval from DHCF, Guidehouse applied the following assumptions when building Non-Medical Transportation rates:
  - Transportation Percent: The transportation percent accounts for vehicle lift costs. Guidehouse calculated this percentage by dividing the cost of a standard lift installation<sup>7</sup> over total cost of a vehicle with lift installation to calculate.<sup>8</sup>
  - Trip Time: To determine trip time, Guidehouse identified the average distance per trip (three miles) from the provider survey data. Using this average distance per trip, Guidehouse estimated average trip time based on the 30 miles per hour residential speed limit set by the Wyoming Department of Transportation. Guidehouse also factored in passenger load and unload time to the total trip time, which were derived from Guidehouse’s past rate studies for Non-Medical Transportation services.<sup>9</sup> Passenger load and unload time differed based on the need for a lift.
  - Cost Per Trip: Guidehouse calculated costs per trip by identifying the average distance per trip (three miles), determined from the provider survey data, and multiplying by the 2020 standard mileage rate identified by the Internal Revenue Service (IRS), which was \$0.58. The IRS standard mileage rate takes into consideration costs of depreciation.

<sup>7</sup> Lift installation costs derived from previous Guidehouse rate studies for Arizona and Illinois on Non-Medical Transportation services.

<sup>8</sup> Total vehicle costs derived from 2020 Standard Mileage Rates released by the IRS. Available at: <https://www.irs.gov/pub/irs-drop/n-20-05.pdf>

<sup>9</sup> Passenger load and unload time was derived from a previous rate study Guidehouse conducted for Minnesota.

## SFY 2022 Community Choices Waiver Rate Report

### 6 Rate Methodology – Market Rates Approach

Services that are commodities and do not rely on direct care worker interaction can be more favorable to a market-based approach. For services that are commodities, an examination of existing rates for services will be more relevant to the State's decision-making process than attempting to determine a cost of the service when the market has already determined the rate. Guidehouse used a modified rate model focusing on market rates for the following services:

- Respite – Out-of-Home (Delivered in a Nursing Facility)
- Home-Delivered Meals
- Personal Emergency Response Systems (PERS)

DHCF and Guidehouse agreed that rates for these services would not follow the traditional rate model build-up but would instead primarily rely on market research and other data made available by national and/or state resources.

#### Respite – Out-of-Home (Delivered in a Nursing Facility)

Respite – Out-Of-Home services are provided to participants who are unable to care for themselves, and are furnished on a short-term basis at a nursing facility because of the absence or need for relief of those persons who normally provide care for the participant. Given that these services are delivered in a nursing facility, Guidehouse, at the request of DHCF, developed this rate to reflect the average daily rate for the use of the nursing facility. Guidehouse used the per diem rate reimbursement for nursing facility services, which was provided by the State. This reimbursement rate relies primarily on cost reports submitted by nursing facilities, per Wyoming Code 28, Chapter 7.

#### Home-Delivered Meals – Frozen Meals

Home-Delivered Meals – frozen meals are meals delivered to the home of the participant when the participant is unable to prepare a meal for him or herself. Meals must meet the standards for the nutritional services delivered under Title III of the Older Americans Act. To inform rates for home-delivered meals- frozen meals, Guidehouse used the following data sources:

- **Administration for Community Living (ACL):** Guidehouse used ACL data to calculate median expenditures per unit for home-delivered and congregate meals across multiple states in the Mountain Region.<sup>10</sup>
- **Market Research:** Guidehouse conducted an environmental scan of leading Home-Delivered Meals vendors in Wyoming, primarily using information made available on vendor websites or via follow-up phone calls as needed. Guidehouse collected average costs per meal advertised by five Wyoming-based vendors.

Guidehouse collected and reviewed data from the ACL as well as vendors of Home-Delivered Meals. Based on findings from ACL, market research, and discussions with DHCF, Guidehouse recommends that DHCF continue to use the existing Home-Delivered Meals rate for frozen meals. The existing rate reflects the cost of purchasing bulk meals from national providers.

<sup>10</sup> Administration for Community Living. Expenditures per Unit: Home Delivered Meals, 2005-2018. Available at: <https://p-agid-wapp1.p-ase2-ase.p.azurewebsites.net/DataGlance/SPR/Trend.aspx?geoids=28%2c29%2c36%2c44%2c53%2c407&cat=5&jvar=1813&mode=Count>



## SFY 2022 Community Choices Waiver Rate Report

Guidehouse discussed and received approval from DHCF regarding the assumptions and methodologies implemented to develop rates for both hot and frozen meals. Refer to Appendix D for a summary of ACL and market research findings on Home-Delivered Meals.

### Personal Emergency Response Systems

Personal Emergency Response Systems (PERS) include electronic devices that are programmed to signal a response center once a help button is activated and enables the waiver participant to secure help in an emergency. The rates for PERS consist of a one-time installation cost and a monthly monitoring cost, which are typically derived from the market. As a result, Guidehouse primarily relied on data obtained via an environmental scan of leading PERS vendors in Wyoming. Guidehouse collected installation and monthly monitoring costs advertised by ten leading vendors in Wyoming. Guidehouse proposed different rates based on system features (e.g., landline access, cellular access). Guidehouse also reviewed PERS installation and monitoring rates set by states similar to Wyoming, which served as a benchmark when determining PERS rates.

Refer to Appendix E for additional information on the PERS rate methodology.

## 7 Next Steps

The methodology described in this rate report provide insights into how Guidehouse developed rate recommendations for each CCW service. These rates serve as benchmarks, developed using rate components and market research identified via discussions with DHCF, the CCW Provider Team and Steering Committee meetings, national and state resources, and results from the provider survey. Guidehouse recognizes that adjustments may need to be made as DHCF considers the implications of these rates on the State's budget.

As previously discussed, the wage assumptions for each service have been inflated to the midpoint of SFY 2022, with the understanding that new CCW rates will be made effective starting July 1, 2021, for a waiver period of five fiscal years. DHCF can consider updating these rates throughout the waiver period to accommodate for yearly growth or inflation rates.

Adjustments can be made using one or more of the following strategies:

- Inflate existing BLS wages to reflect the waiver year
- Update and revise BLS occupations and corresponding wage information for each waiver year
- Review national and state resources for updates to the various rate components used for the traditional independent rate build-up approach, as well as the market rates
- Apply inflation to the final rate, rather than individual rate components

Guidehouse can work with DHCF to identify other national and state resources and update rate components in the future, as needed.

## 8 Acknowledgments

Guidehouse and DHCF want to acknowledge the work of the CCW Provider Team, Steering Committee, and Wyoming waiver service providers throughout this rate study. Providers' participation in the survey and CCW Provider Team allowed for an enhanced understanding of provider service delivery and costs. The CCW Provider Team and Steering Committee members provided critical guidance regarding key rate components and spent significant time in

## SFY 2022 Community Choices Waiver Rate Report

lengthy meetings throughout the project. Guidehouse and DHCF are appreciative of the level of effort and time dedicated by all parties.

### 9 Appendices

The following appendices are included in a separate document:

- Appendix A. Rate Model Summary
- Appendix B. CCW Factor Calculations
- Appendix C. Home-Delivered Meals Rate Model
- Appendix D: Home-Delivered Meals Environmental Scan and Market Research
- Appendix E. PERS Rate Market Research

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing - DRAFT**

The following worksheets highlight new proposed rates for Community Choices Waiver (CCW) services based on federal and state research and the 2020 CCW Provider Survey. The rate model consists of the following worksheets:

**Summary of Services:** Provides a high-level overview of the proposed rates and identifies current comparable rates as references.

**Data Master:** Compiles all inputs and factors needed to calculate rates.

**Model Assumptions:** Highlights the assumptions made when calculating rates.

**FTE Assumptions:** Identifies the hourly assumptions made when calculating the Full-time Equivalent (FTE) factor.

**Productivity Assumptions:** Identifies the hourly assumptions made when calculating the Productivity factor.

**Blended Wage Assumptions:** Calculates how median wages were derived for the rate model.

This deliverable was prepared by Guidehouse Inc. for the sole use and benefit of, and pursuant to a client relationship exclusively with Wyoming Department of Health ("Client"). The work presented in this deliverable represents Guidehouse's professional judgement based on the information available at the time this report was prepared. The information in this deliverable may not be relied upon by anyone other than Client. Accordingly, Guidehouse disclaims any contractual or other responsibility to others based on their access to or use of the deliverable.



Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
Proposed Rate Analysis - SFY 2022 CCW Rate Rebasing - DRAFT

Service	Unit Value	Service Code	Direct Care Median Wage w/ Inflation	Total Direct Care Costs	Total Non-Direct Care Costs	Proposed Rate	Current Comparable Rate (SFY 2020) <sup>1</sup>	Percent Change (Current vs Proposed)	Current Service Code	Note
<b>Home Health Aide</b>										
Home Health Aide	15 Min	T1004	\$ 15.58	\$ 8.78	\$ 2.12	\$ 10.90	\$ 6.28	74%	G0156	
<b>Personal Support Services</b>										
Attendant Care Services	15 Min	S5125	\$ 13.69	\$ 7.17	\$ 1.74	\$ 8.91	\$ 3.33	167%	S5125	
Attendant Care Services - Participant-Directed	15 Min	S5125 - CG	\$ 13.69	\$ 3.80	\$ -	\$ 3.80	\$ 3.33	14%	T2041	
Attendant Care Services - Per Diem	1 Day	S5126	\$ 13.69	\$ 134.92	\$ 32.65	\$ 167.57	\$ 197.68	-15%		
<b>Skilled Nursing Care</b>										
Nursing Care - RN	1 Hour	S9123	\$ 33.37	\$ 88.54	\$ 21.43	\$ 109.96	\$ 66.10	66%	S9123	
Nursing Care - LPN	1 Hour	S9124	\$ 23.61	\$ 63.93	\$ 15.47	\$ 79.41	\$ 66.10	20%		
Nursing Care - RN	15 Min	T1002	\$ 33.37	\$ 22.13	\$ 5.36	\$ 27.49	\$ 16.53	66%		
Nursing Care - LPN	15 Min	T1003	\$ 23.61	\$ 15.98	\$ 3.87	\$ 19.85	\$ 16.53	20%		
<b>Respite</b>										
In-Home	15 Min	S5150	\$ 15.58	\$ 8.78	\$ 2.12	\$ 10.90	\$ 6.28	74%	S5150	
In-Home - Per Diem	1 Day	S9125	\$ 15.58	\$ 170.79	\$ 41.33	\$ 212.12	\$ 175.84	21%		
<b>Adult Day Services</b>										
Adult Day Services - Health Model	15 Min	S5100	\$ 15.64	\$ 2.78	\$ 0.67	\$ 3.45	\$ 2.10	64%	S5100	
Adult Day Services - Social Model	15 Min	S5100	\$ 14.75	\$ 2.25	\$ 0.54	\$ 2.80	\$ 2.10	33%	S5100	
Adult Day Services - Health Model	1 Half Day	S5101	\$ 15.64	\$ 27.42	\$ 6.64	\$ 34.06	\$ 33.60	1%		
Adult Day Services - Social Model	1 Half Day	S5101	\$ 14.75	\$ 21.61	\$ 5.23	\$ 26.84	\$ 33.60	-20%		
Adult Day Services - Health Model	1 Day	S5102	\$ 15.64	\$ 54.84	\$ 13.27	\$ 68.11	\$ 67.20	1%		
Adult Day Services - Social Model	1 Day	S5102	\$ 14.75	\$ 43.23	\$ 10.46	\$ 53.69	\$ 67.20	-20%		
<b>Assisted Living Facility</b>										
Assisted Living Facility	1 Day	T2031	\$ 18.48	\$ 45.32	\$ 10.97	\$ 56.29	\$ 60.79	-7%	T2031	ALF 1: \$42/day; ALF 2: \$ 50.93; ALF 3: \$61.25
Assisted Living Facility - Memory Care	1 Day	T2031 - CG	\$ 18.48	\$ 66.42	\$ 16.07	\$ 82.49	\$ 61.25	35%		
<b>Case Management</b>										
Case Management - Plan of Care	1 Care Plan	T2024	\$ 29.27	\$ 408.86	\$ 98.94	\$ 507.81	\$ 2,374.32	-17%	T2024	
Case Management - Plan Monitoring	1 Month	T2022	\$ 29.27	\$ 107.40	\$ 25.99	\$ 133.40				
<b>Non-Medical Transportation</b>										
Service Route	1 Trip	A0120	\$ 12.90	\$ 2.95	\$ 1.39	\$ 4.34	\$ 5.40	-20%		
Wheelchair Accessible Vehicle	1 Trip	A0130	\$ 12.90	\$ 6.63	\$ 3.13	\$ 9.75	\$ 5.40	81%		
Non-Accessible Vehicle	1 Trip	T2003	\$ 12.90	\$ 4.99	\$ 1.21	\$ 6.20	\$ 5.40	15%	T2003	
<b>Market Rate Service</b>										
Service	Unit Value	Service Code	Total Direct Care Costs	Total Non-Direct Care Costs	Adjustments	Proposed Rate	Current Comparable Rate (SFY 2020)	Percent Change (Current vs Proposed)	Current Service Code	Note
<b>Respite</b>										
Out of Home - Assisted Living Facility	1 Day	S5151	\$ 56.29	N/A	\$ 24.10	\$ 80.38	\$ 82.33	-2%	S5151	
Out of Home - Nursing Facility	1 Day	H0045	\$ 185.09	N/A	\$ -	\$ 185.09	\$ 185.09	0%	H0045	
<b>Home Delivered Meals</b>										
Home Delivered Meals - Hot	1 Meal	S5170 - CG	\$ 4.66	\$ 2.44	\$ -	\$ 7.10	\$ 5.25	35%	S5170	
Home Delivered Meals - Frozen	1 Meal	S5170	\$ 5.25	N/A	\$ -	\$ 5.25	\$ 5.25	0%		
<b>Personal Emergency Response Systems</b>										
PERS Installation - Landline	1 Installation	S5160	\$ 63.09	N/A	\$ -	\$ 63.09	\$ 70.00	-10%	S5160	
PERS Monthly Service Charge - Landline	1 Month	S5161		N/A	\$ -	\$ 32.01	\$ 45.00	-29%	S5161	
PERS Installation - Cellular	1 Installation	S5160 - CG		N/A	\$ -	\$ 63.73	\$ 70.00	-9%	S5160	
PERS Monthly Service Charge - Cellular	1 Month	S5161 - CG	\$ 41.73	N/A	\$ -	\$ 41.73	\$ 45.00	-7%	S5161	

<sup>1</sup> Note: Rates have been derived from the August 2, 2019 Provider Bulletin (CCW-2019-03). Existing rates have been modified so that comparisons can be made across different service units.

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebalancing

Wyoming Department of Health, Division of Healthcare Financing  
Proposed Data Master - SFY 2022 CCW Rate Rebalancing - DRAFT

Service	Unit Value	Direct Care Rate Components										Non-Direct Care Rate Components					Adjustments		Proposed Rate (Including Incentive Factors)	Current Comparable Rate (SFY 2020)*	Current Rate (SFY 2020)*			
		Direct Care Median Wage SFY2019	Inflated Direct Care Median Wage SFY2022	Units Per Hour	Direct Care Hours Per Day	Assumed Staffing Ratios Awake Time	Assumed Staffing Ratios Asleep Time	Benefits Factor	Productivity Factor	FTE Factor	Direct Care Unit Cost	Supervisor Median Wage SFY2019	Inflated Supervisor Median Wage SFY 2022	Supervisor Span of Control	Direct Care Supervision Cost	Total Direct Care Cost	Administrative Percent	Program Support Percent				Transportation Percent	Non-Direct Cost Per Unit	Incentive Factor
<b>Service</b>																								
<b>Home Health Aide</b>																								
Home Health Aide	15 Min	\$ 14.88	\$ 15.58	4.00	N/A	1.1.0	N/A	27%	1.33	1.08	\$ 7.09	\$ 31.87	\$ 33.37	1.9	\$ 1.69	\$ 8.78	16%	8%	\$ 2.12			\$ 10.90	\$ 6.28	
<b>Personal Support Services</b>																								
Attendant Care Services	15 Min	\$ 13.07	\$ 13.69	4.00	N/A	1.1.0	N/A	27%	1.33	1.08	\$ 6.23	\$ 17.81	\$ 18.65	1.9	\$ 0.94	\$ 7.17	16%	8%	\$ 1.74			\$ 8.91	\$ 3.33	\$ 3.33
Attendant Care Services - Participant-Directed	15 Min	\$ 13.07	\$ 13.69	4.00	N/A	1.1.0	N/A	11%	1.00	1.00	\$ 3.80	\$ -	\$ -	N/A	\$ -	\$ 3.80	0%	0%	\$ -			\$ 3.80	\$ 3.33	\$ 3.33
Attendant Care Services - Per Diem	1 Day	\$ 13.07	\$ 13.69	N/A	7.00	1.1.0	N/A	27%	1.33	1.08	\$ 106.52	\$ 17.81	\$ 18.65	1.9	\$ 26.40	\$ 134.92	16%	8%	\$ 32.65			\$ 167.57	\$ 197.68	\$ 28.24
<b>Skilled Nursing Care</b>																								
Nursing Care - RN	1 Hour	\$ 31.87	\$ 33.37	1.00	N/A	1.1.0	N/A	27%	1.67	1.11	\$ 78.09	\$ 38.36	\$ 40.17	1.9	\$ 10.44	\$ 88.54	16%	8%	\$ 21.43			\$ 109.96	\$ 66.10	\$ 66.10
Nursing Care - LPN	1 Hour	\$ 22.55	\$ 23.61	1.00	N/A	1.1.0	N/A	27%	1.67	1.11	\$ 55.26	\$ 31.87	\$ 33.37	1.9	\$ 8.68	\$ 63.93	16%	8%	\$ 15.47			\$ 79.41	\$ 66.10	\$ 66.10
Nursing Care - RN	15 Min	\$ 31.87	\$ 33.37	4.00	N/A	1.1.0	N/A	27%	1.67	1.11	\$ 19.52	\$ 38.36	\$ 40.17	1.9	\$ 2.61	\$ 22.13	16%	8%	\$ 5.36			\$ 27.49	\$ 16.63	\$ 16.63
Nursing Care - LPN	15 Min	\$ 22.55	\$ 23.61	4.00	N/A	1.1.0	N/A	27%	1.67	1.11	\$ 13.91	\$ 31.87	\$ 33.37	1.9	\$ 2.17	\$ 19.86	16%	8%	\$ 3.87			\$ 19.85	\$ 16.63	\$ 16.63
<b>Respite</b>																								
In-Home	15 Min	\$ 14.88	\$ 15.58	4.00	N/A	1.1.0	N/A	27%	1.33	1.08	\$ 7.09	\$ 31.87	\$ 33.37	1.9	\$ 1.69	\$ 8.78	16%	8%	\$ 2.12			\$ 10.90	\$ 6.28	\$ 6.28
In-Home - Per Diem	1 Day	\$ 14.88	\$ 15.58	N/A	7.00	1.1.0	N/A	27%	1.33	1.08	\$ 123.55	\$ 31.87	\$ 33.37	1.9	\$ 47.24	\$ 170.79	16%	8%	\$ 41.33			\$ 212.12	\$ 175.84	\$ 25.12
<b>Adult Day Services</b>																								
Adult Day Services - Health Model	15 Min	\$ 14.93	\$ 15.64	4.00	N/A	1.6.0	N/A	27%	1.40	1.11	\$ 1.29	\$ 25.92	\$ 27.14	1.9	\$ 1.49	\$ 2.78	16%	8%	\$ 0.67			\$ 3.45	\$ 2.10	\$ 2.10
Adult Day Services - Social Model	15 Min	\$ 14.09	\$ 14.75	4.00	N/A	1.6.0	N/A	27%	1.38	1.11	\$ 1.19	\$ 18.82	\$ 19.71	1.9	\$ 1.06	\$ 2.25	16%	8%	\$ 0.54			\$ 2.80	\$ 2.10	\$ 2.10
Adult Day Services - Health Model	1 Half Day	\$ 14.93	\$ 15.64	N/A	3.00	1.6.0	N/A	27%	1.40	1.11	\$ 9.59	\$ 25.92	\$ 27.14	1.9	\$ 17.83	\$ 27.42	16%	8%	\$ 6.84			\$ 34.08	\$ 33.60	\$ 8.40
Adult Day Services - Social Model	1 Half Day	\$ 14.09	\$ 14.75	N/A	3.00	1.6.0	N/A	27%	1.38	1.11	\$ 8.89	\$ 18.82	\$ 19.71	1.9	\$ 12.72	\$ 21.61	16%	8%	\$ 5.23			\$ 28.84	\$ 33.60	\$ 8.40
Adult Day Services - Health Model	1 Day	\$ 14.93	\$ 15.64	N/A	6.00	1.6.0	N/A	27%	1.40	1.11	\$ 19.18	\$ 25.92	\$ 27.14	1.9	\$ 35.66	\$ 54.84	16%	8%	\$ 13.27			\$ 68.11	\$ 67.20	\$ 8.40
Adult Day Services - Social Model	1 Day	\$ 14.09	\$ 14.75	N/A	6.00	1.6.0	N/A	27%	1.38	1.11	\$ 17.78	\$ 18.82	\$ 19.71	1.9	\$ 25.45	\$ 43.23	16%	8%	\$ 10.46			\$ 53.60	\$ 67.20	\$ 8.40
<b>Assisted Living Facility</b>																								
Assisted Living Facility	1 Day	\$ 17.65	\$ 18.48	N/A	4.43	1.8.0	1.2.0	27%	1.43	1.11	\$ 16.31	\$ 28.03	\$ 29.35	1.9	\$ 29.01	\$ 45.32	16%	8%	\$ 10.97			\$ 56.29	\$ 60.79	ALF Weighted Average
Assisted Living Facility - Memory Care <sup>1</sup>	1 Day	\$ 17.65	\$ 18.48	N/A	5.91	1.8.0	1.2.0	27%	1.43	1.11	\$ 27.74	\$ 28.03	\$ 29.35	1.9	\$ 38.67	\$ 66.42	16%	8%	\$ 16.07			\$ 62.49	\$ 61.25	ALF 3 Rates

<sup>1</sup> Direct care hours and costs for ALF derived from model assumptions

Service Cost	Adjustments		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*
	Incentive Amount <sup>2</sup>	Reductive Amount		
Respite Out-of-Home				
Out of Home - Assisted Living Facility	\$ 56.29	\$ 24.10	\$ 80.38	\$ 82.33
Out of Home - Nursing Facility <sup>2</sup>	\$ 185.00		\$ 185.00	\$ 185.00

<sup>2</sup> Inputs derived from model assumptions

Case Management	Unit Value	Direct Care Rate Components										Non-Direct Care Rate Components					Adjustments		Proposed Rate (Including Incentive Factors)	Current Comparable Rate (SFY 2020)*	Current Rate (SFY 2020)*				
		Direct Care Median Wage SFY2019	Inflated Direct Care Median Wage SFY2022	Total Monthly Hours	Total Billable Hours	Total Caseload	Total Hours Per Care Plan	Direct Care Hours Per Month	Benefits Factor	Productivity Factor	FTE Factor	Direct Care Unit Cost	Supervisor Median Wage SFY2019	Inflated Supervisor Median Wage SFY 2022	Supervisor Span of Control	Direct Care Supervision Cost	Total Direct Care Cost	Administrative Percent				Program Support Percent	Transportation Percent	Non-Direct Cost Per Unit	Incentive Factor
<b>Case Management</b>																									
Case Management - Plan of Care	1 Care Plan	\$ 27.95	\$ 29.27	N/A	N/A	N/A	10.00	N/A	27%	1.36	1.11	\$ 346.77	\$ 28.03	\$ 29.35	1.9	\$ 62.09	\$ 408.86	16%	8%	\$ 96.94			\$ 507.81	\$ 197.86	\$ 7.61
Case Management - Plan Monitoring	1 per Month	\$ 27.95	\$ 29.27	160.00	106.53	27.00	N/A	3.95	27%	1.36	1.11	\$ 91.09	\$ 28.03	\$ 29.35	1.9	\$ 16.31	\$ 107.40	16%	8%	\$ 25.99			\$ 133.40		

Service	Unit Value	Direct Care Rate Components										Non-Direct Care Rate Components					Adjustments		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*							
		Direct Care Median Wage SFY2019	Inflated Direct Care Median Wage SFY2022	Units per Trip	Trip Time <sup>2</sup>	Direct Care Hours Per Day	Assumed Staffing Ratios	Assumed Staffing Ratios	Benefits Factor	Productivity Factor	FTE Factor	Direct Care Unit Cost	Supervisor Median Wage SFY2019	Inflated Supervisor Median Wage SFY 2022	Supervisor Span of Control	Direct Care Supervision Cost	Miles per Trip <sup>3</sup>	Mileage Rate <sup>3</sup>			Cost per Trip	Total Direct Care Cost	Administrative Percent	Program Support Percent	Transportation Percent	Non-Direct Cost Per Unit	Incentive Factor
<b>Service</b>																											
<b>Non-Medical Transportation</b>																											
Service Route	1 Trip	\$ 12.32	\$ 12.90	1	0.30	N/A	14.0	N/A	27%	1.00	1.00	\$ 1.23	N/A	N/A	N/A	N/A	N/A	\$ 0.58	\$ 1.73	\$ 2.95	16%	8%	23%	\$ 1.38		\$ 4.34	\$ 5.40
Wheelchair Accessible Vehicle	1 Trip	\$ 12.32	\$ 12.90	1	0.30	N/A	1.0	N/A	27%	1.00	1.00	\$ 4.90	N/A	N/A	N/A	N/A	N/A	\$ 0.58	\$ 1.73	\$ 6.83	16%	8%	23%	\$ 3.13		\$ 9.75	
Non-Accessible Vehicle	1 Trip	\$ 12.32	\$ 12.90	1	0.20	N/A	1.1.0	N/A	27%	1.00	1.00	\$ 3.27	N/A	N/A	N/A	N/A	N/A	\$ 0.58	\$ 1.73	\$ 4.99	16%	8%	0%	\$ 1.21		\$ 6.20	

<sup>2</sup> Inputs derived from model assumptions

Service	Unit Value	Direct Care Rate Components										Non-Direct Care Rate Components					Adjustments		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*	
		Labor Cost/Meal	Inflated Direct Care Median Wage SFY2022	Units per Meal	Assumed Staffing Ratio	Benefits Factor	Productivity Factor	FTE Factor	Direct Care Unit Cost	Supervisor Median Wage	Inflated Supervisor Wage	Supervisor Span of Control	Direct Care Supervision Cost	Total Direct Care Cost	Administrative Percent	Program Support Percent	Transportation Percent	Non-Direct Cost Per Unit			Incentive Factor
<b>Service</b>																					
<b>Home Delivered Meals</b>																					
Meal - Hot <sup>4</sup>	1 Meal	\$ 4.45	\$ 4.68	1	1.1.0	N/A	1.00	1.00	\$ 4.68	N/A	N/A	N/A	N/A	\$ 4.68	7%	46%	\$ 2.44			\$ 7.10	\$ 5.25

Unit Value	Adjustments		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*
	Service Cost	Reductive Factor		
Home Delivered Meals				
Home Delivered Meals - Frozen	\$ 5.25		\$ 5.25	\$ 5.25

Unit Value	Adjustments		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*
	Service Cost	Reductive Factor		
Personal Emergency Response Systems				
PERS Installation - Landline <sup>4</sup>	\$ 63.09		\$ 63.09	\$ 70.00
PERS Monthly Service Charge - Landline <sup>4</sup>	\$ 32.01		\$ 32.01	\$ 45.00
PERS Installation - Cellular <sup>4</sup>	\$ 63.73		\$ 63.73	\$ 70.00
PERS Monthly Service Charge - Cellular <sup>4</sup>	\$ 41.73		\$ 41.73	\$ 45.00

<sup>4</sup> Inputs derived from model assumptions

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

**Wyoming Department of Health, Division of Healthcare Financing**  
**Model Assumptions - DRAFT**

Cost Factors	
Benefits Factor <sup>1</sup>	27%
Administration Factor <sup>1</sup>	16%
Program Support Factor <sup>1</sup>	8%
Transportation Factor	23%

<sup>1</sup> Review of factors from comparable 1915(c) state waiver applications

Median Hourly Wage Rate <sup>2</sup>	
Certified Nursing Assistants	\$ 14.88
Licensed Practical Nurses	\$ 22.55
Registered Nurses	\$ 31.87
Personal and Home Care Aide (non CNA)	\$ 13.07
Case Manager	\$ 27.83
Food Prep Worker / Server	\$ 10.79
Chef / Cook	\$ 14.13
Driver	\$ 11.31
Dispatcher/Scheduler	\$ 21.39
Registered Nurse Supervisor	\$ 31.87
First-Line Supervisors	\$ 17.81
Social and Community Service Managers	\$ 27.95
Medical and Health Services Managers	\$ 44.85

<sup>2</sup> Median hourly wages derived from BLS May 2019 Wyoming OES Wage Data

NOTE: Some services utilize blended wages thus the wages above may not directly correspond to the model. See Blended Wage Assumption worksheet for additional detail.

Assisted Living Facility Assumptions	
Total Hours in a Week	168
Hours That Participant is Asleep	56
Percent of Week Participant is Asleep	34%
Percent of Week Participant is Awake	66%
Hours per Week for Assessment/Review of Needs and Other Services	5
Available Hours in a Week	163

Respite Out of Home Assumptions	
Federal Social Security Income Benefit Rate	\$ 783.00
Room and Board Allowance <sup>3</sup>	\$ 24.10
Skilled Nursing Facility Rate <sup>4</sup>	\$ 185.09

<sup>3</sup> Rates for respite services delivered in an assisted living facility were determined using a weighted average of daily reimbursement for assisted living facility services for the three fiscal years ending June 30, 2019, and a daily allowance for room and board was added in accordance with 42 CFR §441.310(a)(2). The daily room and board allowance was calculated by dividing the monthly Social Security Income Federal Benefit Rate (less a \$50.00 personal needs allowance) by 30.42.

<sup>3</sup> Federal Benefit Rate: <https://www.ssa.gov/ssi/text-benefits-ussi.htm#:~:text=Effective%20January%201%2C%202020%20the,SSI%20benefit%20with%20additional%20payments.>

<sup>4</sup> Skilled Nursing Facility Rate derived from Skilled Nursing Facility Cost Reports using the methodology identified in Chapter 7: Wyoming Nursing Home Reimbursement System (Reference Number: 048.0037.7.04262019)

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Non-Medical Transportation Assumptions	
Number of Trips per Day	3
Number of Miles per Day	9
Miles per Trip	3
Residential Miles per Hour <sup>5</sup>	30
Loading/Unloading Time per Trip (in Minutes) - No Lift	6
Loading/Unloading Time per Trip (in Minutes) - Lift	12
Trip Time (in Minutes) - No Lift	12
Trip Time (in Minutes) - Lift	18
Standard IRS Mileage Rate <sup>6</sup>	\$ 0.58
Standard automobile cost <sup>6</sup>	\$ 50,400.00
Standard Lift Installation	\$ 15,000.00
Transportation Percentage	23%

<sup>5</sup> <http://www.dot.state.wy.us/files/live/sites/wydot/files/shared/Traffic%20data/2016%20Speed%20Limits%20booklet.pdf>

<sup>6</sup> <https://www.irs.gov/newsroom/irs-issues-standard-mileage-rates-for-2020>

Home Delivered Meals	Rate
Labor Cost/Meal <sup>7</sup>	\$ 4.45
Administrative Percent <sup>7</sup>	7%
Program Support Percent <sup>7</sup>	46%
Meals - Frozen <sup>8</sup>	\$ 5.25

<sup>7</sup> From Market Research. See service specific sheets for additional detail.

<sup>8</sup> Cost for frozen meals reflect current home-delivered meals rate for CCW services as this is the bulk rate for frozen meals for the Medicaid program.

Personal Emergency Support Services	Rate
Average PERS Installation - Landline <sup>8</sup>	\$63.09
Average PERS Monitoring - Landline <sup>8</sup>	\$32.01
Average PERS Installation - Cellular <sup>8</sup>	\$63.73
Average PERS Monitoring - Cellular <sup>8</sup>	\$41.73

<sup>8</sup> From Market Research. See service specific sheets for additional detail.

Wyoming Department of Health, Division of Healthcare Financing  
 SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
 Summary of FTE Factors - DRAFT

Supports Option Waiver Service	Resulting FTE Factor (3)	Annual Hours				Total Hours (1)	FTE % (2)
		Vacation / Personal	Sick	Holiday	Annual Training		
	A = 1 + G	B	C	D	E	F = B+C+D+E	G = F / 2080
Adult Day Services	1.11	64	64	64	32	224	0.11
Assisted Living Facility	1.11	64	64	64	32	224	0.11
Case Management	1.11	64	64	64	32	224	0.11
Home Health Aide	1.08	32	32	64	32	160	0.08
Personal Support Services	1.08	32	32	64	32	160	0.08
Respite In-Home	1.08	32	32	64	32	160	0.08
Skilled Nursing Care	1.11	64	64	64	32	224	0.11

\*Hours derived from BLS 2020 PTO and Sick Leave



Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
Summary of Productivity Factors - DRAFT

#	Factor	Adult Day Services - Health	Adult Day Services - Social	Assisted Living Facility	Assisted Living Facility - Memory Care	Case Management	Home Health Aide	Personal Support Services	Respite - In-Home	Skilled Nursing Care
1	Total hours worked and paid in a week	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00
2	Direct Care	28.50	29.00	28.00	28.00	29.50	30.00	30.00	30.00	24.00
3	Care Planning / Coordination	3.00	0.00	3.50	3.50	0.00	0.00	0.00	0.00	5.00
4	Documentation / Record Keeping	5.00	7.50	6.00	6.00	0.00	2.00	2.00	2.00	3.00
5	Training / Staff Development	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
6	Travel Time	0.00	0.00	0.00	0.00	7.50	5.50	5.50	5.50	5.50
7	Employer Time	3.00	3.00	2.00	2.00	2.50	2.00	2.00	2.00	2.00
<b>Productivity Adjustment (excluding sick/vacation time)</b>		<b>1.40</b>	<b>1.38</b>	<b>1.43</b>	<b>1.43</b>	<b>1.36</b>	<b>1.33</b>	<b>1.33</b>	<b>1.33</b>	<b>1.67</b>

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
Blended Wage Assumptions - DRAFT

Direct Care Staff

Staff Type	Wages Utilized in Calculation	Home Health Aide	Personal Support Services	Skilled Nursing Care RN	Skilled Nursing Care LPN	Respite - In-Home	Adult Day Services - Health	Adult Day Services - Social	Case Management	Assisted Living Facility	Non-Medical Transportation
Certified Nursing Assistants	\$ 14.88	100%				100%	35%			25%	
Licensed Practical Nurses	\$ 22.55				100%		5%			25%	
Registered Nurses	\$ 31.87			100%			5%			10%	
Personal and Home Care Aide (non CNA)	\$ 13.07		100%				25%	40%		20%	
Food Prep Worker / Server	\$ 10.79						15%	30%		10%	
Chef / Cook	\$ 14.13						15%	20%		10%	
Social and Community Service Managers	\$ 27.95							10%	100%		
Drivers	\$ 11.31										90%
Dispatchers/Schedulers	\$ 21.39										10%
		100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
<b>Calculated Hourly Blended Wage</b>		\$ 14.88	\$ 13.07	\$ 31.87	\$ 22.55	\$ 14.88	\$ 14.93	\$ 14.09	\$ 27.95	\$ 17.65	\$ 12.32

Direct Care Staff - Supervisor

Staff Type	Wages Utilized in Calculation	Home Health Aide	Personal Support Services	Skilled Nursing Care RN	Skilled Nursing Care LPN	Respite - In-Home	Adult Day Services - Health	Adult Day Services - Social	Case Management	Assisted Living Facility	Non-Medical Transportation
First-Line Supervisors	\$ 17.81		100%				70%	90%		55%	0%
Social and Community Service Managers	\$ 27.95							10%	80%		
Registered Nurse Supervisor	\$ 31.87	100%		50%	100%	100%				15%	
Medical and Health Services Managers	\$ 44.85			50%			30%		20%	30%	
		100%	0%	100%	100%	100%	100%	100%	100%	100%	0%
<b>Calculated Hourly Blended Wage</b>		\$ 31.87	\$ 17.81	\$ 38.36	\$ 31.87	\$ 31.87	\$ 25.92	\$ 18.82	\$ 31.33	\$ 28.03	\$ -

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing - DRAFT**

The following worksheets highlight information leveraged from approved 1915(c) HCBS waivers made available by other states and outline the process used by Guidehouse to calculate cost factors for the SFY 2022 Community Choices Waiver (CCW) rate rebasing study. This file consists of the following worksheets:

**Benefits Factor Calculation:** Provides an overview of the inputs and process for calculating benefits factor used in the rate study.

**Administration Factor Calculation:** Provides an overview of the inputs and process for calculating administration factor used in the rate study.

**Program Support Factor Calculation:** Provides an overview of the inputs and process for calculating program support factor used in the rate study.

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Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

**Wyoming Department of Health, Division of Healthcare Financing**  
**Summary of Factors - DRAFT**

	Average of Sample States
Benefit Factor (ERE)	27%
Administrative Factor	16%
Program Support Factor	8%

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
Benefit Factor Calculation - DRAFT

State	Waiver Number	Percentage of Costs	Waiver Name	Population	Benefits	Percentage Components	Source
IN	IN.0210.R06.02	19.00%	Aged & Disabled Waiver	Aged or Disabled, or Both - General, Aged, Disabled (Physical), Disabled (Other)	<p>Wage inflation (2 years): 4% factor based on changes in Consumer Price Index for All Urban Consumers (CPI-U) levels for medical services</p> <p>Productivity and Paid Time Off (PTO) factors: 6 % factor for productivity, or non-client facing time (such as training, notetaking, etc.) and 3% factor for PTO, based on provider survey data</p> <p>Benefits factor: 19% factor based on BLS national benchmarks (includes Federally required benefits and 75% of national "insurance" benefits costs)</p>	<p>Benefits factor: 19% factor based on BLS national benchmarks (includes Federally required benefits and 75% of national "insurance" benefits costs)</p> <p>Productivity and Paid Time Off (PTO) factors: 6 % factor for productivity, or non-client facing time (such as training, notetaking, etc.) and 3% factor for PTO, based on provider survey data</p>	<a href="http://www.indiana.gov/fssa/files/A%20and%20D%20Waiver%20Amend.pdf">http://www.indiana.gov/fssa/files/A%20and%20D%20Waiver%20Amend.pdf</a>
MS	MS.0272.R05.00	30.00%	Elderly and Disabled	Aged or Disabled, or Both - General, Aged, Disabled (Physical), Disabled (Other)	<p>For the Adult Day Care, Personal Care, Case Management, and In-Home Respite services, we built rates from the ground up using the following rating variables:</p> <ul style="list-style-type: none"> <li>- Direct service provider salaries and benefits</li> <li>- Direct service-related expense and overhead costs</li> <li>- Annual number of hours practitioners are at work</li> <li>- Percentage of time an at work practitioner is able to convert to billable units (productivity)</li> </ul> <p>A benefit load of 35% of salary was added for social workers and nurses, while direct care workers received a load of 25%. A blended load of 30%, was used for Adult Day Care Services which represents a blend of 25% for assistants and activity coordinators and 35% for program coordinator and clinical support. This load accounts for all mandatory Mississippi and Federal benefits, such as unemployment and Social Security, as well as employer costs for optional benefits, such as health and disability insurance.</p>	<p>35% - Social Workers and Nurses 25% - Direct Care Workers 25% - Adult Day Care Assistants and Activity Coordinators 35% - Adult Day Health Program Coordinators and Clinical Support</p>	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82231">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82231</a>
MT	MT.0148.R06.00	38.00%	Montana Big Sky	Aged or Disabled, or Both - General, Aged, Disabled (Physical), Disabled (Other)	<p>*Montana analyzed the following data elements to determine the provider agency costs: current staff salaries, benefits, taxes, number of hours approved for current members requiring PDN services, number of members receiving PDN, overhead administrative costs, and total charge for PDN related procedures to determine RVU (relative value unit) and the cost per RVU. Using this information, the state developed an hourly salary calculation based on a weighted hourly rate less 38% to account for benefits and overhead. *The department estimated the percentage in the response above for employer taxes, benefits and organizational overhead. We determined the desired average starting salary and applied the overhead percentage to the calculation. *The new rate was calculated by utilizing the estimated taxes and benefits for state government employees' salaries at \$60,000 plus the current state of Montana standard overhead of 10% and determined a 28% increase was required to</p>	38% - Taxes, employee benefits, and overhead	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82371">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82371</a>
NY	NY.0444.R02.00	28.00%	Nursing Home Transition and Diversion Medicaid Waiver	Aged or Disabled, or Both - General, Aged, Disabled (Physical), Disabled (Other)	<p>Associated fringe is configured as follows:</p> <p>FICA 7.650% - Social Security, Medicare tax (employer share)            Vacation, Sick Time 5.384% - 14 days (14/260)            Holidays 1.923% - 5 days (5/260)            Pension 4.800% - <a href="https://bizfluent.com/info-7921175-employee-benefits-percentage-salary.html">https://bizfluent.com/info-7921175-employee-benefits-percentage-salary.html</a>            Workers Comp 3.920% - Federal guideline            Unemployment Ins 1.018% - Per cost reports for NYS personal care type programs            Overtime 3.128% - Per cost reports for NYS personal care type programs            De Minimis 0.177%</p> <p><b>Total 28.000%</b></p>	28% - Total Fringe	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82696">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82696</a>
SD*	SD.0189.R06.02	18.80%	Home and Community-Based Options and Person Centered Excellence (HOPE) Waiver	Aged or Disabled, or Both - General, Aged, Disabled (Physical), Disabled (Other)	Community Living Home (CLH)/Structured Family Caregiving (SFC): 18.8% Benefits and Taxes, 6.4% Paid Time-Off and Training	Community Living Home (CLH)/Structured Family Caregiving (SFC): 18.8% Benefits and Taxes, 6.4% Paid Time-Off and Training	<a href="https://dhs.sd.gov/docs/HOPE%20Waiver%20approved%208.1.2018.pdf">https://dhs.sd.gov/docs/HOPE%20Waiver%20approved%208.1.2018.pdf</a>
<b>Average Factor</b>		<b>26.76%</b>					
<b>Median Factor</b>		<b>28.00%</b>					
<b>Range</b>		<b>18.80%-38.00%</b>					

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
Administration Factor Calculation - DRAFT

State	Waiver Name	Percentage of Costs	Percentage Components	Source
DC	Elderly & Persons With Physical Disabilities Waiver Renewal	13.00%	Assisted Living Services: A general and administrative percentage of 13% is applied <b>based on the total costs of all services</b> . This percentage is based on reasonable comparison with other comparable residential care provider categories.  18% of the new reimbursement methodology was also based on provider indirect administrative overhead.	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/81286">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/81286</a>
DC	Elderly & Persons With Physical Disabilities Waiver Renewal	18.00%	Assisted Living Services: A general and administrative percentage of 13% is applied <b>based on the total costs of all services</b> . This percentage is based on reasonable comparison with other comparable residential care provider categories.  18% of the new reimbursement methodology was also based on provider indirect administrative overhead.	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/81287">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/81287</a>
IA	HCBS Elderly Waiver	23.00%	All costs NOT including: professional staff – direct salaries, other – direct salaries, benefits and payroll taxes associated with direct salaries, mileage and automobile rental, agency vehicle expense, automobile insurance, and other related transportation.	<a href="https://dhs.iowa.gov/sites/default/files/2018%20ID%20Waiver%20Renewal%20Application.pdf?012820191944">https://dhs.iowa.gov/sites/default/files/2018%20ID%20Waiver%20Renewal%20Application.pdf?012820191944</a>
IN	Aged & Disabled Waiver	25.00%	Based on costs reported in the provider survey, including costs related to administrative staff, accounting, human resources, offices supplies, etc.	<a href="https://www.in.gov/fssa/files/DA_Stakeholder_Meeting_2_Final_20190425.pdf">https://www.in.gov/fssa/files/DA_Stakeholder_Meeting_2_Final_20190425.pdf</a>
ME	Elderly and Adults with Disabilities Waiver	12.00%	FMS: Direct cost of this service include preparing IRS forms, collecting timesheets, processing payroll, communication with consumers around personnel qualifications (background checks)and completing that process on their behalf. <b>Indirect costs include supervision/overhead/program support.</b>	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/81881">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/81881</a>
NV	Waiver for the Frail Elderly	15.00%	Administrative cost includes insurance, administrative staff, operations and management activities and office supplies. Capital and related expenses are not included. It also does not include staff training.	<a href="http://dhcfnv.gov/uploadedFiles/dhcfpnvgov/content/Pgms/LTC/FE-Waiver-Amendment.pdf">http://dhcfnv.gov/uploadedFiles/dhcfpnvgov/content/Pgms/LTC/FE-Waiver-Amendment.pdf</a>
NV	Home and Community Based Waiver for Persons with Physical Disabilities	10.00%	Indirect costs and overhead	<a href="http://dhcfnv.gov/uploadedFiles/dhcfpnv.gov/content/Home/features/ApproveDPDWaiver.pdf">http://dhcfnv.gov/uploadedFiles/dhcfpnv.gov/content/Home/features/ApproveDPDWaiver.pdf</a>
ND	Medicaid Waiver for Home and Community Based Services	15.00%	Direct, indirect, and admin costs are provided to the State for rate determination. Currently admin costs in excess of 15% of the direct care costs for providing these services are excluded when calculating the rate.	<a href="https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82776">https://www.medicaid.gov/medicaid/section-1115-demo/demonstration-and-waiver-list/82776</a>
SD	Home and Community-Based Options and Person Centered Excellence (HOPE) Waiver	20.00%	20% Administration and Overhead	<a href="https://dhs.sd.gov/docs/HOPE%20Waiver%20approved%208.1.2018.pdf">https://dhs.sd.gov/docs/HOPE%20Waiver%20approved%208.1.2018.pdf</a>
VA	Commonwealth Coordinated Care Plus	11.00%	N/A	<a href="http://www.dbhds.virginia.gov/library/developmental%20services/va%20dbhds%20ratemodels_final_rev1_2016_03-22.pdf">http://www.dbhds.virginia.gov/library/developmental%20services/va%20dbhds%20ratemodels_final_rev1_2016_03-22.pdf</a>
<b>Average Factor</b>		<b>16.20%</b>		
<b>Median Factor</b>		<b>15.00%</b>		
<b>Range</b>		<b>10.00% - 25.00%</b>		

Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing

Wyoming Department of Health, Division of Healthcare Financing  
Program Support Factor Calculation - DRAFT

State	Waiver Name	Percentage of Costs	Percentage Components	Source
IN	Aged & Disabled Waiver	6.00%	Based on costs reported in the provider survey, including program supplies, activities, staff training, quality assurance, etc.	<a href="https://www.in.gov/fssa/files/DA_Stakeholder_Meeting_2_Final_20190425.pdf">https://www.in.gov/fssa/files/DA_Stakeholder_Meeting_2_Final_20190425.pdf</a>
VA	Commonwealth Coordinated Care Plus	10.00%	N/A	<a href="http://www.dbhds.virginia.gov/library/developmental%20services/va%20dbhds%20ratemodels_final_rev1_2016_03-22.pdf">http://www.dbhds.virginia.gov/library/developmental%20services/va%20dbhds%20ratemodels_final_rev1_2016_03-22.pdf</a>
<b>Average Factor</b>		<b>8.00%</b>		
<b>Median Factor</b>		<b>8.00%</b>		
<b>Range</b>		<b>6.00% - 10.00%</b>		

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

The following worksheets highlight new proposed rates for Community Choices Waiver (CCW) services based on data from the Division of Aging. The rate model consists of the following worksheets:

**HDM Summary:** Provides a high-level overview of the proposed rates for home-delivered and congregate meals.

**HDM Percentile Calc:** Highlights labor cost per meal, administrative and program support percents for home delivered meals by percentiles.

**HDM Outlier Calc:** Highlights labor cost per meal, administrative and program support percents for home delivered meals without outliers (+/- 10%).

**Congregate Percentile Calc:** Highlights labor cost per meal, administrative and program support percents for congregate meals by percentiles.

**Congregate Outlier Calc:** Highlights labor cost per meal, administrative and program support percents for congregate meals without outliers (+/- 10%)

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**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasng**

Service	Unit Value	Direct Care Rate Components						
		Personnel / Labor (Includes Benefits)	Inflated Personnel / Labor (Includes Benefits)	Units per Meal	Assumed Staffing Ratio	Benefits Factor	Productivity Factor	FTE Factor
<i>Home Delivered Meals</i>								
Meal - Home Delivered - 25%	1 Meal	\$ 4.45	\$ 4.66	1	1:1.0	N/A	1.00	1.00
Meal - Home Delivered - 50%	1 Meal	\$ 5.95	\$ 6.23	1	1:1.0	N/A	1.00	1.00
Meal - Home Delivered - Total	1 Meal	\$ 5.47	\$ 5.73	1	1:1.0	N/A	1.00	1.00
Meal - Home Delivered - 15%	1 Meal	\$ 3.77	\$ 3.94	1	1:1.0	N/A	1.00	1.00

Service	Unit Value	Direct Care Rate Components						
		Personnel / Labor (Includes Benefits)	Inflated Personnel / Labor (Includes Benefits)	Units per Meal	Assumed Staffing Ratio	Benefits Factor	Productivity Factor	FTE Factor
<i>Home Delivered Meals</i>								
Meal - Congregate - 25%	1 Meal	\$ 4.15	\$ 4.34	1	1:1.0	N/A	1.00	1.00
Meal - Congregate - 50%	1 Meal	\$ 5.60	\$ 5.86	1	1:1.0	N/A	1.00	1.00
Meal - Congregate - Total	1 Meal	\$ 5.53	\$ 5.79	1	1:1.0	N/A	1.00	1.00
Meal - Home Delivered - 15%	1 Meal	\$ 3.44	\$ 3.60	1	1:1.0	N/A	1.00	1.00

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasng**

Service	Unit Value						Non-Direct Care F	
		<u>Direct Care Unit Cost</u>	Supervisor Wage to SFY 2021	Supervisor Span of Control	Direct Care Supervision Cost	<u>Total Direct Care Cost</u>	Administrative Percent	Program Support Percent
<i>Home Delivered Meals</i>								
Meal - Home Delivered - 25%	1 Meal	\$ 4.66	N/A	N/A	N/A	\$ 4.66	7%	46%
Meal - Home Delivered - 50%	1 Meal	\$ 6.23	N/A	N/A	N/A	\$ 6.23	11%	63%
Meal - Home Delivered - Total	1 Meal	\$ 5.73	N/A	N/A	N/A	\$ 5.73	13%	72%
Meal - Home Delivered - 15%	1 Meal	\$ 3.94	N/A	N/A	N/A	\$ 3.94	2%	41%

Service	Unit Value						Non-Direct Care F	
		<u>Direct Care Unit Cost</u>	Supervisor Wage to SFY 2021	Supervisor Span of Control	Direct Care Supervision Cost	<u>Total Direct Care Cost</u>	Administrative Percent	Program Support Percent
<i>Home Delivered Meals</i>								
Meal - Congregate - 25%	1 Meal	\$ 4.34	N/A	N/A	N/A	\$ 4.34	10%	53%
Meal - Congregate - 50%	1 Meal	\$ 5.86	N/A	N/A	N/A	\$ 5.86	15%	67%
Meal - Congregate - Total	1 Meal	\$ 5.79	N/A	N/A	N/A	\$ 5.79	17%	65%
Meal - Home Delivered - 15%	1 Meal	\$ 3.60	N/A	N/A	N/A	\$ 3.60	2%	42%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

Service	Unit Value	Rate Components		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*	Percent Change (Current vs Proposed)
		Transportation Percent	Non-Direct Cost Per Unit			
<i>Home Delivered Meals</i>						
Meal - Home Delivered - 25%	1 Meal		\$ 2.44	\$ 7.10	5.25	35%
Meal - Home Delivered - 50%	1 Meal		\$ 4.62	\$ 10.85	5.25	107%
Meal - Home Delivered - Total	1 Meal		\$ 4.90	\$ 10.62	5.25	102%
Meal - Home Delivered - 15%	1 Meal		\$ 1.72	\$ 5.67	5.25	8%

Service	Unit Value	Rate Components		Proposed Rate (Including Incentive Factors)	Current Rate (SFY 2020)*	Percent Change (Current vs Proposed)
		Transportation Percent	Non-Direct Cost Per Unit			
<i>Home Delivered Meals</i>						
Meal - Congregate - 25%	1 Meal		\$ 2.73	\$ 7.07	5.25	35%
Meal - Congregate - 50%	1 Meal		\$ 4.85	\$ 10.72	5.25	104%
Meal - Congregate - Total	1 Meal		\$ 4.78	\$ 10.57	5.25	101%
Meal - Home Delivered - 15%	1 Meal		\$ 1.58	\$ 5.18	5.25	-1%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Buffalo</b>	<b>Campbell</b>	<b>Carbon</b>	<b>Cody</b>	<b>Cokeville</b>	<b>Converse</b>	<b>Crook</b>
<b>Number of Meals</b>	11036	8700	20544	7830	3177	12813	2304
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 71,379.29	\$ 87,000.78	\$ 202,028.92	\$ 62,434.70	\$ 26,154.39	\$ 122,789.50	\$ 21,465.20
<b>Travel - Program Support</b>	\$ 1,686.01	\$ 400.79	\$ 2,486.06	\$ -	\$ -	\$ 2,229.67	\$ 167.72
<b>Supplies - Program Support</b>	\$ 68,513.70	\$ 37,299.88	\$ 81,118.24	\$ 36,663.35	\$ 19,331.78	\$ 48,384.24	\$ 10,104.85
<b>Other - Admin</b>	\$ 9,296.72	\$ 19,609.34	\$ 16,791.54	\$ 13,562.11	\$ 3,399.75	\$ 38,215.65	\$ 2,750.70
<b>Wages</b>	\$ 6.47	\$ 10.00	\$ 9.83	\$ 7.97	\$ 8.23	\$ 9.58	\$ 9.32
<b>Program Support Percent</b>	98%	43%	41%	59%	74%	41%	48%
<b>Administrative Percent</b>	13%	23%	8%	22%	13%	31%	13%

	<b>Labor Cost/Meal</b>	<b>Admin Percent</b>	<b>Program Support</b>
<b>Total</b>	\$ 5.47	13%	72%
<b>First Quartile (25%)</b>	\$ 4.45	7%	46%
<b>Second Quartile (50%)</b>	\$ 5.95	11%	63%
<b>Fifteen Percentile (15%)</b>	\$ 3.77	2%	41%
<b>Ten Percentile (10%)</b>	\$ 3.08	1%	41%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Eppson</b>	<b>Goshen</b>	<b>High Country</b>	<b>Hot Springs</b>	<b>Jackson Hole</b>	<b>Kemmerer</b>	<b>Lander</b>
<b>Number of Meals</b>	17980	25346	12423	10548	6552	2431	15364
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 100,954.37	\$ 77,983.00	\$ 26,480.29	\$ 58,950.41	\$ 76,018.88	\$ 24,949.46	\$ 59,487.95
<b>Travel - Program Support</b>	\$ 462.39	\$ -	\$ 100.00	\$ 121.98	\$ -	\$ -	\$ -
<b>Supplies - Program Support</b>	\$ 62,980.51	\$ 44,719.00	\$ 38,891.21	\$ 63,981.23	\$ 34,580.47	\$ 9,650.07	\$ 48,216.08
<b>Other - Admin</b>	\$ 11,518.85	\$ 5,595.00	\$ 2,719.00	\$ 17,373.06	\$ -	\$ 1,488.02	\$ -
<b>Wages</b>	\$ 5.61	\$ 3.08	\$ 2.13	\$ 5.59	\$ 11.60	\$ 10.26	\$ 3.87
<b>Program Support Percent</b>	63%	57%	147%	109%	45%	39%	81%
<b>Administrative Percent</b>	11%	7%	10%	29%	0%	6%	0%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>MOW Cheyenne</b>	<b>Natrona MOW</b>	<b>Niobrara</b>	<b>North Big Horn</b>	<b>Pine Bluffs</b>	<b>Powell</b>	<b>Riverton</b>
<b>Number of Meals</b>	43716	140481	4895	10793	4998	10517	10868
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 197,350.93	\$ 617,426.92	\$ 37,512.94	\$ 94,246.89	\$ 28,478.16	\$ 80,896.89	\$ 41,964.53
<b>Travel - Program Support</b>	\$ -	\$ 467.55	\$ -	\$ 187.05	\$ -	\$ -	\$ 2,257.19
<b>Supplies - Program Support</b>	\$ 119,349.82	\$ 623,519.72	\$ 39,953.73	\$ 49,833.91	\$ 7,141.38	\$ 33,660.50	\$ 34,540.63
<b>Other - Admin</b>	\$ 42,234.28	\$ 94,155.40	\$ 612.00	\$ 14,930.66	\$ 345.06	\$ 6,311.04	\$ -
<b>Wages</b>	\$ 4.51	\$ 4.40	\$ 7.66	\$ 8.73	\$ 5.70	\$ 7.69	\$ 3.86
<b>Program Support Percent</b>	60%	101%	107%	53%	25%	42%	88%
<b>Administrative Percent</b>	21%	15%	2%	16%	1%	8%	0%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Rock Springs</b>	<b>Senior Citizens Council</b>
<b>Number of Meals</b>	13011	43559
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 69,631.56	\$ 242,350.00
<b>Travel - Program Support</b>	\$ 9,138.50	\$ 1,092.00
<b>Supplies - Program Support</b>	\$ 69,214.68	\$ 160,226.00
<b>Other - Admin</b>	\$ 3,707.43	\$ 22,124.50
<b>Wages</b>	\$ 5.35	\$ 5.56
<b>Program Support Percent</b>	113%	67%
<b>Administrative Percent</b>	5%	9%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Services for Seniors</b>	<b>South Big Horn</b>	<b>Star Valley</b>	<b>Ten Sleep</b>	<b>Thayne</b>	<b>Uinta</b>	<b>Washakie</b>
<b>Number of Meals</b>	12229	24884	9632	1013	5331	35069	8748
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 141,907.00	\$ 44,513.00	\$ 35,354.24	\$ 16,285.17	\$ 27,513.93	\$ 208,531.32	\$ 58,855.08
<b>Travel - Program Support</b>	\$ 600.00	\$ -	\$ 175.00	\$ -	\$ 215.22	\$ 3,941.52	\$ 524.04
<b>Supplies - Program Support</b>	\$ 90,699.00	\$ 74,874.00	\$ 46,070.03	\$ 5,705.16	\$ 17,180.49	\$ 91,981.68	\$ 27,294.56
<b>Other - Admin</b>	\$ 20,793.00	\$ 6,755.00	\$ 4,396.49	\$ 1,652.05	\$ 770.11	\$ 18,585.40	\$ 7,182.34
<b>Wages</b>	\$ 11.60	\$ 1.79	\$ 3.67	\$ 16.08	\$ 5.16	\$ 5.95	\$ 6.73
<b>Program Support Percent</b>	64%	168%	131%	35%	63%	46%	47%
<b>Administrative Percent</b>	15%	15%	12%	10%	3%	9%	12%



**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Weston</b>	<b>Total</b>
<b>Number of Meals</b>	9699	<b>546491</b>
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 28,556.00	\$ <b>2,989,451.70</b>
<b>Travel - Program Support</b>	\$ 556.00	\$ <b>26,808.69</b>
<b>Supplies - Program Support</b>	\$ 33,437.00	\$ <b>2,129,116.90</b>
<b>Other - Admin</b>	\$ 12,674.00	\$ <b>399,548.50</b>
<b>Wages</b>	\$ 2.94	
<b>Program Support Percent</b>	119%	
<b>Administrative Percent</b>	44%	

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	Buffalo	Campbell	Carbon	Cody	Cokeville	Crook	Eppson	Goshen
<b>Number of Meals</b>	11036	8700	20544	7830	3177	2304	17980	25346
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 71,379.29	\$ 87,000.78	\$ 202,028.92	\$ 62,434.70	\$ 26,154.39	\$ 21,465.20	\$ 100,954.37	\$ 77,983.00
<b>Travel - Program Support</b>	\$ 1,686.01	\$ 400.79	\$ 2,486.06	\$ -	\$ -	\$ 167.72	\$ 462.39	\$ -
<b>Supplies - Program Support</b>	\$ 68,513.70	\$ 37,299.88	\$ 81,118.24	\$ 36,663.35	\$ 19,331.78	\$ 10,104.85	\$ 62,980.51	\$ 44,719.00
<b>Other - Admin</b>	\$ 9,296.72	\$ 19,609.34	\$ 16,791.54	\$ 13,562.11	\$ 3,399.75	\$ 2,750.70	\$ 11,518.85	\$ 5,595.00
<b>Wages</b>	\$ 6.47	\$ 10.00	\$ 9.83	\$ 7.97	\$ 8.23	\$ 9.32	\$ 5.61	\$ 3.08
<b>Program Support Percent</b>	98%	43%	41%	59%	74%	48%	63%	57%
<b>Administrative Percent</b>	13%	23%	8%	22%	13%	13%	11%	7%

	Labor Cost/Meal	Admin Percent	Program Support
<b>Total</b>	\$ 5.43	13%	72%
<b>First Quartile (25%)</b>	\$ 5.16	8%	48%
<b>Second Quartile (50%)</b>	\$ 5.95	12%	63%
<b>Fifteen Percentile (15%)</b>	\$ 4.40	5%	46%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Hot Springs</b>	<b>Lander</b>	<b>MOW Cheyenne</b>	<b>Natrona MOW</b>	<b>Niobrara</b>	<b>North Big Horn</b>
<b>Number of Meals</b>	10548	15364	43716	140481	4895	10793
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 58,950.41	\$ 59,487.95	\$ 197,350.93	\$ 617,426.92	\$ 37,512.94	\$ 94,246.89
<b>Travel - Program Support</b>	\$ 121.98	\$ -	\$ -	\$ 467.55	\$ -	\$ 187.05
<b>Supplies - Program Support</b>	\$ 63,981.23	\$ 48,216.08	\$ 119,349.82	\$ 623,519.72	\$ 39,953.73	\$ 49,833.91
<b>Other - Admin</b>	\$ 17,373.06	\$ -	\$ 42,234.28	\$ 94,155.40	\$ 612.00	\$ 14,930.66
<b>Wages</b>	\$ 5.59	\$ 3.87	\$ 4.51	\$ 4.40	\$ 7.66	\$ 8.73
<b>Program Support Percent</b>	109%	81%	60%	101%	107%	53%
<b>Administrative Percent</b>	29%	0%	21%	15%	2%	16%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	Powell	Riverton	Rock Springs	Senior Citizens Council	Thayne	Uinta	Washakie	Total
<b>Number of Meals</b>	10517	10868	13011	43559	5331	35069	8748	449817
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 80,896.89	\$ 41,964.53	\$ 69,631.56	\$ 242,350.00	\$ 27,513.93	\$ 208,531.32	\$ 58,855.08	\$ 2,444,120.00
<b>Travel - Program Support</b>	\$ -	\$ 2,257.19	\$ 9,138.50	\$ 1,092.00	\$ 215.22	\$ 3,941.52	\$ 524.04	\$ 23,148.02
<b>Supplies - Program Support</b>	\$ 33,660.50	\$ 34,540.63	\$ 69,214.68	\$ 160,226.00	\$ 17,180.49	\$ 91,981.68	\$ 27,294.56	\$ 1,739,684.34
<b>Other - Admin</b>	\$ 6,311.04	\$ -	\$ 3,707.43	\$ 22,124.50	\$ 770.11	\$ 18,585.40	\$ 7,182.34	\$ 310,510.23
<b>Wages</b>	\$ 7.69	\$ 3.86	\$ 5.35	\$ 5.56	\$ 5.16	\$ 5.95	\$ 6.73	
<b>Program Support Percent</b>	42%	88%	113%	67%	63%	46%	47%	
<b>Administrative Percent</b>	8%		5%	9%	3%	9%	12%	

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Buffalo</b>	<b>Campbell</b>	<b>Carbon</b>	<b>Cheyenne Housing</b>	<b>Cody</b>	<b>Cokeville</b>	<b>Converse</b>
<b>Number of Meals</b>	13455	30720	33324	56660	15897	2372	23742
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 89,282.16	\$ 173,922.08	\$ 263,407.72	\$ 210,453.90	\$ 89,675.24	\$ 18,130.59	\$ 108,584.60
<b>Travel - Program Support</b>	\$ 599.46	\$ 449.63	\$ 2,463.98	\$ 1,340.82	\$ -	\$ -	\$ 2,367.71
<b>Supplies - Program Support</b>	\$ 70,474.73	\$ 152,107.13	\$ 109,013.78	\$ 109,571.53	\$ 53,265.67	\$ 13,294.14	\$ 80,594.00
<b>Other - Admin</b>	\$ 16,231.36	\$ 20,121.09	\$ 29,347.38	\$ 119,564.28	\$ 33,096.06	\$ 2,586.98	\$ 38,195.32
<b>Wages</b>	\$ 6.64	\$ 5.66	\$ 7.90	\$ 3.71	\$ 5.64	\$ 7.64	\$ 4.57
<b>Program Support Percent</b>	80%	88%	42%	53%	59%	73%	76%
<b>Administrative Percent</b>	18%	12%	11%	57%	37%	14%	35%

	<b>Labor Cost/Meal</b>	<b>Admin Percent</b>	<b>Program Support</b>
<b>Total</b>	\$ 5.53	17%	65%
<b>First Quartile (25%)</b>	\$ 4.15	10%	53%
<b>Second Quartile (50%)</b>	\$ 5.60	15%	67%
<b>Fifteen Percentile (15%)</b>	\$ 3.44	2%	42%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Crook</b>	<b>Eppson</b>	<b>Golden Hour</b>	<b>Goshen</b>	<b>High Country</b>	<b>Hot Springs</b>	<b>Jackson Hole</b>	<b>Kemmerer</b>
<b>Number of Meals</b>	6628	12117	12642	45423	9963	18959	14387	6184
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 62,266.06	\$ 76,548.64	\$ 19,988.17	\$ 149,178.00	\$ 31,849.62	\$ 93,000.26	\$ 134,516.69	\$ 50,629.53
<b>Travel - Program Support</b>	\$ 204.52	\$ 241.25	\$ -	\$ 1,465.25	\$ 175.00	\$ 297.25	\$ 328.03	\$ -
<b>Supplies - Program Support</b>	\$ 29,511.78	\$ 40,353.11	\$ 64,022.98	\$ 117,237.64	\$ 43,614.98	\$ 76,619.87	\$ 82,773.13	\$ 14,541.64
<b>Other - Admin</b>	\$ 6,169.22	\$ 13,478.19	\$ -	\$ 27,277.11	\$ 8,860.30	\$ 20,172.06	\$ 33,973.16	\$ 1,527.09
<b>Wages</b>	\$ 9.39	\$ 6.32	\$ 1.58	\$ 3.28	\$ 3.20	\$ 4.91	\$ 9.35	\$ 8.19
<b>Program Support Percent</b>	48%	53%	320%	80%	137%	83%	62%	29%
<b>Administrative Percent</b>	10%	18%	0%	18%	28%	22%	25%	3%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Lander</b>	<b>Niobrara</b>	<b>North Big Horn</b>	<b>Pine Bluffs</b>	<b>Powell</b>	<b>Rendezvous</b>	<b>Riverton</b>
<b>Number of Meals</b>	15440	10927	17129	3472	15998	10130	17758
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 54,336.48	\$ 46,108.37	\$ 94,382.43	\$ 27,356.36	\$ 110,567.01	\$ 97,959.76	\$ 226,742.48
<b>Travel - Program Support</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,208.34	\$ -
<b>Supplies - Program Support</b>	\$ 48,909.15	\$ 36,919.49	\$ 59,886.30	\$ 6,526.29	\$ 58,820.30	\$ 37,965.76	\$ 49,893.67
<b>Other - Admin</b>	\$ 109.45	\$ 130.00	\$ 14,928.47	\$ 7.46	\$ 12,880.47	\$ 9,665.06	\$ 315.00
<b>Wages</b>	\$ 3.52	\$ 4.22	\$ 5.51	\$ 7.88	\$ 6.91	\$ 9.67	\$ 12.77
<b>Program Support Percent</b>	90%	80%	63%	24%	53%	41%	22%
<b>Administrative Percent</b>	0%	0%	16%	0%	12%	10%	0%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Rock Springs</b>	<b>Senior Citizens Council</b>	<b>Services for Seniors</b>	<b>South Big Horn</b>	<b>Star Valley</b>
<b>Number of Meals</b>	12110	46750	28997	18814	8652
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 63,713.99	\$ 242,350.00	\$ 206,169.00	\$ 39,287.00	\$ 34,023.20
<b>Travel - Program Support</b>	\$ -	\$ 577.00	\$ 900.00	\$ -	\$ 175.00
<b>Supplies - Program Support</b>	\$ 96,578.51	\$ 141,319.00	\$ 136,049.00	\$ 84,702.00	\$ 33,686.74
<b>Other - Admin</b>	\$ 6,179.99	\$ 20,684.50	\$ 31,190.00	\$ 7,472.00	\$ 5,309.95
<b>Wages</b>	\$ 5.26	\$ 5.18	\$ 7.11	\$ 2.09	\$ 3.93
<b>Program Support Percent</b>	152%	59%	66%	216%	100%
<b>Administrative Percent</b>	10%	9%	15%	19%	16%



**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	Ten Sleep	Thayne	Uinta	Washakie	Weston	Total
<b>Number of Meals</b>	5239	15996	29123	13802	16008	588818
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 32,411.24	\$ 77,451.18	\$ 219,190.90	\$ 76,654.48	\$ 38,195.00	\$ 3,258,332.14
<b>Travel - Program Support</b>	\$ -	\$ -	\$ 157.94	\$ 734.73	\$ -	\$ 14,685.91
<b>Supplies - Program Support</b>	\$ 22,200.72	\$ 59,224.89	\$ 74,212.64	\$ 46,839.69	\$ 53,000.00	\$ 2,103,730.26
<b>Other - Admin</b>	\$ 7,286.02	\$ 15,755.58	\$ 23,259.88	\$ 17,748.47	\$ 23,470.00	\$ 566,991.90
<b>Wages</b>	\$ 6.19	\$ 4.84	\$ 7.53	\$ 5.55	\$ 2.39	
<b>Program Support Percent</b>	68%	76%	34%	62%	139%	
<b>Administrative Percent</b>	22%	20%	11%	23%	61%	

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Buffalo</b>	<b>Campbell</b>	<b>Carbon</b>	<b>Cokeville</b>	<b>Converse</b>	<b>Eppson</b>	<b>Goshen</b>
<b>Number of Meals</b>	13455	30720	33324	2372	23742	12117	45423
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 89,282.16	\$ 173,922.08	\$ 263,407.72	\$ 18,130.59	\$ 108,584.60	\$ 76,548.64	\$ 149,178.00
<b>Travel - Program Support</b>	\$ 599.46	\$ 449.63	\$ 2,463.98	\$ -	\$ 2,367.71	\$ 241.25	\$ 1,465.25
<b>Supplies - Program Support</b>	\$ 70,474.73	\$ 152,107.13	\$ 109,013.78	\$ 13,294.14	\$ 80,594.00	\$ 40,353.11	\$ 117,237.64
<b>Other - Admin</b>	\$ 16,231.36	\$ 20,121.09	\$ 29,347.38	\$ 2,586.98	\$ 38,195.32	\$ 13,478.19	\$ 27,277.11
<b>Wages</b>	\$ 6.64	\$ 5.66	\$ 7.90	\$ 7.64	\$ 4.57	\$ 6.32	\$ 3.28
<b>Program Support Percent</b>	80%	88%	42%	73%	76%	53%	80%
<b>Administrative Percent</b>	18%	12%	11%	14%	35%	18%	18%

	<b>Labor Cost/Meal</b>	<b>Admin Percent</b>	<b>Program Support</b>
<b>Total</b>	\$ 5.65	15%	65%
<b>First Quartile (25%)</b>	\$ 4.57	12%	62%
<b>Second Quartile (50%)</b>	\$ 5.55	16%	73%
<b>Fifteen Percentile (15%)</b>	\$ 3.93	11%	53%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	High Country	Hot Springs	Jackson Hole	Lander	Niobrara	North Big Horn	Powell
<b>Number of Meals</b>	9963	18959	14387	15440	10927	17129	15998
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 31,849.62	\$ 93,000.26	\$ 134,516.69	\$ 54,336.48	\$ 46,108.37	\$ 94,382.43	\$ 110,567.01
<b>Travel - Program Support</b>	\$ 175.00	\$ 297.25	\$ 328.03	\$ -	\$ -	\$ -	\$ -
<b>Supplies - Program Support</b>	\$ 43,614.98	\$ 76,619.87	\$ 82,773.13	\$ 48,909.15	\$ 36,919.49	\$ 59,886.30	\$ 58,820.30
<b>Other - Admin</b>	\$ 8,860.30	\$ 20,172.06	\$ 33,973.16	\$ 109.45	\$ 130.00	\$ 14,928.47	\$ 12,880.47
<b>Wages</b>	\$ 3.20	\$ 4.91	\$ 9.35	\$ 3.52	\$ 4.22	\$ 5.51	\$ 6.91
<b>Program Support Percent</b>	137%	83%	62%	90%	80%	63%	53%
<b>Administrative Percent</b>	28%	22%	25%	0%	0%	16%	12%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Senior Citizens Council</b>	<b>Services for Seniors</b>	<b>Star Valley</b>	<b>Ten Sleep</b>	<b>Thayne</b>
<b>Number of Meals</b>	46750	28997	8652	5239	15996
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 242,350.00	\$ 206,169.00	\$ 34,023.20	\$ 32,411.24	\$ 77,451.18
<b>Travel - Program Support</b>	\$ 577.00	\$ 900.00	\$ 175.00	\$ -	\$ -
<b>Supplies - Program Support</b>	\$ 141,319.00	\$ 136,049.00	\$ 33,686.74	\$ 22,200.72	\$ 59,224.89
<b>Other - Admin</b>	\$ 20,684.50	\$ 31,190.00	\$ 5,309.95	\$ 7,286.02	\$ 15,755.58
<b>Wages</b>	\$ 5.18	\$ 7.11	\$ 3.93	\$ 6.19	\$ 4.84
<b>Program Support Percent</b>	59%	66%	100%	68%	76%
<b>Administrative Percent</b>	9%	15%	16%	22%	20%

**Wyoming Department of Health, Division of Healthcare Financing  
SFY 2022 CCW Rate Rebasing**

	<b>Uinta</b>	<b>Washakie</b>	<b>Total</b>
<b>Number of Meals</b>	29123	13802	412515
<b>Personnel/Labor (Including Fringe Benefits)</b>	\$ 219,190.90	\$ 76,654.48	\$ 2,332,064.65
<b>Travel - Program Support</b>	\$ 157.94	\$ 734.73	\$ 10,932.23
<b>Supplies - Program Support</b>	\$ 74,212.64	\$ 46,839.69	\$ 1,504,150.43
<b>Other - Admin</b>	\$ 23,259.88	\$ 17,748.47	\$ 359,525.74
<b>Wages</b>	\$ 7.53	\$ 5.55	
<b>Program Support Percent</b>	34%	62%	
<b>Administrative Percent</b>	11%	23%	



## COMMUNITY CHOICES WAIVER PROGRAM

### HOME DELIVERED MEALS

**Service Definition (Scope):** Hot or frozen meals delivered to the home of the participant when the participant is unable to prepare a meal for him or herself and the individual regularly responsible for these activities is temporarily absent or unable to conduct these activities. Meals must meet the standards for the nutritional services delivered under Title III of the Older Americans Act.

**Service Exclusions:** Meals provided as part of these services shall not constitute a full nutritional regimen.

**Service Limits:** Limited to two meals per day.

**Provider Specifications:** Reimbursement is limited to the following provider type(s) which have been qualified and enrolled by the Division.

1. Commercial Food Service Operator-Provider must maintain a current food service license or permit from the state in which the commercial food service preparation facility is located and comply with all federal, state and local food service regulations.
2. Older Americans Act Nutritional Services Provider-A nutritional services provider qualified by the Wyoming Department of Health, Division of Aging

#### Potential Procedure Codes and Units of Reimbursement:

HCPCS Description	Procedure Code	Modifier	Unit Value
Hot	S5170		1 Meal
Frozen	S5170	CG	1 Meal

#### Potential Cost Considerations:

##### Market Research

Prepared and home-delivered meals can be made available for participants of the Community Choices Waiver (CCW) program. A qualified senior center may provide hot **OR** frozen meals. In addition, refrigerated or frozen meals are made available through several companies. The following table provides an overview of the cost of hot meals by meal delivery service organizations in Wyoming.

**Table 1: Costs of Hot Meals**

Organization	Average Cost per Meal	Additional Cost Considerations
Meals on Wheels of Cheyenne <sup>1</sup>	\$4.25	Meals can be provided frozen, if needed
Golden Hour Senior Center <sup>2</sup>	\$4.00	Meals can be delivered frozen, if ordering a one-month supply

<sup>1</sup> <https://www.mealsonwheelsofcheyenne.com/>

<sup>2</sup> <https://www.goldenhoursc.com/menu.html>

Organization	Average Cost per Meal	Additional Cost Considerations
Redezvous Pointe <sup>3</sup>	\$6.00	Meals can be provided frozen, if needed
Senior Center of Jackson Hole <sup>4</sup>	\$5.00	Meals can be provided frozen, if needed
Thayne Senior Center <sup>5</sup>	\$4.50	Meals can be provided frozen, if needed
<b>Average Cost</b>	<b>\$4.75</b>	
<b>Median</b>	<b>\$4.50</b>	
<b>Range</b>	<b>\$4.00 - \$6.00</b>	

The following table provides the cost of frozen meals by meal delivery services made available to CCW participants in Wyoming.

**Table 2: Costs of Frozen Meals**

Organization	Average Cost per Meal	Additional Cost Considerations
Mom's Meals <sup>6</sup>	\$6.99	Shipping Costs: \$14.99
Homestyle Meals <sup>7</sup>	\$6.95	Shipping Costs: \$19.95
Silver Cuisine <sup>8</sup>	\$9.74	Costs for meals range from \$6.49 to \$12.99 Free shipping for orders more than \$99
Meals on Wheels of Cheyenne <sup>9</sup>	\$4.25	N/A
Top Chef Meals <sup>10</sup>	\$11.25	Costs for meals range from \$6.25 to \$16.25 Shipping costs: \$32.00 for less than 21 meals
Magic Kitchen	\$12.29	Costs for meals range from \$164 to \$180 for 2 complete meals per day per 7 days Shipping Costs: \$21.99
<b>Average Cost</b>	<b>\$8.58</b>	<b>\$21.99</b>
<b>Median</b>	<b>\$8.37</b>	<b>\$20.97</b>
<b>Range</b>	<b>\$4.25 - \$12.29</b>	<b>\$14.99 - \$32.00</b>

### State and National Resources

Federal resources, such as the Administration for Community Living (ACL) also track the cost of home-delivered meals<sup>11</sup>. The following table highlights the cost of home-delivered meals across several states in the Mountain region (i.e., Montana, Nebraska, North Dakota, South Dakota, and Wyoming) between 2005 - 2018. ACL does not specify differences in costs between hot or frozen meals.

<sup>3</sup> <https://www.redezvouspointe.com/#meals>

<sup>4</sup> <http://seniorcenterjh.org/dining/>

<sup>5</sup> <http://www.thaynesenior.com/services.html>

<sup>6</sup> <https://www.momsmeals.com/faqs/11/what-is-the-price-per-meal/>

<sup>7</sup> <https://www.homestyledirect.com/product-category/menus/september-1-2020-february-28-2021/>

<sup>8</sup> <https://www.silvercuisine.com/AllProducts/?FilterIDs=&DeptIDs=>

<sup>9</sup> <https://www.mealsonwheelsofcheyenne.com/>

<sup>10</sup> [https://topchefmeals.com/?sscid=91k4\\_t10vw&](https://topchefmeals.com/?sscid=91k4_t10vw&)

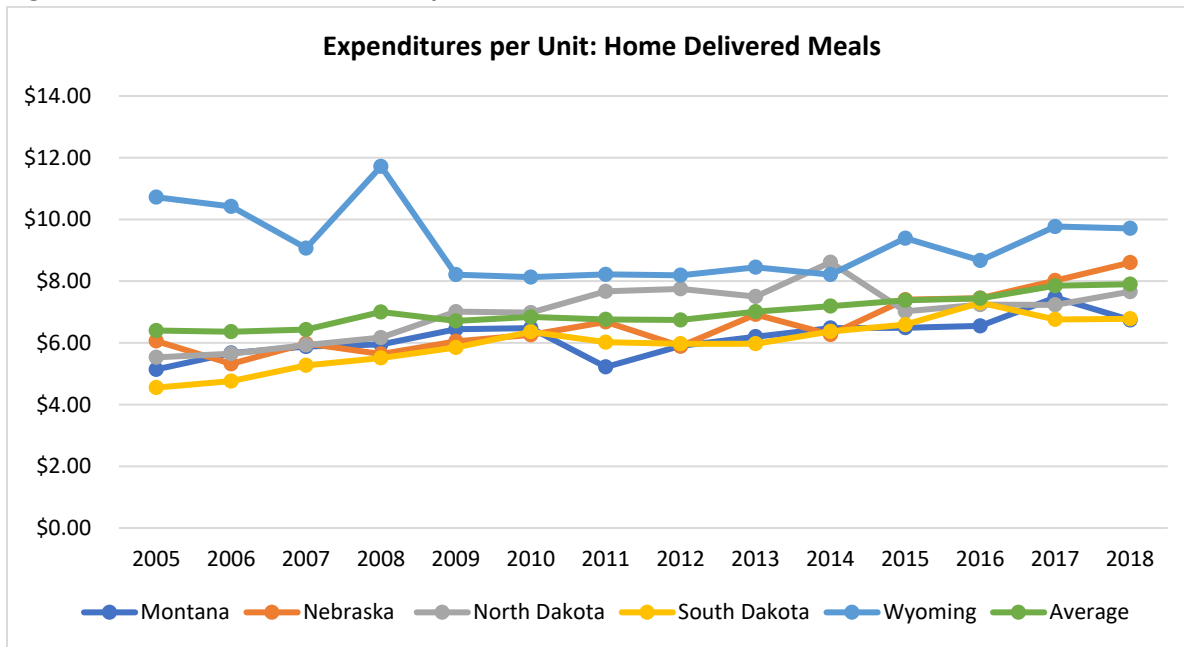
<sup>11</sup> <https://p-agid-wapp1.p-ase2-ase.p.azurewebsites.net/DataGlance/SPR/Trend.aspx?geoids=28%2c29%2c36%2c44%2c53%2c407&cat=5&ivar=1813&mode=Count>

**Table 3: Expenditures per Home-Delivered Meal**

Year	Montana	Nebraska	North Dakota	South Dakota	Wyoming	Average	Median	Range
2005	\$5.14	\$6.06	\$5.53	\$4.55	\$10.72	\$6.40	\$5.53	\$4.55 - \$10.72
2006	\$5.67	\$5.32	\$5.65	\$4.76	\$10.42	\$6.36	\$5.65	\$4.76 - \$10.42
2007	\$5.88	\$5.98	\$5.93	\$5.27	\$9.07	\$6.43	\$5.93	\$5.27 - \$9.07
2008	\$5.95	\$5.64	\$6.17	\$5.51	\$11.72	\$7.00	\$5.95	\$5.51 - \$11.72
2009	\$6.44	\$6.05	\$7.01	\$5.85	\$8.21	\$6.71	\$6.44	\$5.85 - \$8.21
2010	\$6.48	\$6.26	\$6.98	\$6.36	\$8.13	\$6.84	\$6.48	\$6.26 - \$8.13
2011	\$5.22	\$6.68	\$7.67	\$6.02	\$8.22	\$6.76	\$6.68	\$5.22 - \$8.22
2012	\$5.90	\$5.89	\$7.75	\$5.97	\$8.19	\$6.74	\$5.97	\$5.89 - \$8.19
2013	\$6.20	\$6.92	\$7.50	\$5.97	\$8.45	\$7.01	\$6.92	\$5.97 - \$8.45
2014	\$6.48	\$6.27	\$8.61	\$6.37	\$8.21	\$7.19	\$6.48	\$6.27 - \$8.61
2015	\$6.49	\$7.40	\$7.02	\$6.59	\$9.39	\$7.38	\$7.02	\$6.49 - \$9.39
2016	\$6.55	\$7.45	\$7.24	\$7.30	\$8.67	\$7.44	\$7.30	\$6.55 - \$8.67
2017	\$7.47	\$8.02	\$7.23	\$6.76	\$9.77	\$7.85	\$7.47	\$6.76 - \$9.77
2018	\$6.74	\$8.60	\$7.66	\$6.78	\$9.71	\$7.90	\$7.66	\$6.74 - \$9.71

Between 2005 – 2018, ACL found Wyoming had the highest expenditures per unit for home delivered meals across several Mountain region states. The following figure shows home-delivered meal expenditures between 2005-2018.

**Figure 1: Home Delivered Meals Expenditures**



ACL also tracks expenditures for congregate meals, which are meals delivered to participants in congregate settings.<sup>12</sup> The following table highlights the cost of congregate meals across several states in the Mountain region (i.e., Montana, Nebraska, North Dakota, South Dakota, and Wyoming) between 2005-2018.

<sup>12</sup> <https://p-agid-wapp1.p-ase2-ase.p.azurewebsites.net/DataGlance/SPR/Trend.aspx?geoids=28%2c29%2c36%2c44%2c53%2c407&cat=5&jvar=1813&mode=Count>

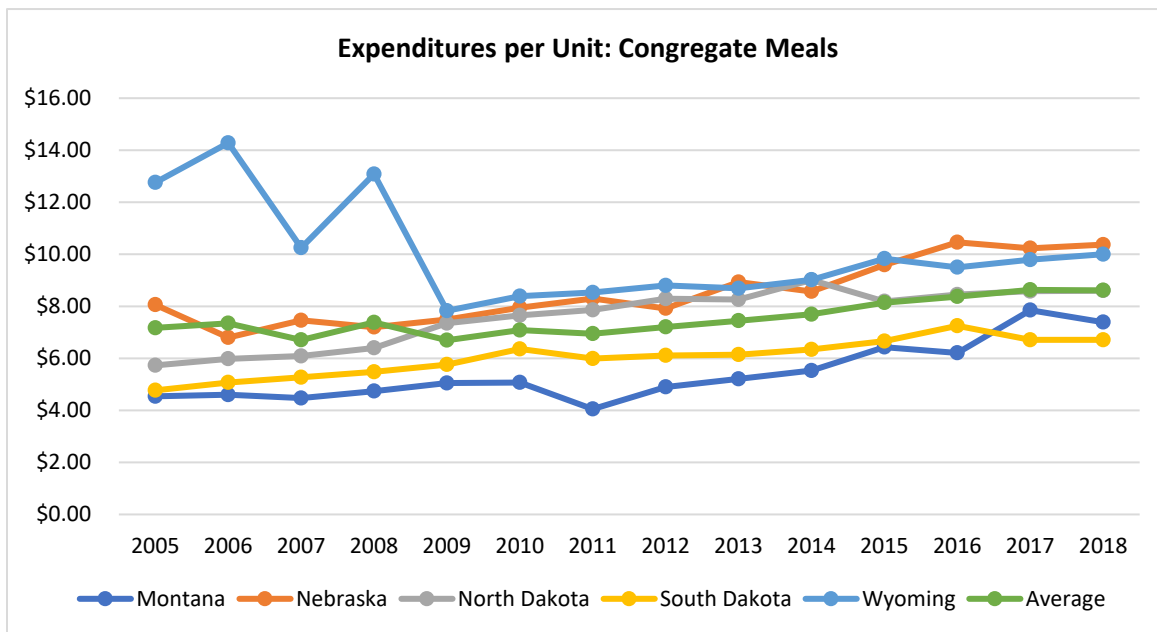


**Table 4: Expenditures per Congregate Meal**

Year	Montana	Nebraska	North Dakota	South Dakota	Wyoming	Average	Median	Range
2005	\$4.54	\$8.06	\$5.73	\$4.77	\$12.76	\$7.17	\$5.73	\$4.54 - \$12.76
2006	\$4.60	\$6.80	\$5.98	\$5.07	\$14.28	\$7.35	\$5.98	\$4.60 - \$14.28
2007	\$4.47	\$7.46	\$6.09	\$5.27	\$10.25	\$6.71	\$6.09	\$4.47 - \$10.25
2008	\$4.74	\$7.20	\$6.40	\$5.48	\$13.08	\$7.38	\$6.40	\$4.74 - \$13.08
2009	\$5.05	\$7.49	\$7.35	\$5.76	\$7.83	\$6.70	\$7.35	\$5.05 - \$7.83
2010	\$5.07	\$7.95	\$7.65	\$6.36	\$8.39	\$7.08	\$7.65	\$5.07 - \$8.39
2011	\$4.05	\$8.30	\$7.86	\$5.99	\$8.53	\$6.95	\$7.86	\$4.05 - \$8.53
2012	\$4.90	\$7.92	\$8.29	\$6.11	\$8.80	\$7.20	\$7.92	\$4.90 - \$8.80
2013	\$5.21	\$8.93	\$8.26	\$6.14	\$8.69	\$7.45	\$8.26	\$5.21 - \$8.93
2014	\$5.53	\$8.57	\$9.01	\$6.34	\$9.02	\$7.69	\$8.57	\$5.53 - \$9.02
2015	\$6.43	\$9.59	\$8.19	\$6.66	\$9.83	\$8.14	\$8.19	\$6.43 - \$9.83
2016	\$6.21	\$10.46	\$8.45	\$7.25	\$9.50	\$8.37	\$8.45	\$6.21 - \$10.46
2017	\$7.85	\$10.23	\$8.58	\$6.71	\$9.79	\$8.63	\$8.58	\$6.71 - \$10.23
2018	\$7.39	\$10.37	\$8.60	\$6.71	\$10.00	\$8.61	\$8.60	\$6.71 - \$10.37

Following a similar trend to home delivered meals, ACL found that Wyoming had relatively high expenditure per unit for congregate meals compared to other Mountain Region states. However, expenditure has stabilized in recent years and has remained below Nebraska’s expenditure per unit for congregate meals since 2015. The following figure shows congregate meal expenditures between 2005-2018.

**Figure 2: Congregate Meals Expenditures**





## COMMUNITY CHOICES WAIVER PROGRAM

### PERSONAL EMERGENCY RESPONSE SYSTEM

**Service Definition (Scope):** Personal Emergency Response Systems (PERS) include electronic devices that are programmed to signal a response center once a help button is activated and enables the waiver participant to secure help in an emergency.

Monthly monitoring and maintenance fees include the equipment rental; access to a 24 hour response center monitored by live, professional staff; equipment testing and troubleshooting; responses to alerts and alarms; and documentation of communications with participants, caregivers, case managers, and first responders.

Installation fees are billed separately and include the delivery, installation, and activation of all necessary equipment as well as participant/caregiver education and training on equipment use.

**Service Exclusions:** PERS are limited to participants who demonstrate needs based criteria for the service including: those who live alone; those who live with others who are unable to summon help; or those who are alone for significant portions of the day, have no regular caregiver for extended periods of time, and would otherwise require routine supervision.

**Service Limits:** Reimbursement for installation is limited to a one-time fee per participant unless otherwise warranted by extenuating circumstances (e.g. the participant moves, a change in service provider, or lost/stolen devices). Reimbursement for installation fees for the repair or replacement of equipment may not be granted if it is determined that there has been abuse or misuse of the equipment or if the repair or replacement is sought before the equipment's ordinary life cycle.

**Provider Specifications:** Reimbursement is limited to the following provider type(s) which have been qualified and enrolled by the Division.

1. A corporation, limited liability corporation, non-profit organization, sole proprietorship, or other business entity registered in good standing with the Wyoming Secretary of State. The vendor must also produce documentation that the agency is an authorized dealer, supplier, or manufacturer of Personal Emergency Response Systems.

#### Potential Procedure Codes and Units of Reimbursement:

HCPCS Description	Procedure Code	Modifier	Unit Value
Installation	S5160		1 Installation
Monitoring	S5161		1 Month

**Potential Cost Considerations:**

**Personal Emergency Response System (PERS) Rates – Installation**

Market Research

Personal Emergency Response Systems (PERS) may incorporate a one-time cost, including installation and/or activation fees, as part of total costs for the systems. One-time costs may differ depending on the features included in each system. We conducted an environmental scan to determine the market rates for the installation and activation of PERS. We identified ten reputable companies that offered PERS in Wyoming and across the country and determined costs via publicly available data and through phone conversations with customer representatives for each company.

The following table summarizes average one-time costs for leading vendors of PERS. Several vendors do not charge one-time fees, as illustrated in the “\$0.00” costs below. Costs are differentiated by whether the system incorporates fall detection capabilities, which tracks individual’s movements and prompts an alert if the individual has a fall. Costs are also differentiated on whether the system includes cellular connectivity.

**Table 1: PERS Installation Costs - Market**

#	Emergency Response System	Approximate One Time Cost			
		Standard, Landline	Standard, Cellular	Fall Detection, Landline	Fall Detection, Cellular
1	Bay Alarm Medical <sup>1</sup>	\$0.00	\$0.00	\$0.00	\$0.00
2	Emergency Lifeline West <sup>2</sup>	\$0.00	\$0.00	\$0.00	\$0.00
3	Great Plains Security Systems <sup>3</sup>	\$50.00	\$100.00	N/A**	N/A**
4	GreatCall Lively Mobile Plus <sup>4</sup>	N/A**	\$35.00	N/A**	\$35.00
5	LifeAlert <sup>5</sup>	\$95.00	\$95.00	N/A**	N/A**
6	LifeStation <sup>6</sup>	\$0.00	\$0.00	\$0.00	\$0.00
7	Medical Alert <sup>7</sup>	\$0.00	\$0.00	\$0.00	\$0.00
8	Medical Guardian <sup>8</sup>	\$0.00	\$0.00	\$0.00	\$0.00
9	MobileHelp <sup>9</sup>	\$49.95	\$0.00	\$49.95	\$0.00

<sup>1</sup> Bay Alarm Medical – Pricing. <https://www.bayalarmmedical.com/pricing/>

<sup>2</sup> Emergency Lifeline West – Products: <https://emergencylifelinewest.com/mxd-alert-system/>

<sup>3</sup> Great Plains Security Systems – Medical Alert <http://gpsnd.com/medical-alert>

<sup>4</sup> GreatCall Lively Mobile Plus – Products and Plans. <https://www.greatcall.com/devices/lively-mobile-medical-alert-system>

<sup>5</sup> Life Alert. <http://www.lifealert.com/>

<sup>6</sup> LifeStation – At Home Products. <https://www.lifestation.com/home-medical-alert-systems/>

<sup>7</sup> Medical Alert – Products. <https://www.medicalalert.com/>

<sup>8</sup> Medical Guardian – Products. <https://www.medicalguardian.com/>

<sup>9</sup> Mobile Health – Products. <https://www.mobilehelp.com/>

#	Emergency Response System	Approximate One Time Cost			
		Standard, Landline	Standard, Cellular	Fall Detection, Landline	Fall Detection, Cellular
10	Philips Lifeline Medical Alert System <sup>10</sup>	\$69.95*	\$69.95*	\$69.95*	\$69.95*
11	Rescue Alert <sup>11</sup>	\$0.00	\$0.00	\$0.00	\$0.00
	<b>Average Cost</b>	<b>\$66.23</b>	<b>\$74.99</b>	<b>\$59.95</b>	<b>\$52.48</b>
	<b>Median</b>	<b>\$59.98</b>	<b>\$82.48</b>	<b>\$59.95</b>	<b>\$52.48</b>
	<b>Range</b>	<b>\$49.95 - \$95.00</b>	<b>\$35.00 - \$100.00</b>	<b>\$49.95 - \$69.95</b>	<b>\$35.00 - \$69.95</b>

\*Includes activation and self-installation

\*\*Vendor does not offer the associated technology

### State Research

Select states in the Mountain Region, including Wyoming, have set rates for PERS Installation. Rates are made available in 1915(c) waiver applications or statewide fee schedules.

The following table summarizes rates for PERS Installation and the associated rate methodology used by each state. Though we reviewed and researched other states, installation costs were only included for states with available data.

**Table 2: PERS Installation Rates - States**

#	State	Unit	Summary of Methodology	Rate
1	Wyoming	Per installation	Aligned with average cost of similar services in the community	\$70.00
2	Colorado <sup>12</sup>	N/A	Negotiated market price	\$53.57
3	Montana <sup>13</sup>	Installation and testing	Statewide fee schedule	\$100.00
4	Utah <sup>14</sup>	Per installation	Statewide fee schedule	\$56.29
5	Idaho <sup>15</sup>	Installation and first month's rent	Statewide fee schedule	\$56.89
	<b>Average Rate (except WY)</b>			<b>\$66.69</b>

<sup>10</sup> Safelink – Philips Lifeline Medical Alert System. <https://www.safelink.org/medical-alert-systems/philips-lifeline/>

<sup>11</sup> Rescue Alert - <https://rescuealert.com/>

<sup>12</sup> Colorado EBD Waiver. <https://www.colorado.gov/pacific/sites/default/files/Persons%20who%20are%20Elderly%2C%20Blind%20and%20Disabled%20Waiver-Full%20Text-APPROVED-Effective-06-30-2020.PDF>

<sup>13</sup> Montana Big Sky Waiver Fee Schedule.

<https://medicaidprovider.mt.gov/Portals/68/docs/feeschedules/2018/Q4FS/July2018FINALV2Schedules/FJuly2018ElderlyPhysDisBigSkyWaiverServicesFeeSchedR.pdf>

<sup>14</sup> Utah Statewide Medicaid Fee Schedule. <https://health.utah.gov/stplan/lookup/FeeScheduleDownload.php>

<sup>15</sup> Idaho Statewide Medicaid Fee Schedule. <https://healthandwelfare.idaho.gov/Portals/0/Providers/Medicaid/AandDFeeTable070120.pdf>

	<b>Median (except WY)</b>	<b>\$56.59</b>
	<b>Range</b>	<b>\$53.57 - \$100.00</b>

### Personal Emergency Response System (PERS) Rates – Monitoring

#### Market Research

Personal Emergency Response Systems (PERS) typically charge monthly fees (also known as “rent”), as part of total costs for the systems. Monthly fees may differ depending on the features included in each system. We provide these costs for the companies previously identified in Table 1. The following table summarizes average monthly costs for leading vendors of PERS in Wyoming.

**Table 3: PERS Monitoring Costs - Market**

#	Emergency Response System	Approximate Monthly Cost			
		Standard, Landline	Standard, Cellular	Fall Detection, Landline	Fall Detection, Cellular
1	Bay Alarm Medical <sup>16</sup>	\$20.00	\$30.00	\$30.00	\$40.00
2	Emergency Lifeline West	\$33.95	\$33.95	\$33.95	\$33.95
3	Great Plains Security Systems <sup>17</sup>	\$21.95	\$45.00	N/A*	N/A*
4	GreatCall Lively Mobile Plus <sup>18</sup>	N/A*	\$32.50	N/A*	\$47.50
5	LifeAlert <sup>19</sup>	\$50.00	\$50.00	N/A*	N/A*
6	LifeStation <sup>20</sup>	\$20.00	\$27.00	\$25.00	\$32.00
7	Medical Alert <sup>21</sup>	\$22.95	\$32.95	\$32.95	\$42.95
8	Medical Guardian <sup>22</sup>	\$29.95	\$34.95	\$39.95	\$44.95
9	MobileHelp <sup>23</sup>	\$20.00	\$41.95	\$34.95	\$51.95
10	Philips Lifeline Medical Alert System <sup>24</sup>	\$29.95	\$43.95	\$44.95	\$58.95
11	Rescue Alert <sup>25</sup>	\$33.00	\$48.00	\$45.00	\$55.00

<sup>16</sup> Bay Alarm Medical – Pricing. <https://www.bayalarmmedical.com/pricing/>

<sup>17</sup> Great Plains Security Systems – Medical Alert. <http://gpsnd.com/medical-alert>

<sup>18</sup> GreatCall Lively Mobile Plus – Products and Plans. <https://www.greatcall.com/devices/lively-mobile-medical-alert-system>

<sup>19</sup> LifeAlert. <http://www.lifealert.com/>

<sup>20</sup> LifeStation – At Home Products. <https://www.lifestation.com/home-medical-alert-systems/>

<sup>21</sup> Medical Alert – Products. <https://www.medicalalert.com/>

<sup>22</sup> Medical Guardian – Products. <https://www.medicalguardian.com/>

<sup>23</sup> Mobile Health – Products. <https://www.mobilehelp.com/>

<sup>24</sup> Safelife – Philips Lifeline Medical Alert System. <https://www.safelife.org/medical-alert-systems/philips-lifeline/>

<sup>25</sup> Rescue Alert - <https://rescuealert.com/>

	<b>Average Cost</b>	<b>\$28.18</b>	<b>\$38.20</b>	<b>\$35.84</b>	<b>\$45.25</b>
	<b>Median</b>	<b>\$26.45</b>	<b>\$34.95</b>	<b>\$34.45</b>	<b>\$44.95</b>
	<b>Range</b>	<b>\$20.00 - \$50.00</b>	<b>\$30.00 - \$50.00</b>	<b>\$25.00 - \$45.00</b>	<b>\$32.00 - \$58.95</b>

\*Vendor does not offer the associated technology

#### State Research

All states in the Mountain Region have set rates for PERS monthly monitoring. Rates are made available in 1915(c) waiver applications or statewide fee schedules.

The following table summarizes rates for PERS monthly monitoring and the associated rate methodology used by each state.

**Table 4: PERS Monitoring Rates - States**

#	State	Unit	Summary of Methodology	Rate
1	Wyoming	Per month	Aligned with average cost of similar services in the community	\$45.00
2	North Dakota <sup>26</sup>	Per month	Through the review of PERS provider's cost reports for reasonableness	\$42.40
3	South Dakota <sup>27</sup>	Per month	Usual and customary charge for PERS	\$32.00
4	Colorado <sup>9</sup>	Per month	Negotiated market price	\$53.24
5	Nebraska <sup>28</sup>	Per unit	Negotiation between provider and local resource developer	\$37.76
6	Montana <sup>10</sup>	Per month	Statewide fee schedule	\$69.00
7	Idaho <sup>12</sup>	Per month	Statewide fee schedule	\$33.83
	<b>Average Rate (except WY)</b>			<b>\$44.71</b>
	<b>Median (except WY)</b>			<b>\$40.08</b>
	<b>Range</b>			<b>\$32.00 - \$69.00</b>

#### Personal Emergency Response System (PERS) – Summary

With any PERS, states must consider the fixed costs of installing the equipment and the variable costs of monthly monitoring. Select states in the Mountain Region recognize these two costs with separate rates for installation and

<sup>26</sup> North Dakota Approved HCBS 1915(c) Medicaid Waiver. <https://www.nd.gov/dhs/info/pubs/docs/medicaid/waiver-hcbs.pdf>

<sup>27</sup> South Dakota Approved HOPE 1915(c) Medicaid Waiver. <https://dhs.sd.gov/docs/HOPE%20Waiver%20approved%208.1.2018.pdf>

<sup>28</sup> Nebraska Approved HCBS Waiver for Aged and Adults and Children with Disabilities. <http://dbhs.ne.gov/Documents/A%26D%20Waiver%20Complete.pdf>

monitoring. Further, vendors offer four variations to the service that should be considered when comparing market costs to existing rate structures and considering future decisions for rate setting.

The following table provides average costs from PERS vendors and rates for PERS set by Mountain Region states. The table includes both One-Time / Installation Fees and Monitoring.

**Table 5: Average PERS State Rates and Vendor Costs**

#	Category	Rate	Average Rate	Average Vendor Costs			
		WY	States (Except WY)	Standard, Landline	Standard, Cellular	Fall Detection, Landline	Fall Detection, Cellular
1	<b>One-Time / Installation Fees</b>	\$70.00	\$66.69	\$66.23	\$74.99	\$59.95	\$52.48
2	<b>Monitoring</b>	\$45.00	\$44.71	\$28.18	\$38.20	\$35.84	\$45.25