

Testimony of Mike Stair
President & CEO

In support of LD 1528:

Before the Joint Standing Committee on Health and Human Services

Resolve, Directing the Department of Health and Human Services To Adjust Reimbursement Rates for Certain Home-based Services

Presented by Rep. STOVER of Boothbay

May 3, 2021

SUPPLEMENTAL TESTIMONY

LD 1528 - Underlying Calculations

Senator Claxton, Representative Meyer and members of the Joint Standing Committee on Health and Human Services, I am pleased to present this additional information in support of my testimony in support of LD 1528.

Current MaineCare Section 19 & 96 RN rates of \$13.74 per 15 min. unit were made effective 7/1/2018, but are based on the study by Burns & Associates, Inc. released February 1, 2016, using data from 2014, 2015 and earlier.

"Rate Review for Personal Care and Related Services: Final Rate Models" prepared by Burns & Associates is enclosed here as **Attachment A**.

- Burns' model for the RN rate is shown on Page 6
- Burns' model for the LPN rate is shown on Page 7
- Supporting documentation for data in both RN & LPN Burns' models is shown in
- Appendices A (Wages), B (Benefits), and C (Productivity)
- As shown in Appendix A-1, wage data used in the models is based on May 2014 BLS estimates for Maine, at the 50th percentile.
- As shown in Appendix B-1, Health Insurance cost used in the models is based on 2012 and 2015 data.

Given DHHS' indication in the March 16, 2021 "MaineCare Comprehensive Rate System Evaluation Implementation Planning Report" (p.19) that a rate study for Nursing Services for MaineCare Sections 19 & 96 would be started in "SFY24 or later", with "6-9 months for development and completion", followed by "approximately 12-18 months for State Plan Amendments and rulemakings", providers came to understand that nursing rates in Sections 19 & 96 would not be adjusted until at least SFY26 to SFY28, or for another 4 to 6 years. As a practical matter, providers would be essentially unable to offer nursing services long before that time.

Fortunately, since the model underpinning the current nursing rates is available and fully transparent, we were able to easily bring the data forward to produce LD 1528 by making the following adjustments, as shown on the enclosed **Attachment B**:

- Replace the wage assumption with the May 2020 BLS median wage for Registered Nurses in Maine (the most recent data available, and the equivalent to the source used by Burns), then project the wage forward from 2020 to SFY 24 at 3% per year. We understand this will still be 2 years behind the Department's estimated completion date of SFY26-SFY28.
- 2. Adjust the Burns "Missed Appointment" and "Miles Traveled" estimates from 0.5 hours and 60 miles per week to more realistic averages of 1.0 hours and 275 miles per week, both more reflective of the realities of home care nursing.
- 3. Incorporate costs for Electronic Visit Verification, Maine Background Check Center, and MaineCare Bonding, none of which were anticipated when the Burns Study was conducted.

Considering these adjustments applied to the model developed by Burns & Associates, the updated RN rate comes to \$19.06 per 15 min. unit, or 38.7% above the current rate.

I am pleased to address questions regarding any of the above or attached.

Respectfully submitted,

Michael G. Stair President & CEO Care & Comfort 207-872-5300

Mike.stair@careandcomfort.com

Rate Review for Personal Care and Related Services

Final Rate Models

- prepared for -

Maine Department of Health and Human Services

- prepared by -

Burns & Associates, Inc. 3030 North 3rd Street, Suite 200 Phoenix, Arizona 85012 (602) 241-8520 www.burnshealthpolicy.com

February 1, 2016

Table of Contents

Co	omparison of Current and Final Rates	1
Fir	nal Rate Models	
	Personal Support Services.	3
	Personal Support Services - Consumer-Directed.	4
	Home Health Aide/ Certified Nursing Assistant	5
	Skilled Nursing, Registered Nurse.	6
	Skilled Nursing, Licensed Practical Nurse.	7

Appendices

Appendix A: Wage Assumptions
Appendix B: Benefits Assumptions
Appendix C: Productivity Assumptions

Comparison of Current and Final Rates

Service				Unit	Final		(Current Mai	neCare F	Rates		Current State-Only Rates			
Ser vice					Rate	Section	ı 12	Section	n 19	Section	ı 96	OADS N		OADS N	
											Ch. 5, Se	ec. 63 ^{2,3}	Part 2, C	Ch. 11 ³	
						Code	Rate	Code	Rate	Code	Rate	Code	Rate	Code	Rate
			<u> </u>	15 min.	\$5.13										
		Short- Term	2 Person 3 Person	15 min.	\$2.82			1							
		S	3 Person	15 min.	\$2.05					m1010		27/1			****************
			4 !	15 min.				T1019	\$4.10	T1019	\$4.10	N/A	\$4.10		*************
vcs		Long- Term	2 Person	15 min.	\$4.54 \$2.50										
Personal Care/ Personal Support Svcs.		JT	3 Person	15 min.	\$1.82										
Personal Care/ onal Support S		t		Visit	\$21.57										
nal Šup		Visit	2 Person	Visit	\$11.87					S5125 TF ¹	\$19.25	N/A	\$19.25		
al S			3 Person	Visit	\$8.63										
Pe		t- n		15 min.	\$5.13 \$2.82										
Pers	o)	Short- Term	2 Person	15 min.	\$2.82										
	pit	S	3 Person	15 min.	\$2.05			T1005	\$3.75			N/A	\$3.75		
mer-	Respite	-5 E	! !	15 min.	\$4.54			11003	φ3.73			14/11	Ψ3.73		
		Long- Term	2 Person	15 min.	\$2.50										
		Ī	3 Person	15 min.	\$1.82										
		f E		15 min.	\$3.73										
Personal Support - Consumer- Directed		Short- Term	2 Person	15 min.	\$2.05										
		<i>V</i> ₁ .	3 Person	15 min.	\$1.49	S5125 U2	\$2.93	S5125	\$3.21	S5125	\$3.71	N/A	\$3.71	N/A	\$2.61
		÷ ≅	ļ	15 min.	\$3.23	50120 02	Ψ2.,,υ	50120	Ψυ.Ξ1	50120	φυ., 1		Ψ21/1	1,711	Ψ2.03
٠- _چ		Long- Term	2 Person	15 min.	\$1.77										
upport - Directed			3 Person	15 min.	\$1.29										
upp Dir		r,	ļ	15 min.	\$3.73				\$2.93						
S	ę		2 Person 3 Person	15 min.	\$2.05 \$1.49										
ona	Respite	ļ	3 Person	15 min.	\$1.49			T1005 U7				N/A	\$3.39		
ers	Re	Long- Term	2 D	15 min.	\$3.23										
Ъ		Te	2 Person	15 min.	\$1.77										
			3 Person	15 min.	\$1.29 \$5.50										
		Short- Term	2 Person	15 min. 15 min.	\$3.03									l	
		Sh Te	2 Person	15 min.	\$2.03 \$2.20			T1004/							
			J 1 018011	15 min.	\$2.20 \$4.89			G0156	\$4.30	T1004	\$4.30	N/A	\$4.30		
sst.		Long- Term	2 Person	15 min.	\$2.69			. 00150							
ide A		7,1	3 Person	15 min.	\$1.96			1						 	
h A sing			5 1 015011	Visit	\$22.91										
ealt Iurs		Visit	2 Person	Visit	\$12.60			G0152	\$39.84						
H P		>	3 Person	Visit	\$9.16	•••••		(0571)	407101						
Home Health Aide/ Certified Nursing Asst.		٦ -		15 min.	\$5.50			†							
Hc		Short- Term	2 Person	15 min.	\$5.50 \$3.03			1			•••••				
O	ite	SŢ	3 Person	15 min.	\$2.20			T1005	0.4.0 0			27/4	#4.20		
	Respite	۲. ر		15 min.	\$4.89			(0669)	\$4.30			N/A	\$4.30		,,,,,,,,,,,,,,
	PZ,	Long- Term	2 Person	15 min.	\$2.69			1 ` ´			••••••				
		ĬΈ	3 Person	15 min.	\$1.96			1							

Comparison of Current and Final Rates

Service			: :	Unit	Final			Current Mai		Rates		Current State-Only Rates			
					Rate	Sectio		Section		Section		OADS N	I anual	OADS Manu	ual
												Ch. 5, Se	ec. 63 ^{2,3}	Part 2, Ch. 1	11 ³
						Code	Rate	Code	Rate	Code	Rate	Code	Rate	· ·	Rate
				15	\$12.74					T1002	¢10.50				
		t H		15 min.	\$13.74			4		T1002	\$10.58				
		Short- Term	2 Person	15 min.	\$7.56			4		T1002 TT	\$6.94				
			3 Person	15 min.	\$5.50			G0154 TD	\$11.06	T1002	φ10.50	N/A	\$11.06		
		-g-	2.5	15 min.	\$11.70			4		T1002	\$10.58				
		Long- Term	2 Person	15 min.	\$6.44			4		T1002 TT	\$6.94				
. 0)			3 Person	15 min.	\$4.68									 	
rsing, Nurse		sit	2 D	Visit Visit	\$53.60			T1005	\$84.10					 	
urs.		!	\$		\$29.48			(0551)	\$64.10					 	
Skilled Nursing, Registered Nurse		+ E	3 Person	Visit 15 min.	\$21.44 \$13.74					T1000 TD	\$8.17			l	
killed]		rtc El	2 Dorgon					4		11000 1D	фо.17			 	
Skille Regist	t	Sho	2 Person 3 Person	15 min	\$7.56 \$5.50			-1		T1000 TD TT		N/A \$		l	
	leni		3 1 013011	15 min.	\$11.70			G0154 TD	\$8.17	T1000 TD	\$8 17		\$8.17	l	
	Independent	÷ €	2 Person	· 	\$6.44										
	lep	Ϋ́	3 Person	15 min.	\$4.68			1		T1000 TD TT	\$6.13				
	Inc		3 1 015011	Visit	\$53.60										
		Visit	2 Person	Visit	\$29.48										
		>	3 Person	Visit	\$21.44										
e		А. е		15 min.	\$9.75					T1003	\$6.32				
urse		Short- Term	2 Person	15 min.	\$5.37			1		T1002 TT	ф.4.7.4				
ng,		S	3 Person	15 min.	\$3.90			G0154 FF	d < 22	T1003 TT	\$4.74	27/4			
ırsi tica		r' ⊂		15 min.	\$8.23			G0154 TE	\$6.32	T1003	\$6.32	N/A	\$6.32		
Skilled Nursing, Licensed Practical N		Long- Term	2 Person	15 min.	\$4.53					T1003 TT	\$4.74				
lled d P		J T	3 Person	15 min.	\$3.29					11005 11	\$4.74				
Skii		t		Visit	\$39.05			T1005							
icel		Visit	2 Person	Visit	\$21.48			(0559)	\$58.88						
			3 Person	Visit	\$15.62			(0339)							

¹Current rate is billed in 15-minute increments, but is presented as an hourly amount (as providers are permitted to bill four units per visit) for comparative purposes.

²Nursing services are currently billed in half-hour increments, but are presented as quarter hours for comparative purposes.

³PSS and Home Health Aide services are currently billed in hourly increments, but are presented as quarter hours for comparative purposes.

Personal Support Services - Agency-Directed

		Short-Term	Long-Term	Visit
	Unit of Service	15 Minutes ¹	15 Minutes ¹	Visit ²
	Wages			
fits	Direct Staff Hourly Wage	\$10.28	\$10.28	\$10.28
3enef	Employee Benefits			
ld E	Benefit Rate (as a percent of wages)	46.4%	46.4%	46.4%
ages ar	Hourly Staff Cost Before Productivity Adj. (wages + benefits)	\$15.05	\$15.05	\$15.05
Direct Support Staff Wages and Benefits	Productivity Assumptions Total Hours	40.00	40.00	40.00
t Si	- Travel Time (Between Consumers)	2.00	- (//	8.00
por	- Employer and One-on-One Supervision Time	0.50	0.50	0.50
dnş	- Training	0.50	0.50	0.50
ct S	- Missed Appointments	0.50	-	0.50
ire	"Billable" Hours	36.50	39.00	30.50
Ω	Productivity Adjustment	1.10	1.03	1.31
	Staff Cost After Productivity Adjustment	\$16.49	\$15.44	\$19.74
e,	- Number of Miles Traveled per Week	60	0	250
Mileage	- Amount per Mile	\$0.575	\$0.575	\$0.575
Mil	Weekly Mileage Cost	\$34.50	\$0.00	\$143.75
, ,	Mileage Cost per Billable Hour	\$0.95	\$0.00	\$4.71
Overhead/ Operating	Cost per Billable Hour Before Operating and Overhead	\$17.44	\$15.44	\$24.45
ver] per	- Operating and Overhead Rate	15.0%	15.0%	15.0%
00	Operating and Overhead Costs per Billable Hour	\$3.08	\$2.72	\$4.31
	Total Cost per Billable Hour Rate per 15 Minutes	\$20.52 \$5.13	\$18.16 \$4.54	\$28.76
	Rate for a Visit (Based on 0.75 Hours)	ψ3.13	Ψ5	\$21.57
S	Rute 101 ii Visit (Bused on 0.75 110u15)			Ψ21.57
ate	2 Consumers			
r R	Rate Premium	10%	10%	10%
ıme	Total Billing per Hour (Visit)	\$22.57	\$19.98	\$23.73
nsn	Rate per Consumer per 15 Minutes (Visit)	\$2.82	\$2.50	\$11.87
Multiple Consumer Rates	3 Consumers			
ple	Rate Premium	20%	20%	20%
ulti	Total Billing per Hour (Visit)	\$24.62	\$21.79	\$25.88
M	Rate per Consumer per 15 Minutes (Visit)	\$2.05	\$1.82	\$8.63

¹The 'short-term' rate may be billed for the first 24 units of service in a day (6 hours); all subsequent units will be billed at the long-term rate

²The visit rate can be billed only once per day per client and cannot be billed the same day as a 15-minute rate

Personal Support Services - Consumer-Directed

		Short-Term	Long-Term
	Unit of Service	15 Minutes ¹	15 Minutes ¹
	Wages		
its	Direct Staff Hourly Wage	\$10.28	\$10.28
nef			
Be	Employee Benefits	22.00	22.00/
pur	Benefit Rate (as a percent of wages)	23.9%	23.9%
Direct Support Staff Wages and Benefits	Hourly Staff Cost Before Productivity Adj. (wages + benefits)	\$12.74	\$12.74
```	Productivity Assumptions		
aff	Total Hours	40.00	40.00
t St	- Travel Time (Between Consumers)	2.00	-
por	- Administrative Activities	1.00	-
dn	- Training	0.50	0.50
t	- Missed Appointments	-	-
ire	"Billable" Hours	36.50	39.50
	Productivity Adjustment	1.10	1.01
	Staff Cost After Productivity Adjustment	\$13.96	\$12.90
စ္	- Number of Miles Traveled per Week	60	0
Mileage	- Amount per Mile	\$0.575	\$0.575
Mil	Weekly Mileage Cost	\$34.50	\$0.00
	Mileage Cost per Billable Hour	\$0.95	\$0.00
	Total Cost per Billable Hour	\$14.01	\$12.00
	Rate per 15 Minutes	\$14.91 <b>\$3.73</b>	\$12.90 <b>\$3.23</b>
×	Rate per 13 windtes	\$3.13	\$ \$3.23
ate	2 Consumers		
r R	Rate Premium	10%	10%
me	Total Billing per Hour (Visit)	\$16.40	\$14.19
Multiple Consumer Rates	Rate per Consumer per 15 Minutes (Visit)	\$2.05	\$1.77
ညိ	3 Consumers		
iple	Rate Premium	20%	20%
ulti	Total Billing per Hour (Visit)	\$17.89	\$15.48
×	Rate per Consumer per 15 Minutes (Visit)	\$1.49	\$1.29

¹The 'short-term' rate may be billed for the first 24 units of service in a day (6 hours); all subsequent units will be billed at the long-term rate

#### Home Health Aide/ Certified Nursing Assistant

		Short-Term	Long-Term	Visit
	Unit of Service	15 Minutes ¹	15 Minutes ¹	Visit ²
	Wages			
fits	Direct Staff Hourly Wage	\$11.24	\$11.24	\$11.24
Direct Support Staff Wages and Benefits	Employee Benefits			
d B	Benefit Rate (as a percent of wages)	44.1%	44.1%	44.1%
an		21.50	0110	<b>4</b>
ses	Hourly Staff Cost Before Productivity Adj. (wages + benefits)	\$16.20	\$16.20	\$16.20
Wa	Productivity Assumptions			
aff	Total Hours	40.00	40.00	40.00
t St	- Travel Time (Between Consumers)	2.00	-	8.00
por	- Employer and One-on-One Supervision Time	0.50	0.50	0.50
dng	- Training	0.50	0.50	0.50
ت ت	- Missed Appointments	0.50	-	0.50
ire	"Billable" Hours	36.50	39.00	30.50
	Productivity Adjustment	1.10	1.03	1.31
	Staff Cost After Productivity Adjustment	\$17.75	\$16.62	\$21.25
e,	- Number of Miles Traveled per Week	60	0	250
Mileage	- Amount per Mile	\$0.57 <b>5</b>	\$0.575	\$0.575
Mij	Weekly Mileage Cost	\$34.50	\$0.00	\$143.75
	Mileage Cost per Billable Hour	\$0.95	\$0.00	\$4.71
Overhead/ Operating	Cost per Billable Hour Before Operating and Overhead	\$18.70	\$16.62	\$25.96
rhe	- Operating and Overhead Rate	15.0%	15.0%	15.0%
Ope	Operating and Overhead Costs per Billable Hour	\$3.30	\$2.93	\$4.58
		W.		
	Total Cost per Billable Hour	\$22.00	\$19.55	\$30.54
	Rate per 15 Minutes	\$5.50	\$4.89	
	Rate for a Visit (Based on 0.75 Hours)			\$22.91
tes	2 Consumers			
Ra	Rate Premium	10%	10%	10%
ner	Total Billing per Hour (Visit)	\$24.20	\$21.51	\$25.20
ınsı	Rate per Consumer per 15 Minutes (Visit)	\$3.03	\$2.69	\$12.60
Multiple Consumer Rates	3 Consumers			
ole (	Rate Premium	20%	20%	20%
ltip	Total Billing per Hour (Visit)	\$26.40	\$23.46	\$27.49
Mu	Rate per Consumer per 15 Minutes (Visit)	\$26.40 <b>\$2.20</b>	\$23.46 <b>\$1.96</b>	\$27.49 <b>\$9.16</b>
<u> </u>	react per Consumer per 13 minutes (visit)	φ <b>Δ.Δ</b> U////	\$1.7U	φ2.10

¹The 'short-term' rate may be billed for the first 24 units of service in a day (6 hours); all subsequent units will be billed at the long-term rate

²The visit rate can be billed only once per day per client and cannot be billed the same day as a 15-minute rate

#### Skilled Nursing, Registered Nurse

		Short-Term	Long-Term	Visit
	Unit of Service	15 Minutes ¹	15 Minutes ¹	Visit ²
	Wages			
its	Direct Staff Hourly Wage	\$29.79	\$29.79	\$29.79
nef	Employee Benefits			
d Be	Benefit Rate (as a percent of wages)	29.4%	29.4%	29.4%
Direct Support Staff Wages and Benefits	Hourly Staff Cost Before Productivity Adj. (wages + benefits)	\$38.55	\$38.55	\$38.55
f Wag	Productivity Assumptions Total Hours	40.00	40.00	40.00
taff	- Travel Time (Between Consumers)	2.00	-10.00	8.00
t S	- Plan-Writing, Other Documentation	2.50	_	2.50
iod	- Employer and One-on-One Supervision Time	0.50	0.50	0.50
Şup	- Training	0.75	0.75	0.75
<del>ن</del> 5	- Missed Appointments	0.50	-	0.50
)ire	"Billable" Hours	33.75	38.75	27.75
П	Productivity Adjustment	1.19	1.03	1.44
	Staff Cost After Productivity Adjustment	\$45.69	\$39.79	\$55.57
ge	- Number of Miles Traveled per Week	60	0	250
lea	- Amount per Mile	\$0.57 <mark>5</mark>	\$0.575	\$0.575
Mileage	Weekly Mileage Cost	\$34.50	\$0.00	\$143.75
	Mileage Cost per Billable Hour	\$1.02	\$0.00	\$5.18
Overhead/ Operating	Cost per Billable Hour Before Operating and Overhead	\$46.71	\$39.79	\$60.75
zera zera	- Operating and Overhead Rate	15.0%	15.0%	15.0%
ÓŌ	Operating and Overhead Costs per Billable Hour	\$8.24	\$7.02	\$10.72
	Total Cost per Billable Hour/ Visit Rate	\$54.95	\$46.81	\$71.47
	Rate per 15 Minutes	\$13.74	\$11.70	
	Rate for a Visit (Based on 0.75 Hours)			\$53.60
tes	2 Consumers			
. R2	Rate Premium	10%	10%	10%
ner	Total Billing per Hour (Visit)	\$15.11	\$12.87	\$58.96
ısnı	Rate per Consumer per 15 Minutes (Visit)	\$7.56	\$6.44	\$29.48
Multiple Consumer Rates	3 Consumers			
ple	Rate Premium	20%	20%	20%
ulti	Total Billing per Hour (Visit)	\$16.49	\$14.04	\$64.32
M	Rate per Consumer per 15 Minutes (Visit)	\$5.50	\$4.68	\$21.44

¹The 'short-term' rate may be billed for the first 24 units of service in a day (6 hours); all subsequent units will be billed at the long-term rate

²The visit rate can be billed only once per day per client and cannot be billed the same day as a 15-minute rate

#### **Skilled Nursing, Licensed Practical Nurse**

Wages   Direct Staff Hourly Wage   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$2			Short-Term	Long-Term	Visit
Direct Staff Hourly Wage   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$20.32   \$		Unit of Service	15 Minutes ²	15 Minutes ²	Visit ¹
Employee Benefits   Benefit Rate (as a percent of wages)   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   33.4%   3					
Productivity Adjustment   1.19   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.03   1.4   1.03   1.03   1.4   1.03   1.04   1.03   1.04   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05	its	Direct Staff Hourly Wage	\$20.32	\$20.32	\$20.32
Productivity Adjustment   1.19   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.03   1.4   1.03   1.03   1.4   1.03   1.04   1.03   1.04   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05	nef	Employee Benefits			
Productivity Adjustment	d Be	Benefit Rate (as a percent of wages)	33.4%	33.4%	33.4%
Productivity Adjustment   1.19   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.03   1.4   1.03   1.03   1.4   1.03   1.04   1.03   1.04   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05	ges an	Hourly Staff Cost Before Productivity Adj. (wages + benefits)	\$27.11	\$27.11	\$27.11
Productivity Adjustment   1.19   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.03   1.4   1.03   1.03   1.4   1.03   1.04   1.03   1.04   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05	f Wag	·	40.00	40.00	40.00
Productivity Adjustment	taf	2	////	-	8.00
Productivity Adjustment   1.19   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.03   1.4   1.03   1.03   1.4   1.03   1.04   1.03   1.04   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05	L S		<i>////</i>	_	2.50
Productivity Adjustment   1.19   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.4   1.03   1.03   1.4   1.03   1.03   1.4   1.03   1.04   1.03   1.04   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05   1.05	lodo		7///	0.50	0.50
Productivity Adjustment			0.75	0.75	0.75
Productivity Adjustment	ct	- Missed Appointments	0.50	-	0.50
Productivity Adjustment	)ire	"Billable" Hours	33.75	38.75	27.75
- Number of Miles Traveled per Week - Amount per Mile Weekly Mileage Cost Weekly Mileage Cost Mileage Cost per Billable Hour  Cost per Billable Hour Before Operating and Overhead - Operating and Overhead Rate Operating and Overhead Costs per Billable Hour  Total Cost per Billable Hour/ Visit Rate Rate per 15 Minutes Rate for a Visit (Based on 0.75 Hours)  S0.575  \$0.575 \$0.575 \$0.575 \$0.575 \$0.575 \$0.00 \$143.7 \$1.02 \$0.00 \$5.1 \$27.98 \$44.2 \$7.8 \$44.2 \$7.8 \$5.85 \$4.94 \$7.8 \$39.00 \$32.92 \$52.0 \$39.00 \$32.92 \$52.0 \$39.00	-	Productivity Adjustment	1.19	1.03	1.44
- Amount per Mile Weekly Mileage Cost Weekly Mileage Cost per Billable Hour    Solution		Staff Cost After Productivity Adjustment	\$32.13	\$27.98	\$39.08
Mileage Cost per Billable Hour   \$1.02   \$0.00   \$5.1	e e	- Number of Miles Traveled per Week	60	0	250
Mileage Cost per Billable Hour   \$1.02   \$0.00   \$5.1	lea			\$0.575	\$0.575
Mileage Cost per Billable Hour   \$1.02   \$0.00   \$5.1	Mi			\$0.00	\$143.75
Total Cost per Billable Hour/ Visit Rate \$39.00 \$32.92 \$52.0 Rate per 15 Minutes \$9.75 \$8.23 Rate for a Visit (Based on 0.75 Hours) \$39.00 \$32.92 \$52.0		Mileage Cost per Billable Hour	\$1.02	\$0.00	\$5.18
Total Cost per Billable Hour/ Visit Rate \$39.00 \$32.92 \$52.0 Rate per 15 Minutes \$9.75 \$8.23 Rate for a Visit (Based on 0.75 Hours) \$39.00 \$32.92 \$52.0	nead/ ating	Cost per Billable Hour Before Operating and Overhead	\$33.15	\$27.98	\$44.26
Total Cost per Billable Hour/ Visit Rate \$39.00 \$32.92 \$52.0 Rate per 15 Minutes \$9.75 \$8.23 Rate for a Visit (Based on 0.75 Hours) \$39.00 \$32.92 \$52.0	/erł	- Operating and Overhead Rate	15.0%	15.0%	15.0%
Rate per 15 Minutes Rate for a Visit (Based on 0.75 Hours)  \$9.75  \$8.23  \$39.0	ÓŌ	Operating and Overhead Costs per Billable Hour	\$5.85	\$4.94	\$7.81
Rate for a Visit (Based on 0.75 Hours) \$39.0		Total Cost per Billable Hour/ Visit Rate	\$39.00	\$32.92	\$52.07
		Rate per 15 Minutes	\$9.75	\$8.23	
2 Consumers   Rate Premium   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%   10%		Rate for a Visit (Based on 0.75 Hours)			\$39.05
Rate Premium Total Billing per Hour (Visit) Rate per Consumer per 15 Minutes (Visit)  3 Consumers Rate Premium 20% 20% 20% 20% 20% 20% 20% 20% 20% 20%	tes	2 Consumers			
Total Billing per Hour (Visit) \$10.73 \$9.05 \$42.5 \$42.5 \$10.73 \$9.05 \$42.5 \$10.73 \$9.05 \$4.53 \$21.4 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73 \$10.73	R	7	10%	10%	10%
Rate per Consumer per 15 Minutes (Visit)  3 Consumers Rate Premium  Total Billing per Hour (Visit)  81.70  \$4.53  \$21.4	ner		477. 477.	4 400.	\$42.96
3 Consumers Rate Premium 20% 20% 20% 20% 20% 20% 20% 20% 20% 20%	ınsı		\$5.37	\$4.53	\$21.48
Rate Premium  20% 20% 20% 20% 20% 20% 20% 20% 20% 20	Con				
Total Pilling per Hour (Visit)	ple	2	20%	20%	20%
1 = 110tai Diffing per frout (VISIL)	ulti	Total Billing per Hour (Visit)	\$11.70	\$9.88	\$46.86
Rate per Consumer per 15 Minutes (Visit) \$3.90 \$3.29 \$15.6	$\mathbf{Z}$		000.	7, 7///	\$15.62

¹The 'short-term' rate may be billed for the first 24 units of service in a day (6 hours); all subsequent units will be billed at the long-term rate

²The visit rate can be billed only once per day per client and cannot be billed the same day as a 15-minute rate

Rate Review for Personal Care and Related Services

# Appendices of Supporting Documentation for Final Rate Models

- prepared for -

Maine Department of Health and Human Services

- prepared by -

Burns & Associates, Inc. 3030 North 3rd Street, Suite 200 Phoenix, Arizona 85012 (602) 241-8520 www.burnshealthpolicy.com

## Appendix A: Wage Assumptions Bureau of Labor Statistics Information for Job Classifications Used in the Rate Models

BLS Code and Title	Description	Typical Education	Typical Work Experience	Typical On-The- Job Training	Wages (	from May 2	2014 BLS e	stimates fo	r Maine)	Models
		Requirement	•	Needed To Attain Competency	10th %-ile	25th %-ile	50th %-ile	75th %-ile	90th %-ile	
Registered Nurses (29-1141)	Assess patient health problems and needs, develop and implement nursing care plans, and maintain medical records. Administer nursing care to ill, injured, convalescent, or disabled patients. May advise patients on health maintenance and disease prevention or provide case management. Licensing or registration required. Includes Clinical Nurse Specialists. Excludes "Nurse Anesthetists" (29-1151), "Nurse Midwives" (29-1161), and "Nurse Practitioners" (29-1171).	Associate's degree	None	None	\$21.85	\$25.43	\$29.79	\$35.34	\$40.88	Skilled Nursing, Registered Nurse
Licensed Practical and Licensed Vocational Nurses (29-2061)	Care for ill, injured, or convalescing patients or persons with disabilities in hospitals, nursing homes, clinics, private homes, group homes, and similar institutions. May work under the supervision of a registered nurse. Licensing required.	Postsecondary non-degree award	None	None	\$15.85	\$17.78	\$20.32	\$22.34	\$23.82	Skilled Nursing, Licensed Practical Nurse
Home Health Aides (31-1011)	Provide routine individualized healthcare such as changing bandages and dressing wounds, and applying topical medications to the elderly, convalescents, or persons with disabilities at the patient's home or in a care facility. Monitor or report changes in health status. May also provide personal care such as bathing, dressing, and grooming of patient.	Less than high school	None	Short-term on-the- job training	\$8.66	\$9.75	\$10.94	\$12.90	\$15.44	50% of Wage for Home Health Aide/ Certified Nursing Assistant
Nursing Assistants (31- 1014)	Provide basic patient care under direction of nursing staff. Perform duties such as feed, bathe, dress, groom, or move patients, or change linens. May transfer or transport patients. Includes nursing care attendants, nursing aides, and nursing attendants.	Postsecondary non-degree award	None	None	\$9.31	\$10.18	\$11.54	\$13.57	\$14.96	50% of Wage for Home Health Aide/ Certified Nursing Assistant

## Appendix A: Wage Assumptions Bureau of Labor Statistics Information for Job Classifications Used in the Rate Models

BLS Code and	Description	Typical	Typical Work	Typical On-The-	Wages (	from May	2014 BLS es	stimates for	r Maine)	Used in Rate
Title		Education Requirement	Experience	Job Training Needed To Attain Competency	10th %-ile	25th %-ile	50th %-ile	75th %-ile	90th %-ile	Models
Personal Care Aides (39-9021)	Assist the elderly, convalescents, or persons with disabilities with daily living activities at the person's home or in a care facility. Duties performed at a place of residence may include keeping house (making beds, doing laundry, washing dishes) and preparing meals. May provide assistance at non-residential care facilities. May advise families, the elderly, convalescents, and persons with disabilities regarding such things as nutrition, cleanliness, and household activities.	Less than high school	None	Short-term on-the- job training	\$8.16	\$9.03	\$10.28	\$11.41	\$13.17	Personal Support Services

**Appendix B: Benefits Assumptions** 

	% of En	nployees wit	th Access	11111.	ployees Wh			Benefit L	evel for Par Employees			tive Benefit ts for Partic	
	BLS Data ¹	Rate	Model	BLS Data ¹	Rate	Model	]	BLS Data ¹	Rate	Model	BLS Data ¹	Rate	Model
		Agency-	Consumer-		Agency-	Consumer	-		Agency-	Consumer-		Agency-	Consumer-
		Directed	Directed		Directed	Directed			Directed	Directed		Directed	Directed
Mandatory Benefits													
FICA ²												7.65%	7.65%
Federal UI ³												0.60%	0.60%
State UI ⁴												2.20%	2.20%
Workers' Comp.												3.20%	3.20%
Paid Time Off ⁵								1	Days per yea	ır	I	Days per yea	r
Holidays	77%	100%	0%	77%	100%	0%		8.0	10.0	0.0	6.2	10.0	0.0
Vacation Leave Sick Leave	75% 65%	100%	0%	75% 65%	100%	0%		10.0 7.0	15.0	0.0	6.2 7.5 4.6	15.0	0.0
Total								25.0	25.0	0.0	18.2	25.0	0.0
Health Insurance ⁶								Employer	contribution	per month	Employer o	contribution	per month
	70%	100%	0%	56%	100%	0%		\$392	\$400	\$0	\$219	\$400	\$0
Retirement								Employer ce	ontribution (	% of salary)	Employer co	ntribution (9	% of salary)
	65%	100%	0%	50%	100%	0%		NR	0.0%	0.0%	NR	0.0%	0.0%
Other Benefits ⁷								Employer	contribution			contribution	per month
		100%	100%		100%	100%			\$25	\$200		\$25	\$200

#### Notes

BLS' 2013 National Compensation Survey (http://www.bls.gov/ncs/ebs/benefits/2013/ownership_private.htm); data reported is for private employers in the New England region.

²Combined Social Security tax rate of 6.2% and Medicare tax rate of 1.45%.

³Applies to first \$7,000 in wages.

⁴Applies to first \$12,000 in wages.

⁵BLS data for vacation and sick leave is based on employees with 1-5 years of experience (average for those with 6-10 experience is 14 days of vacation and 8 days of sick leave).

⁶In addition to BLS data, other sources were considered. According to U.S. DHHS' 2012 Medical Expenditure Panel, the average premium across all Maine employers was \$488.75 with an employer share of \$395.50 (Tables II.C.1 and II.C.2). According to Kaiser's review of individual health insurance plans offered through the State's health insurance exchange, the benchmark plan for a 40 year-old non-smoker in Portland is \$282 in 2015 (http://files.kff.org/attachment/analysis-of-2015-premium-changes-in-the-affordable-care-acts-health-insurance-marketplaces-issue-brief).

⁷BLS provides information for a variety of other benefits that cannot be combined.

### Appendix B: Benefits Assumptions Benefit Rates by Wage Level

Hourly Wage	Annual Salary		Rate Model Assumptions	s ¹
		Agency-Directed Personal Support	Consumer-Directed Personal Support	All Other Services
\$9	\$18,720	49.3%	25.3%	49.3%
\$10	\$20,800	46.4%	23.9%	46.4%
\$11	\$22,880	44.1%	22.7%	44.1%
\$12	\$24,960	42.1%	21.7%	42.1%
\$13	\$27,040	40.4%	20.9%	40.4%
\$14	\$29,120	39.0%	20.1%	39.0%
\$15	\$31,200	37.8%	19.5%	37.8%
\$16	\$33,280	36.7%	19.0%	36.7%
\$17	\$35,360	35.7%	18.5%	35.7%
\$18	\$37,440	34.9%	18.1%	34.9%
\$19	\$39,520	34.1%	17.7%	34.1%
\$20	\$41,600	33.4%	17.4%	33.4%
\$21	\$43,680	32.8%	17.0%	32.8%
\$22	\$45,760	32.3%	16.8%	32.3%
\$23	\$47,840	31.7%	16.5%	31.7%
\$24	\$49,920	31.3%	16.3%	31.3%
\$25	\$52,000	30.8%	16.1%	30.8%
\$26	\$54,080	30.4%	15.9%	30.4%
\$27	\$56,160	30.1%	15.7%	30.1%
\$28	\$58,240	29.7%	15.5%	29.7%
\$29	\$60,320	29.4%	15.3%	29.4%
\$30	\$62,400	29.1%	15.2%	29.1%
\$31	\$64,480	28.8%	15.0%	28.8%
\$32	\$66,560	28.6%	14.9%	28.6%
\$33	\$68,640	28.3%	14.8%	28.3%
\$34	\$70,720	28.1%	14.7%	28.1%
\$35	\$72,800	27.9%	14.6%	27.9%

¹Benefit rates based on the wage assumed in rate models, rounded down to the nearest dollar

## **Appendix C: Productivity Assumptions**

Personal Support Services - Agency-Directed, Visit
Personal Support Services - Agency-Directed
Personal Support Services - Consumer-Directed
Home Health Aide/ Certified Nursing Assistant, Visit
Home Health Aide/ Certified Nursing Assistant
Skilled Nursing, Registered Nurse, Visit
Skilled Nursing, Registered Nurse
Skilled Nursing, Licensed Practical Nurse, Visit
Skilled Nursing, Licensed Practical Nurse

Direct services	30.50	36.50	36.50	30.50	36.50	27.75	33.75	27.75	33.75
Travel Time (Between Consumers)	8.00	2.00	2.00	8.00	2.00	8.00	2.00	8.00	2.00
Missed appointments	0.50	0.50	-	0.50	0.50	0.50	0.50	0.50	0.50
Plan-Writing, Other Documentation	-	-	-	-	-	2.50	2.50	2.50	2.50
Employer and One-on-One Supervision Time	0.50	0.50	-	0.50	0.50	0.50	0.50	0.50	0.50
Training	0.50	0.50	0.50	0.50	0.50	0.75	0.75	0.75	0.75
Administrative Activities	-	-	1.00	-	-	-	-	-	-
Total	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00	40.00

LD 1528 - RN Rate Adjustment Calculations

Attachment B

			BURNS MODEL RN RATE Eff 2018, 2014/2015 data				
Unit of Service	15 I	Minutes					
Direct Support Staff Wages And Benefits				Hou	rly		
Wages							
Direct Staff Hourly Wage	\$	29.79	\$	29.79	54.2%	BLS Maine RN Wage 50th percentile, May 2014	
Employee Benefits							
Benefit Rate (as a percent of wages)		29.4%	\$	8.76	15.9%	FICA 7.65% All wages FUTA 0.60% First \$7000 (assumed all)	
Hourly Staff Cost Before Productivity Adj (wages + benefits)	\$	38.55	\$	38.55	70.1%	SUTA 2.20% First \$12000 (assumed all) WC 3.30% All wages	
Productivity Assumptions						13.75%	
Total Hours		40.00				Other <u>15.65%</u> Health, 401k, PTO, training,	
- Travel Time (Between Consumers)		2.00	\$	2.28	4.2%	29.40% Burns rate study 2015	
- Plan-Writing, Other Documentation		2.50	\$	2.86	5.2%		
- Employer and One-on-One Supervision Time		0.50	\$	0.57	1.0%		
- Training		0.75	\$	0.86	1.6%		
- Missed Appointments		0.50	\$	0.57	1.0%		
"Billable" Hours		33.75				Burns rate study 2015	
Productivity Adjustment		1.19	\$	7.14	13.0%		
Staff Cost After Productivity Adjustment	\$	45.69	\$	45.69	83.1%		
Mileage							
- Number of Miles Traveled Per Week		60				Burns rate study 2015	
- Amount per Mile	\$	0.575				IRS rate 2015	
Weekly Mileage Cost	\$	34.50					
Mileage Cost per Billable Hour	\$	1.02	\$	1.02	1.9%		
Overhead/Operating							
Cost per Billable Hour Before Operating and Overhead	\$	46.71					
- Operating and Overhead Rate		15.0%				Burns rate study 2015	
Operating and Overhead Costs per Billable Hour	\$	8.24	\$	8.24	15.0%		
Mandated Costs						No EVV, bonding, etc.	
Total Cost per Billable Hour	\$	54.95	\$	54.95	100.0%		
Rate per 15 Minutes	\$	13.74					

Page 1 of 2 5/3/2021

LD 1528 - RN Rate Adjustment Calculations

Attachment B

		PROPOSED RN RATE				
Unit of Service	15 Minutes					
Direct Support Staff Wages And Benefits		Hourly		Comments		
Wages						
Direct Staff Hourly Wage	\$ 37.61	\$ 37.61	49.3%	May 2020 BLS median wage proj to SFY24 @ 3%/yr		
Employee Benefits						
Benefit Rate (as a percent of wages)	29.4%	\$ 11.06	14.5%	FICA 7.65% All wages FUTA 0.60% First \$7000 (assumed all)		
Hourly Staff Cost Before Productivity Adj (wages + benefits)	\$ 48.67	\$ 48.67	63.8%	SUTA 2.20% First \$12000 (assumed all) WC 3.30% All wages		
Productivity Assumptions				13.75%		
Total Hours	40.00			Other <u>15.65%</u> Health, 401k, PTO, training,		
- Travel Time (Between Consumers)	2.00	\$ 2.28	3.0%	29.40% Burns rate study 2015		
- Plan-Writing, Other Documentation	2.50	\$ 2.86	3.7%			
- Employer and One-on-One Supervision Time	0.50	\$ 0.57	0.7%			
- Training	0.75	\$ 0.86	1.1%			
- Missed Appointments	1.00	\$ 1.14	1.5%	Actual missed appointment rate		
"Billable" Hours	33.25					
Productivity Adjustment	1.20	\$ 9.88	13.0%			
Staff Cost After Productivity Adjustment	\$ 58.55	\$ 58.55	76.8%			
Mileage						
- Number of Miles Traveled Per Week	275			Increased mileage reimbursement to nurses to more		
- Amount per Mile	\$ 0.575			accurately reflect territories covered.		
Weekly Mileage Cost	\$ 158.13					
Mileage Cost per Billable Hour	\$ 4.76	\$ 4.76	6.2%			
Overhead/Operating						
Cost per Billable Hour Before Operating and Overhead	\$ 63.31					
- Operating and Overhead Rate	15.0%					
Operating and Overhead Costs per Billable Hour	\$ 11.17	\$ 11.17	14.7%			
Mandated Costs	\$ 1.76	\$ 1.76	2.3%	Increased costs required since Burns model: EVV, Bonding, Background checks		
Total Cost per Billable Hour	\$ 76.24	\$ 76.24	100.0%	boliding, background checks		
Rate per 15 Minutes	\$ 19.06	138.7%	100.070			

Page 2 of 2 5/3/2021