



Cost per Client



Presentation to
Federation of Voluntary Bodies
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St. Michael's House Cost Per Client Team



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Outline of Morning

- Presentation
- Exercise
 - Residential sample
 - Day sample
- Actual Costings by St. Michael's House staff
- Review of Next Steps



Presentation Structure

- Historic funding allocation system
- VFM Proposals (December 2010)
- Funding allocation model
- Cost per client report
- Resources needed to implement



Historic Funding allocation system

- Service provider assesses needs
- Waitlists person on NIDD
- Negotiates for funding with HSE
- Provides service
- Funding for named individuals since 2001
- Pooling of funding at organisational level
- Some additional funding for very high support needs



VFM Proposals - December 2010

- Allocation of resources based on need
- Independent assessment of need
- Individual support plan
- Individualised budget
- Agreement with service providers
 - Brokers, family members, service users
- Service delivered at agreed cost



Independent assessment of need

- Independently assessed
- NDA asked to review possible systems
 - SIS (Support Intensity Scale) USA
 - Structured assessment by trained staff
 - In Control
 - Structured self-assessment
- “Explicit transparent link between amount of resources and support needs”



Individualised budget

- Costed for each element of support
 - Residential, Day, Clinical
- “Prior agreement on unit costs”
- Mechanisms
 - Direct payments
 - Broker system
 - Administers budget
 - Commissions supports
- Individual choice



Agreement on provision of services

- Negotiation with service providers
- Individual supported by broker, family members
- Agreement to provide services for specific cost (level of funding)
- Service provision subject to “regular review, accountability and performance management on the basis of individual outcomes”



Funding Allocation Model





What information does service provider need ?

- Simple system for costing each element of service for
 - Existing service users
 - New service user or new element of service
- Available data currently
 - National } (Average)
 - Internal }
 - Historic service costs (Average)
 - Service budgets (Average)



Cost per Client Report - What We Wanted

- Analyse all costs in organisation
 - Calendar year
 - Allocate all costs based on
 - Service usage
 - Support rating (proportion of resources used)

- Carried out as part of our normal business

- Input from unit heads + service managers
 - Decisions made by people who know clients best

- Available on MIS



Cost per Client Report

Assessment of Individual Costs

- Staffing represents over 85% of costs
- Research by Management Accountant identified key staffing cost drivers :
 - Challenging behaviour
 - Medical
 - Mobility
 - Other
- Non-pay costs assigned equally



Cost per Client Report

Assessment of Support Rating

- Jointly assessed by unit head & management accountant
- Step 1
 - Populate tool with service user & expenditure data
 - Initially all costs are assigned equally
- Step 2
 - Agree overall proportion of staff time used by each service user
 - Identify reasons for additional support needs



Demonstration

How to use the Cost Per Client Tool

Cost per Client

Cost allocation system template

Residential / Day Service (maximum 12 service users)

Allocation of costs based on % of staff time utilised per Service User

Please enter no of service users

1

	Table A			Table B
Service User	Additional %	Standard %	Total %	Challenging Behaviour %
1		100.0	100.0	0.0
2		0.0	0.0	0.0
3		0.0	0.0	0.0



Cost per client



Examples

- Southside residential service
- Northside day service
- High support service





Resources Needed





Cost per Client Report

Resources needed to implement assessment

- Synergy from integrating with efficiency reviews
- Unit head & management accountant or manager
- Community house
 - 1 hour (10 mins per resident)
- Day service (3/4 mins per person)
- SIS estimated at 3-5 hours per person



Cost per Client Report

- Assessing individual support costs is integrated with existing cost management process
- No additional costs to implement
- Data collected will be used for further research
 - Identify cost bands
 - Impact of key cost drivers at organisational level



Cost per Client Report

Service	
Residential	Individual Cost
Day	Individual Cost
Respite	Bed Night Charge
Clinic	Usage Charge
Transport	Usage Charge



Group Exercise

Task 1 - Northbrook Rd. residential service sample

- Read and discuss the pen pictures
- Insert the basic data
- Insert additional %
- Apportion additional % by reason



Group Exercise

Task 2 - Tullamore Rd. day service sample

- Read and discuss the pen pictures
- Insert the basic data
- Insert additional %
- Apportion additional % by reason



Next steps





Assessment of Support Rating

Clinic Service

- Steps 1 & 2 & 3
 - As before
- Step 4
 - Each clinic department defines its rating scale
 - Each band linked to hours of support needed



Clinic Service Rating Example

Rating	Description	Hours per Qtr
0	No intervention to individual/family	0
1	Indirect consultancy based intervention	6
2	Direct training to staff/ families	9
3	Standard inputs to individual <u>or</u> family	9
4	Standard inputs to individual <u>and</u> family	18
5	Intensive inputs to individual <u>or</u> family	18
6	Intensive inputs to individual <u>and</u> family	36
7	Crisis intervention	195



Assessment of Support Rating

Large Service (> 12 service users)

- First identify service users with very high support needs - (1:1 staffing)
 - When completing Step 2 ensure that cost after inserting additional % = staff costs
 - As before
- For remaining service users typically 3 bands of costs are sufficient



Next steps St. Michael's House

- Develop rating system for clinical services with Clinic Managers
 - Likely to define bands of support needs
- Develop cost allocation model for large centres
- Implement in MIS
 - Develop eforms for gathering data & reports
- Implement system across all services in St. Michael's House



Next steps



NDA Pilot Review

