



DDSN Executive Memo

**TO: EXECUTIVE DIRECTORS, DSN BOARDS
CEOS, CONTRACTED SERVICE PROVIDERS**

FROM: SUSAN KREH BECK, ED.S., LPES, NCSP, ASSOCIATE STATE DIRECTOR, POLICY *SKB*

DATE: APRIL 13, 2020

RE: Market Rate Case Management Issue – March 2020 Billing Report

Attached is the "Case Management Revenue by Provider" report for March 2020 and a graph entitled "Average Provider Market Rate Revenue Over Time." The reports include: (1) the average monthly revenue per waiver individuals, (2) the average revenue per non-waiver individuals (MTCM/SFCM) and (3) a total average revenue per individual. This data allows a provider to evaluate, over time, the average monthly revenue generated per individual, so the appropriate number of case managers/supervisors needed based on the total number of cases served by the agency can be determined. The statewide average revenue per individual is outlined in the chart for March.

Statewide Average Revenue Per Individual by Category			
	WCM	MTCM/SFCM	TOTAL
March	\$ 107.18	\$ 79.73	\$ 102.75

Average Revenue per Individual by Category

As a reaction to the COVID-19 emergency, case managers have adapted service delivery to accommodate the mandate for social distancing. The current Case Management Policy includes a provision for non-face-to-face contact to be made in lieu of a face-to-face contact when there are exceptional circumstances, so most case management functions have been done in a non-face-to-face manner since mid-March. Billing was analyzed to determine if a shift to billing the non-travel rate negatively impacted providers. The travel rate was developed to allow for lost billing during travel time. Without this lost billing time, case managers are able to provide more non-travel units. The average revenue per consumer increased from \$101.19 in February to \$102.75 in March, as well as a small increase in total March revenue. The chart below compares face-to-face and non-face-to-face units in February and March. It reflects face-to-face units decreased during March, but this was offset by an increase in non-face-to-face units.

Comparison of March 2020 CM Billing Units & Dollars to February 2020									
Month Billed	Waiver Face-to-Face Units	Waiver Face-to-Face Dollars	Waiver Non Face-to-Face Units	Waiver Non Face-to-Face Dollars	MTCM Face-to-Face Units	MTCM Face-to-Face Dollars	MTCM Non Face-to-Face Units	MTCM Non Face-to-Face Dollars	Total Dollars
March 2020 CM Billing	13,602	\$345,763	61,223	\$956,915	1,836	\$36,720	10,487	\$157,305	\$1,496,703
February 2020 CM Billing	20,861	\$530,287	48,539	\$758,665	2,699	\$53,980	8,787	\$131,805	\$1,474,736
Difference	-7,259	-\$184,524	12,684	\$198,251	-863	-\$17,260	1,700	\$25,500	\$21,967

In addition, the COVID-19 emergency has caused the need for increased monitoring by case managers. In an effort to streamline administrative processes, DHHS has given DDSN the ability to approve Waiver Case Management limit requests up to 80 units per calendar quarter. This is double the previous amount that could be approved at the DDSN level. Requests for this amount are now being reviewed through the normal Plan Change Request Process. Also, a new COVID-19-specific monitoring guidance with applicable questions has been developed and will be distributed through the DDSN Emergency Operations Center's Situational Report today. This guidance will assist case managers with assessing additional needs of people during this crisis. Because case managers bill in 15 minute unit increments, this increase in monitoring will result in increased opportunities for revenue.

As a reminder, a rate increase for WCM was implemented on January 1, 2020. The increase of \$0.22 for WCM with travel and \$.13 for WCM without travel is reflected in the average revenues. Overall, these rates continue to cause

a 0.85 % increase in the average monthly revenue per consumer for WCM. The line graph reflecting average market rate revenue for WCM over time continues to be updated to reflect a data point for old and new rates so that DDSN can continue to track statewide progress.

Additionally, of the individuals enrolled in the waiver on March 31, 2020, 337 did not have a reportable note submitted during the month of March despite the WCM requirement to do so. This represents 2.8% of the waiver individuals in the system. This is a decrease from the prior month of February of 3.48%. Neglecting to act to meet requirements may lead to compliance issues. DDSN will continue to reach out to providers who have excessive numbers of individuals who did not have a reportable note submitted to assist with identifying strategies to reduce this percentage.

DDSN is closely monitoring providers whose revenue per consumer is less than 60% of the previous monthly payment for Waiver individuals. We will continue communication with those providers to gather information and provide technical assistance.

Invoices

In addition to payment for Medicaid ineligible, there are units not paid this month that can possibly be corrected and resubmitted next month. Please see the memo sent on September 9, 2019, regarding [Invoice Report Analysis Guidance](#) for instructions to take action on the invoice issues. A review of the March 2020 invoices for Medicaid Ineligible and Not Paid are reflected in the charts below:

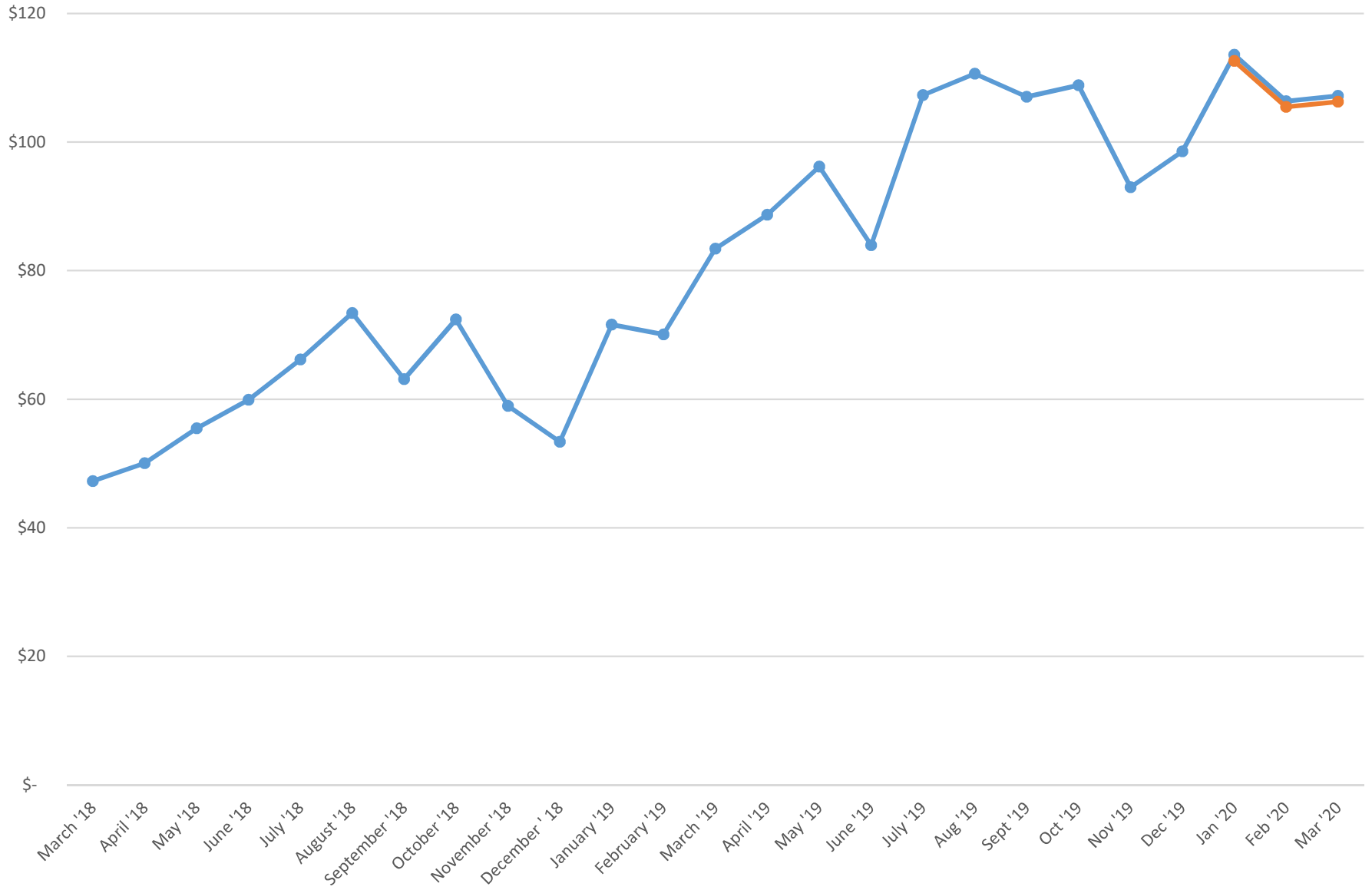
Description	WCM	MTCM
% of units that were paid but Medicaid Ineligible	0.14%	0.01%
% of units not paid due to wrong template	0.03%	15.99%
% of units not paid - other	0.00%	0.00%

If you have questions, please contact Ben Orner at borner@ddsn.sc.gov or (803) 898-3520 or Lori Manos at lmanos@ddsn.sc.gov or (803) 898-9715.

March 2020 Case Management Revenue by Provider					
Provider Name	Provider Size	Average Waiver Revenue per Waiver Consumer	Average MTCM/SFCM Revenue per Consumer	TOTAL Average Revenue per Consumer	25% Quartiles
Provider 13	Very Small	\$ 213.14	\$ 120.45	\$ 201.55	Top Quartile \$117.52- \$201.55
Provider 31	Very Small	\$ 157.70	\$ 114.00	\$ 149.90	
Provider 10	Large	\$ 135.46	\$ 108.81	\$ 131.16	
Provider 8	Small	\$ 128.55	\$ 92.67	\$ 126.20	
Provider 11	Small	\$ 113.65	\$ 247.14	\$ 121.25	
Provider 32	Small	\$ 120.06	\$ 100.42	\$ 118.59	
Provider 3	Medium	\$ 120.93	\$ 88.94	\$ 118.17	
Provider 34	Very Small	\$ 118.74	\$ 100.71	\$ 117.52	
Provider 18	Medium	\$ 120.41	\$ 99.58	\$ 117.36	Upper Middle Quartile \$109.94- \$117.36
Provider 4	Medium	\$ 142.00	\$ 76.78	\$ 116.02	
Provider 16	Large	\$ 119.85	\$ 68.39	\$ 115.86	
Provider 15	Very Small	\$ 115.11	\$ 130.00	\$ 115.49	
Provider 29	Small	\$ 118.13	\$ 41.36	\$ 112.98	
Provider 6	Medium	\$ 118.08	\$ 77.93	\$ 112.58	
Provider 20	Medium	\$ 112.63	\$ 76.03	\$ 109.94	
Provider 1	Large	\$ 127.52	\$ 73.24	\$ 109.67	
Provider 5	Large	\$ 117.74	\$ 91.33	\$ 107.31	
Provider 23	Small	\$ 99.45	\$ 212.22	\$ 105.00	
Provider 12	Small	\$ 97.72	\$ 141.67	\$ 100.79	
Provider 41	Medium	\$ 103.54	\$ 37.43	\$ 97.12	
Provider 26	Very Small	\$ 93.78	\$ 125.63	\$ 96.65	
Provider 38	Small	\$ 98.20	\$ 39.38	\$ 95.13	
Provider 7	Very Small	\$ 121.70	\$ 48.91	\$ 92.94	
Provider 25	Very Small	\$ 106.68	\$ 32.63	\$ 86.86	
Provider 21	Small	\$ 87.68	\$ 78.70	\$ 86.72	
Provider 24	Medium	\$ 81.48	\$ 125.38	\$ 86.47	
Provider 2	Very Small	\$ 100.30	\$ 47.41	\$ 84.43	
Provider 14	Small	\$ 79.06	\$ 102.69	\$ 80.50	Bottom Quartile \$47.34 - \$80.50
Provider 42	Small	\$ 79.73	\$ 63.13	\$ 78.34	
Provider 19	Large	\$ 78.32	\$ 54.17	\$ 76.40	
Provider 39	Very Small	\$ 76.58	\$ 33.33	\$ 72.17	
Provider 44	Very Small	\$ 70.77	\$ 90.00	\$ 71.45	
Provider 35	Very Small	\$ 71.26	\$ -	\$ 71.26	
Provider 46	Very Small	\$ 69.19	\$ 91.00	\$ 70.48	
Provider 17	Small	\$ 80.05	\$ 26.25	\$ 69.76	
Provider 33	Small	\$ 69.02	\$ 70.28	\$ 69.27	
Provider 22	Large	\$ 73.68	\$ 33.47	\$ 69.15	
Provider 45	Very Small	\$ 69.79	\$ 42.86	\$ 68.31	
Provider 36	Very Small	\$ 62.73	\$ 2.50	\$ 59.29	
Provider 9	Very Small	\$ 67.87	\$ 20.00	\$ 55.69	
Provider 30	Very Small	\$ 45.86	\$ 132.50	\$ 48.20	
Provider 40	Small	\$ 44.90	\$ 83.46	\$ 47.34	
Provider 47	Very Small	\$ -	\$ 1.88	\$ 1.67	
Total		\$ 107.18	\$ 79.73	\$ 102.75	

Size	Number
Large	500+
Medium	300-499
Small	150-299
Very Small	0-149

Average Provider Market Rate Revenue Over Time



● Average Provider Market Rate Revenue

● Average Provider Market Rate Revenue (Removing Increase - Jan. 1,2020)