

**REPORT TO THE LEGISLATURE**

**Individual Provider Overtime Quarterly Expenditures**

74.39A.275 RCW enacted by ESSHB 1725 in the 2016 Legislature

June 1, 2017

Aging and Long-Term Support Administration  
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## 1 Executive Summary

This is the fourth quarterly expenditure report submitted by the Department of Social and Health Services (identified as “the Department” in this report) to meet the requirements outlined in 74.39A.275 RCW enacted by ESSHB 1725 in the 2016 Legislature. It provides data on the overtime hours worked by Individual Providers (IPs) for the reporting period January 1 – March 31, 2017. The key findings include:

- The number of overtime hours claimed by IPs for this period is 5.86%, which is below the limit of 8.75% set forth in 74.39A.270 RCW;
- The number of providers claiming overtime has decreased;
- Implementation of overtime has required significant adjustments on the part of impacted consumers, IPs, and staff at the Department and its contractors. The steps taken by those impacted has made a difference in the percentage of overall hours that are attributable to overtime. However, it is still too early to know where the overtime percentages will stabilize;
- The full impact of the controls are becoming visible;
- The Department is monitoring the number of provided hours compared to authorized hours to determine whether adjustments in implementation should be made;
- The full IPOne system functionality to support overtime payment is in place. Overtime expenditures have occurred and are included in this report.

## 2 Purpose

In accordance with 74.39A.275 RCW, enacted by ESSHB 1725 in the 2016 Legislature, the Department is providing this quarterly expenditure report for the time period January through March 2017, the third quarter of state fiscal year 2017. Additional information about the Department’s implementation can be found in the [IP Overtime Spending Plan](#) submitted to the Legislature annually on July 1.

- I. Number of providers receiving payment for more than 40 hours/week
  - a. How many due to meeting conditions of [RCW 74.39A.270\\*](#) (5)(b)(i)(A), (b)(ii), (b)(iii), and (9)\*
  
- II. Number of hours paid and the amount paid for more than 40 hours in a work week including\*:
  - a. Total amounts
  - b. Averages
  - c. Display of the distribution of the amounts
  
- III. Display data in following divisions:
  - a. Department Region (1, 2 or 3) of consumer
  - b. County of consumer
  - c. Department program (AL TSA, DDA)
  - d. Specified for providers by the number of consumers they serve

See initial data and findings section, below, for additional information.

### 3 Initial Data and Findings

The data available is for hours worked and reported by individual providers (IPs) in a work week. Overtime expenditures began in April 2016. In January 2017, full overtime functionality was implemented in the IPOne payment system.

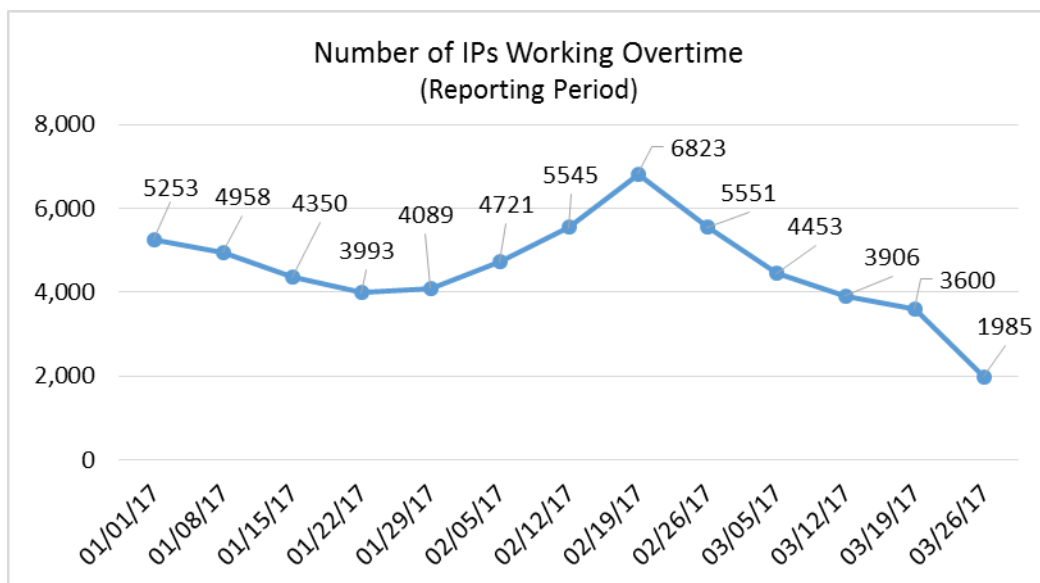
IPs have up to 13 months to claim payment. The data provided in this report, particularly the last two weeks of March, is still maturing. Historically, the mature data is slightly higher (less than 0.5 percent) than what appears in the initial report.

This report illustrates the overtime data for IPs in both the Aging and Long-Term Support Administration (AL TSA) and Developmental Disabilities Administration (DDA) and shows the overtime hours worked in the reporting period January 1 – March 31, 2017. It also includes historical data over the prior three quarters.

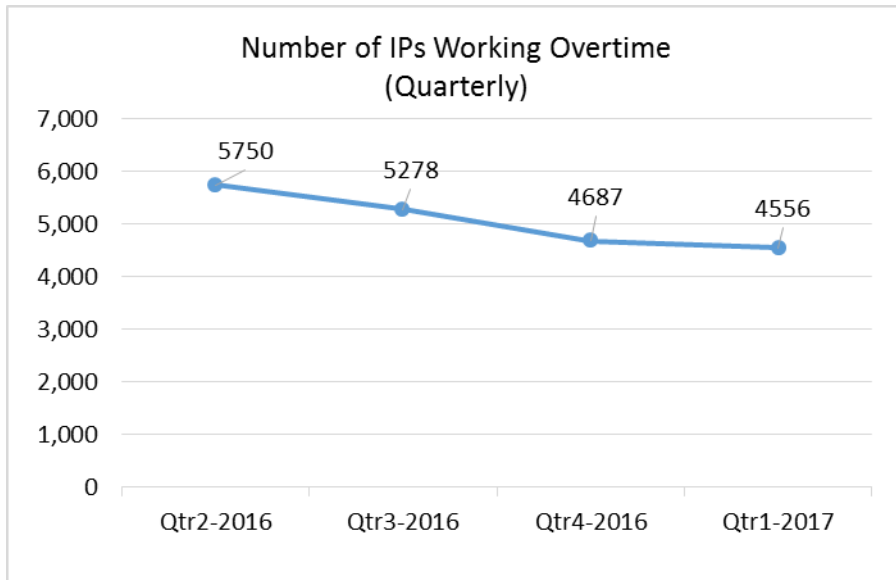
Please note: the data represented for March, and particularly the last two weeks of March, is not fully mature as of the date of this report. Fully mature data is expected to be slightly higher than shown.

#### 3.1 Number of Individual Providers with Overtime

The Department has implemented measures to manage overtime expenditures. For this reporting period, an average of 4,556 IPs worked overtime each week. The number of IPs working overtime has continued to decline each quarter.

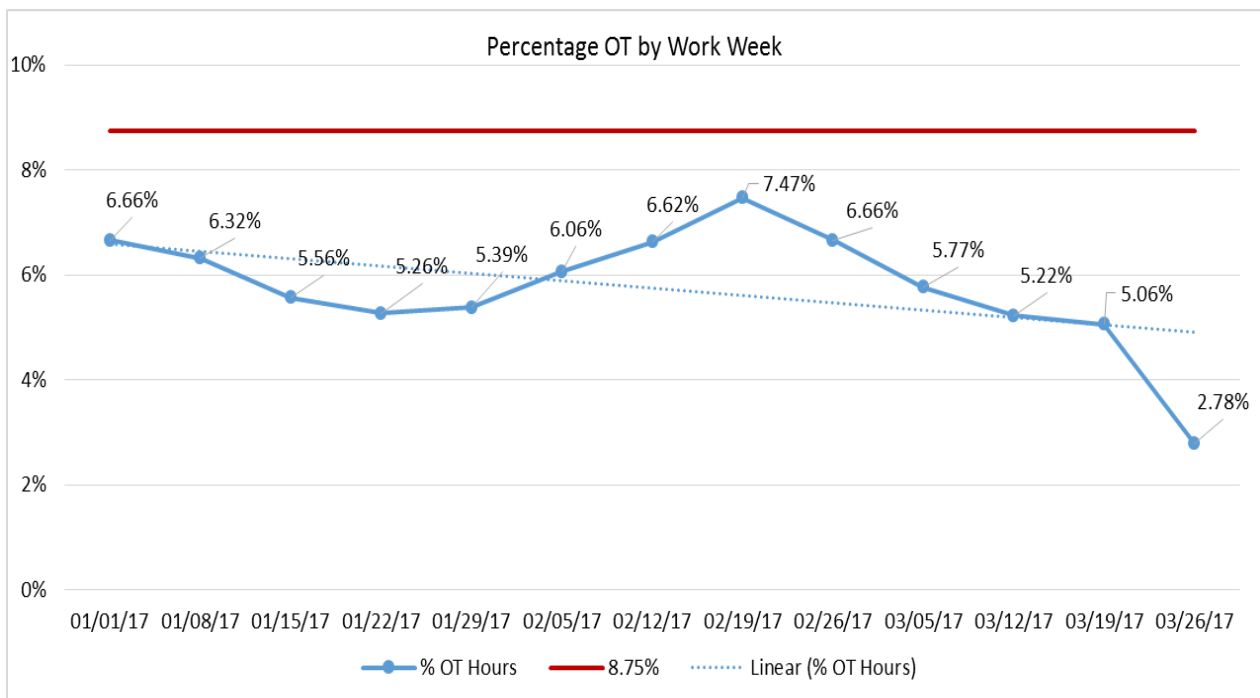


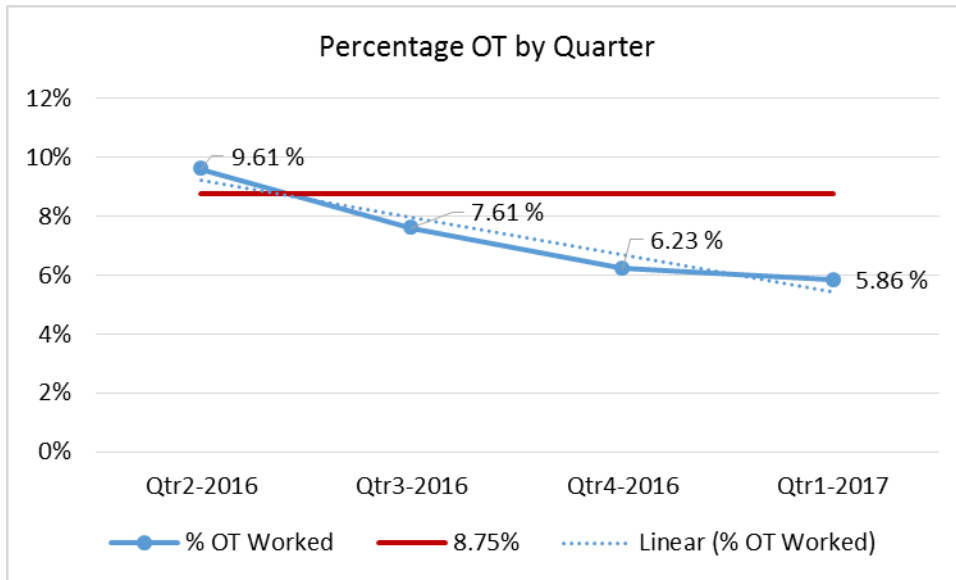
The increase in overtime hours in February is due to there being fewer calendar days available to provide the total monthly authorized hours of care for the consumer without incurring overtime.



### 3.2 IP Overtime Hours: AL TSA and DDA combined

The percentage of overtime hours worked compared to all paid hours for this reporting quarter is 5.86%, down from 6.23% for the prior quarter. The Department has continued implementing requirements outlined in 74.39A.270 RCW, and has put in place controls to manage overtime expenditures within the allowable limit. The charts below illustrate the percentage of overtime hours claimed each work week has varied slightly from week to week, as well as across the quarters, and how it compares to the 8.75% limit.





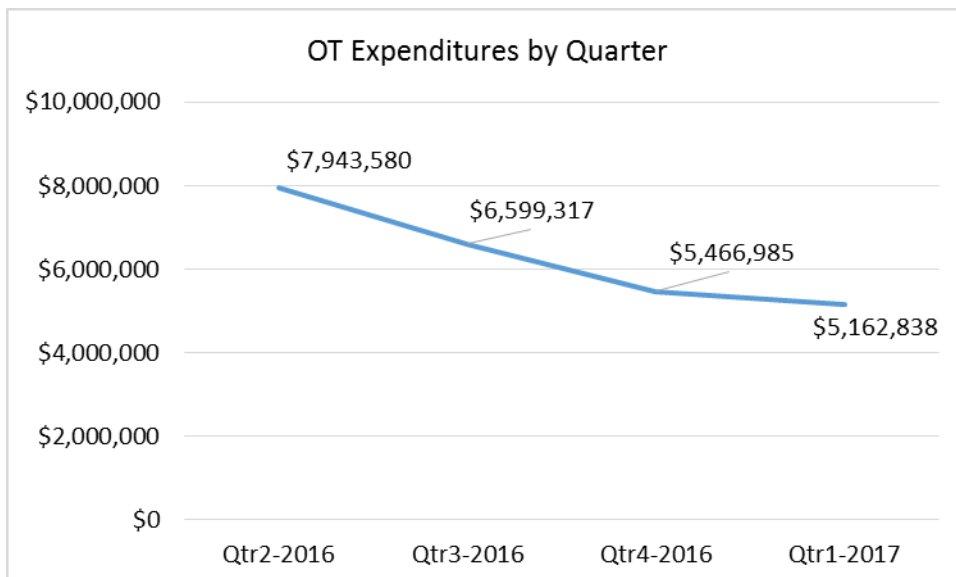
Please see [Appendix A](#) for complete data.

### 3.3 Overtime Expenditures

The Department modified its new IPOne payment system to pay and report overtime for IPs. These changes to system functionality happened over multiple phases. Final retroactive payments to IPs occurred in January 2017.

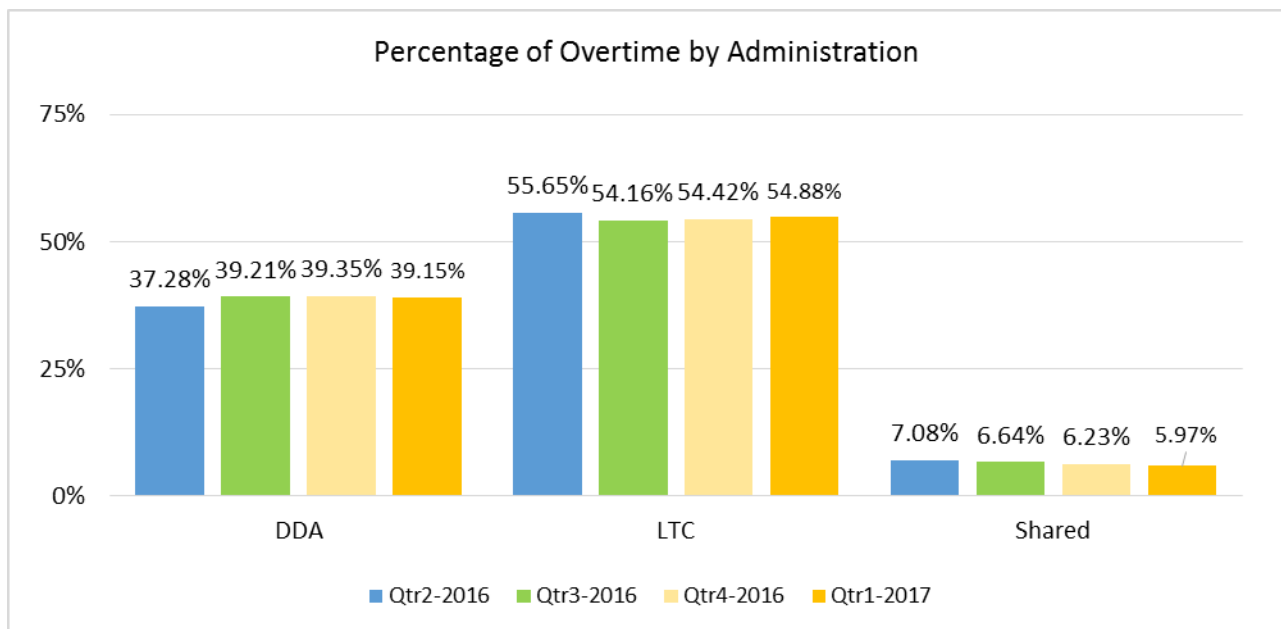
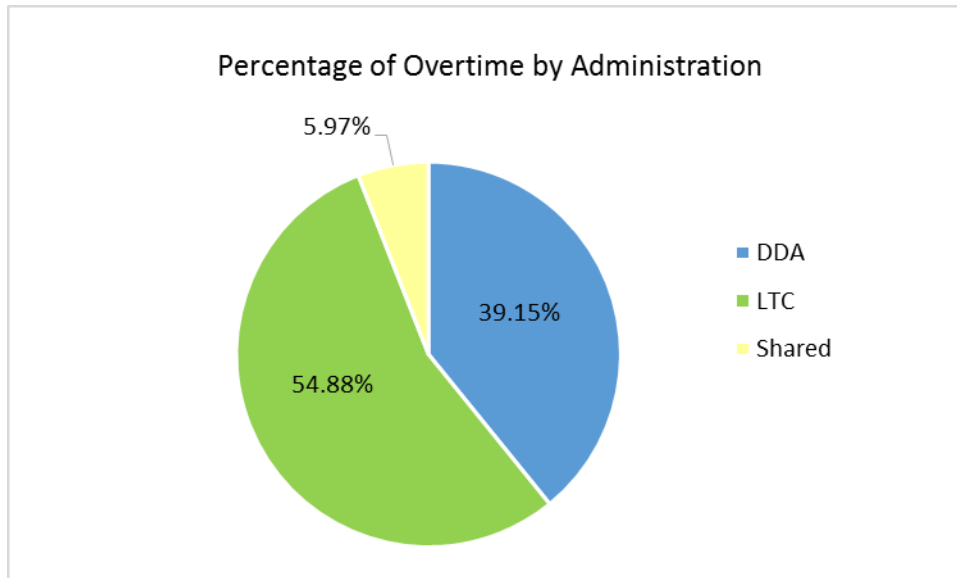
To date, the Department has expended just over \$25M in overtime payments to IPs. The expenditures continue to drop each quarter as the Department has put into place controls, and as staff, consumers, and providers have adjusted to the new rules. The most recent quarter's expenditures is 35% lower than expenditures that occurred for the first quarter following implementation of the rule.

Beyond overtime, there are several other factors that influence total expenditures (e.g., rate increases as a result of collective bargaining agreements, etc.)



### 3.4 Comparison of IP Overtime by Administration

This quarter's expenditures show, on average, the overtime hours worked by the 4,556 providers are split across DDA and ALTSA at a rate of 39% to 54%, with the remaining hours shared by IPs that work for consumers in both administrations (see charts below). This is consistent across all reporting quarters.



Please see [Appendix B](#) for complete data.

### 4 Work Week Limits and Impact on Overtime Hours

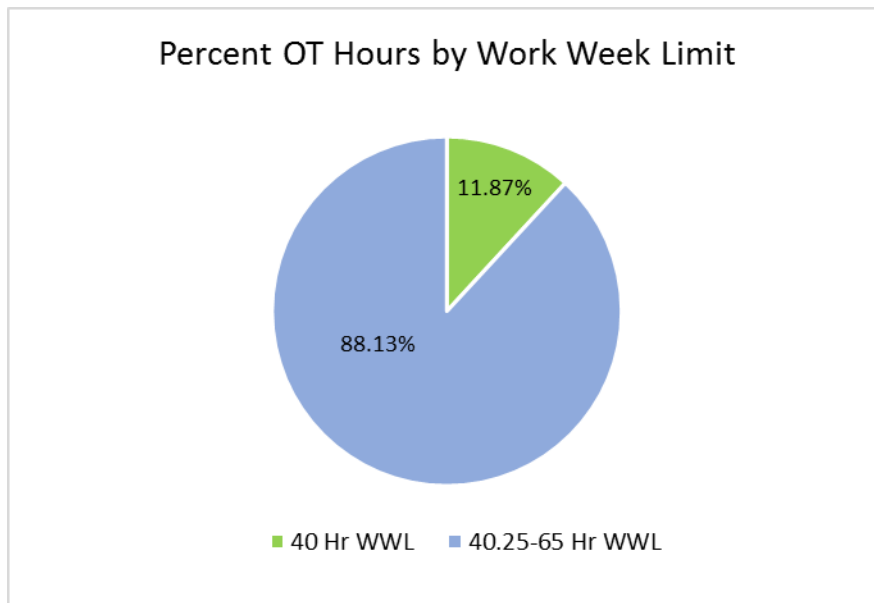
In accordance with 74.39A.270(5)(b)(i) RCW, the Department established and assigned permanent work week limits to all IPs based upon average hours worked in January 2016. A work week limit is the maximum total number of service hours an IP can provide in a work week. Service hours are paid to an IP to provide personal care, relief care, skills acquisition training, or respite services.

Approved travel time, required training hours and paid time off are not included in an IP's work week limit. The permanent work week limit is 40 hours for IPs who were paid for working an average of 40 hours or less in January 2016 or for providers hired after January 31, 2016. These IPs may not work overtime hours without approval by the Department. The majority of IPs fall into this category.

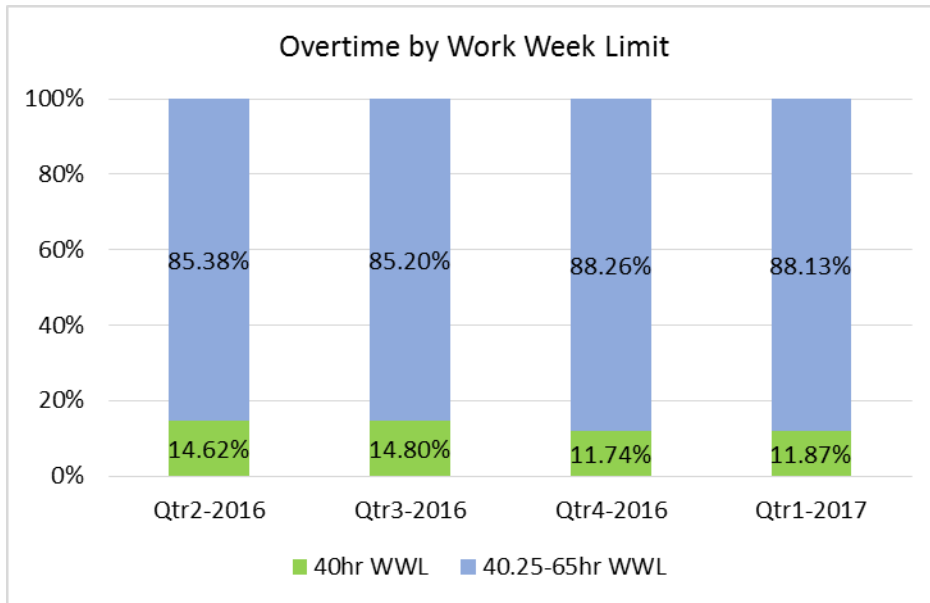
A smaller population of IPs have permanent work week limits over between 40 and 65 hours if the IP was paid for working an average number of weekly hours over 40 in January 2016. If an IP was paid for working an average number of weekly hours over 65, the IP has a permanent work week limit of 65 hours. For IPs who worked over 40 and up to 65 hours in January 2016, their permanent work week limit was individually established based upon the number of hours paid in January. Their permanent work week limits range from 40.25 to 65 hours. These IPs may not work additional overtime in a month without approval by the Department.

#### 4.1 IP Overtime Hours Reported Categorized by Work Week Limits

Nearly 90% percent of the overtime hours worked in this quarterly reporting period were worked by IPs who, based upon the statute, have a DSHS assigned permanent work week limit above 40 hours. This shows a greater proportion of overtime is worked by individuals who have permanent work week limits above 40. This is stable from the prior quarter. Overtime hours reported for these IPs include hours that are within their approved work week limit as well as hours that are above their limit.







It is expected that the number of overtime hours worked by this group of IPs will continue to be a high proportion of overall overtime hours. The total number of hours of overtime worked by this group of IPs has declined as the limits described in the statute have been implemented.

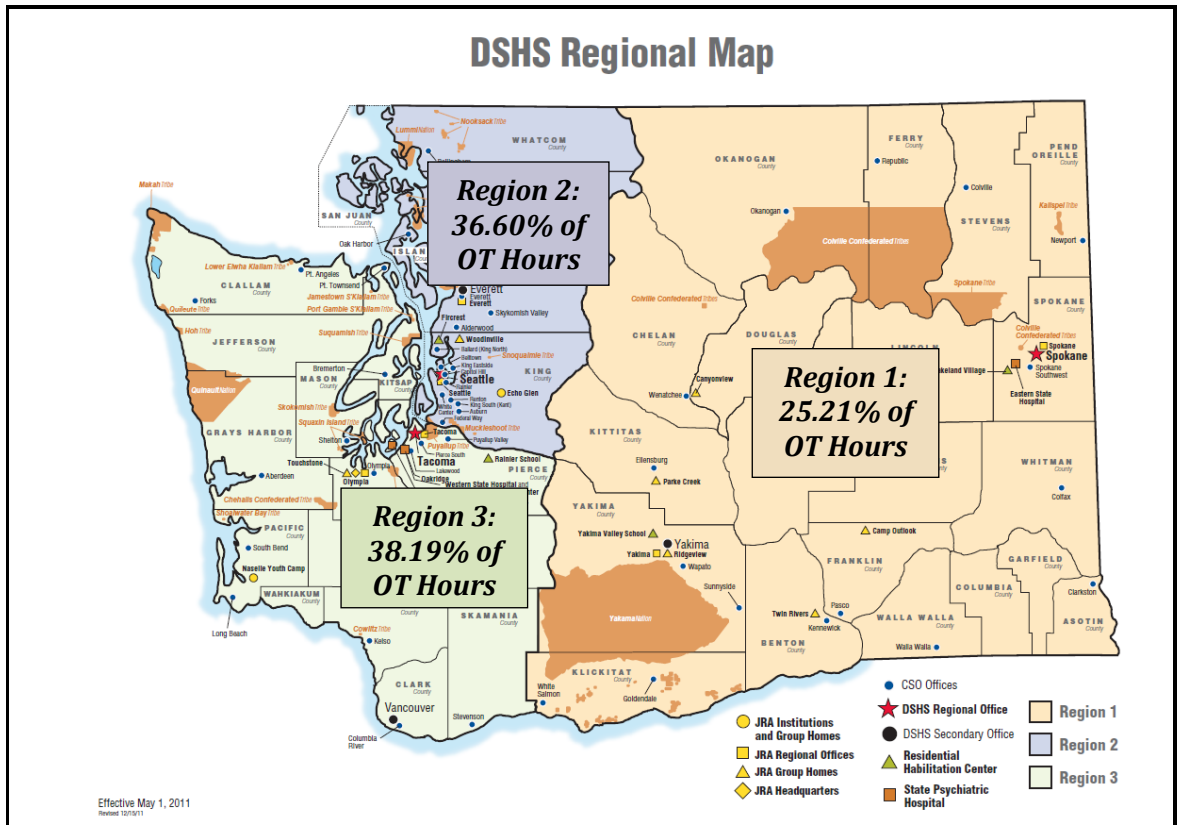
In addition, it is expected that turnover of these high-hour IPs will occur, although turnover is expected to be lower than the average IP turnover rate.

Please see [Appendix C](#) for complete data.

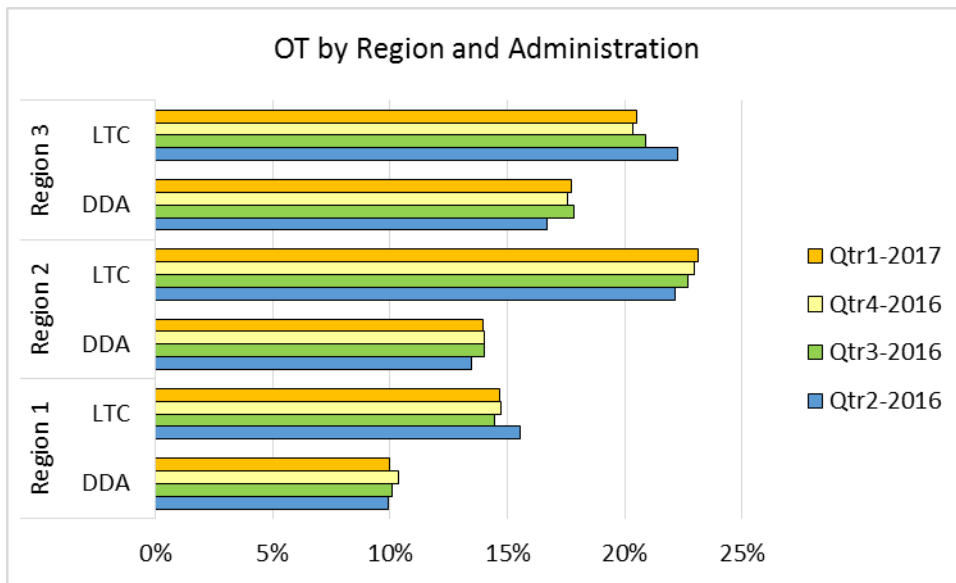
## 5 Regional Distribution of Overtime Hours

The map below illustrates the regional organization of DSHS and the distribution of overtime hours reported by the three DSHS Regions:

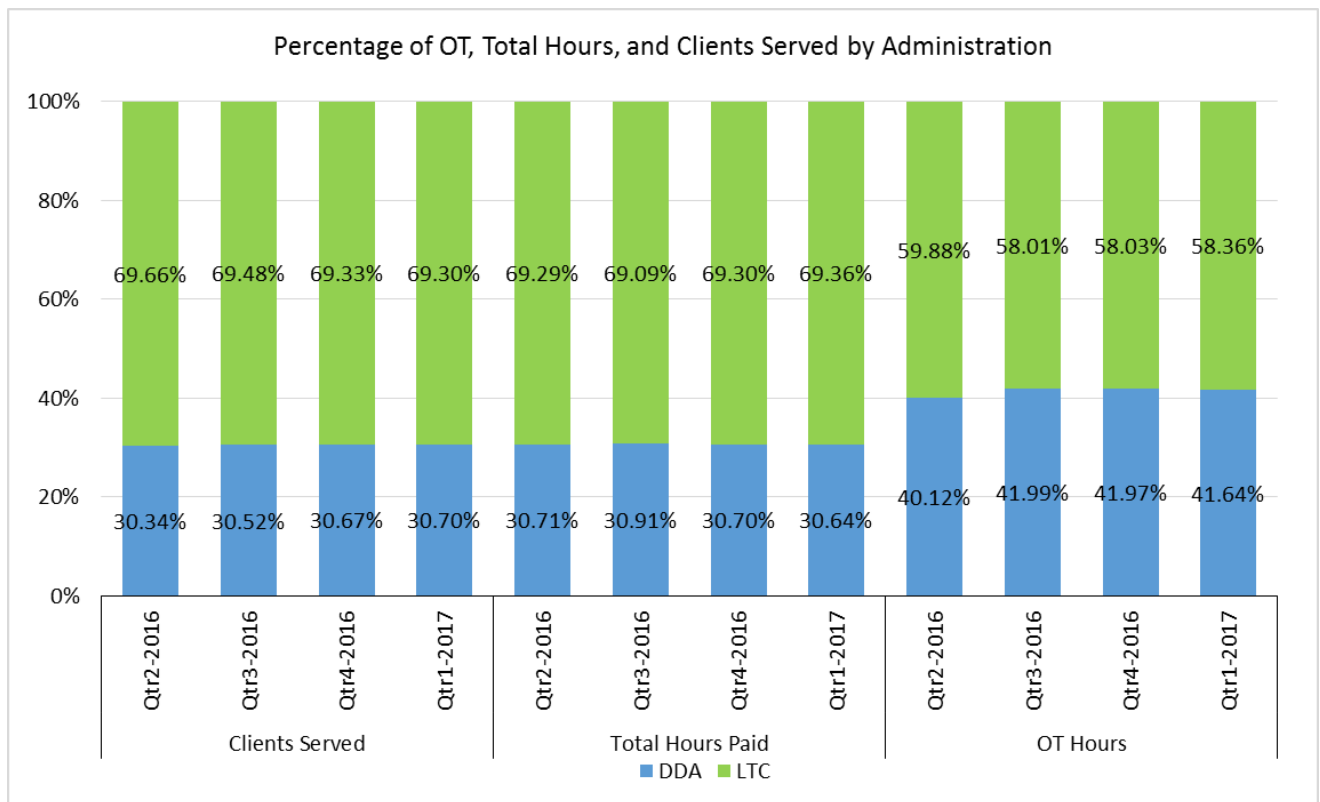
- Region 1: 25.21%
- Region 2: 36.60%
- Region 3: 38.19%



The percentage of overtime paid in each region is consistent with the percentages of authorized hours in each region. The small number of overtime hours paid cross-regions is almost exclusively between regions 2 and 3. The regional distribution of overtime hours has been consistent across the four quarterly reporting periods.



The chart below compares overall quarterly breakdown of each administration's percentage of consumers served, total hours paid, and overtime hours. It excludes the small percent of overtime hours paid across regions. The numbers have been consistent across the four reporting cycles.



Please see [Appendix D](#) for complete data.

### 5.1 Percentage Overtime Paid to IPs, by County

The table below illustrates a breakdown of consumer population, total hours paid, and overtime by the consumer’s county of residence for this reporting quarter. It excludes the small number of overtime hours worked by IPs with consumers in multiple counties.

| County   | Percent Consumer Count | Percent Paid Hours | Percent OT Hours |
|----------|------------------------|--------------------|------------------|
| Adams    | 0.37 %                 | 0.37 %             | 0.41 %           |
| Asotin   | 0.30 %                 | 0.34 %             | 0.55 %           |
| Benton   | 3.17 %                 | 3.39 %             | 3.67 %           |
| Chelan   | 0.76 %                 | 0.79 %             | 0.76 %           |
| Clallam  | 0.88 %                 | 0.91 %             | 0.91 %           |
| Clark    | 9.01 %                 | 8.84 %             | 9.41 %           |
| Columbia | 0.09 %                 | 0.08 %             | 0.10 %           |
| Cowlitz  | 1.73 %                 | 1.81 %             | 1.62 %           |
| Douglas  | 0.29 %                 | 0.37 %             | 0.46 %           |
| Ferry    | 0.19 %                 | 0.21 %             | 0.17 %           |

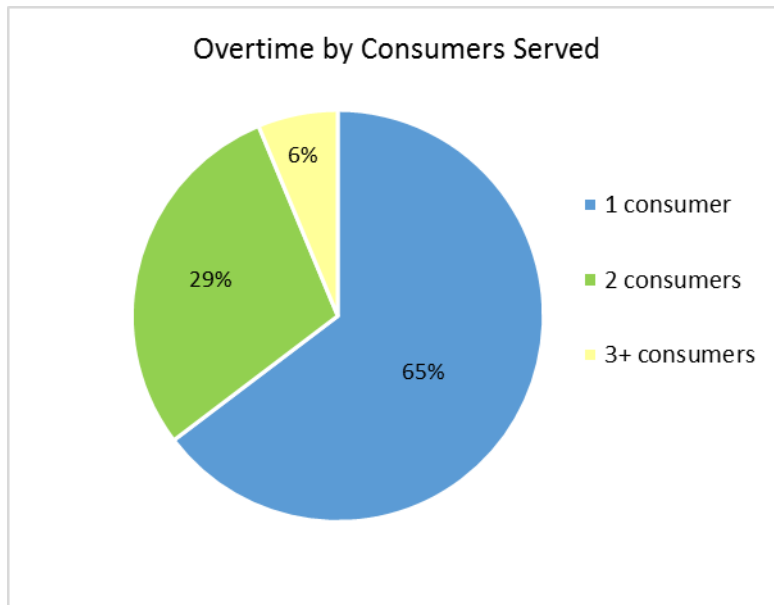
| County       | Percent Consumer Count | Percent Paid Hours | Percent OT Hours |
|--------------|------------------------|--------------------|------------------|
| Lewis        | 1.25 %                 | 1.20 %             | 1.54 %           |
| Lincoln      | 0.15 %                 | 0.16 %             | 0.23 %           |
| Mason        | 0.79 %                 | 0.77 %             | 0.63 %           |
| Okanogan     | 0.95 %                 | 0.94 %             | 1.03 %           |
| Pacific      | 0.47 %                 | 0.45 %             | 0.47 %           |
| Pend Oreille | 0.29 %                 | 0.28 %             | 0.19 %           |
| Pierce       | 12.62 %                | 13.04 %            | 13.82 %          |
| San Juan     | 0.04 %                 | 0.05 %             | 0.01 %           |
| Skagit       | 1.49 %                 | 1.36 %             | 1.33 %           |
| Skamania     | 0.16 %                 | 0.14 %             | 0.12 %           |

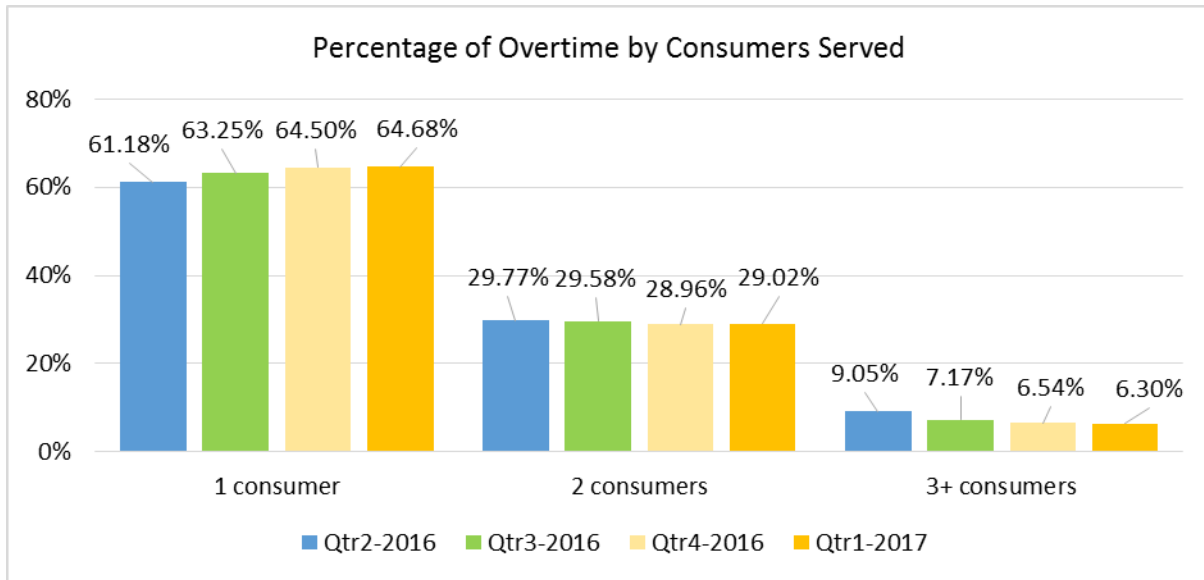
| County       | Percent Consumer Count | Percent Paid Hours | Percent OT Hours |
|--------------|------------------------|--------------------|------------------|
| Franklin     | 1.72 %                 | 1.82 %             | 1.90 %           |
| Garfield     | 0.04 %                 | 0.03 %             | 0.03 %           |
| Grant        | 2.04 %                 | 1.96 %             | 2.17 %           |
| Grays Harbor | 1.93 %                 | 1.86 %             | 1.84 %           |
| Island       | 0.78 %                 | 0.83 %             | 1.06 %           |
| Jefferson    | 0.41 %                 | 0.38 %             | 0.32 %           |
| King         | 26.12 %                | 26.05 %            | 22.62 %          |
| Kitsap       | 2.66 %                 | 2.89 %             | 4.06 %           |
| Kittitas     | 0.31 %                 | 0.28 %             | 0.30 %           |
| Klickitat    | 0.24 %                 | 0.26 %             | 0.35 %           |

| County      | Percent Consumer Count | Percent Paid Hours | Percent OT Hours |
|-------------|------------------------|--------------------|------------------|
| Snohomish   | 9.23 %                 | 9.24 %             | 9.61 %           |
| Spokane     | 7.94 %                 | 7.58 %             | 6.67 %           |
| Stevens     | 0.74 %                 | 0.81 %             | 0.91 %           |
| Thurston    | 3.17 %                 | 3.18 %             | 3.67 %           |
| Wahkiakum   | 0.05 %                 | 0.06 %             | 0.10 %           |
| Walla Walla | 1.13 %                 | 1.01 %             | 0.74 %           |
| Whatcom     | 2.47 %                 | 2.17 %             | 2.10 %           |
| Whitman     | 0.17 %                 | 0.17 %             | 0.23 %           |
| Yakima      | 3.82 %                 | 3.88 %             | 3.84 %           |
|             |                        |                    |                  |

## 5.2 Overtime Hours by Number of Consumers Associated with an IP

The data on overtime hours by the number of consumers served by the IP is fairly consistent across all months of the quarter, with the majority (65%) paid to IPs working with just one consumer. Approximately 29% of the overtime hours were paid to IPs serving two consumers, and the remaining 6% percent claimed by IPs serving three or more consumers each month.





Please see [Appendix E](#) for complete data.

## 6 Next Steps

The Department continues to implement its plans to manage within the limits outlined in the annual Spending Plan. This includes reviewing requests to temporarily increase work week limits based upon criteria in the statute related to needs of consumers. The Department is also in the process of implementing contract actions for providers working over their work week limit without a valid approval reason as defined in the statute and WAC.

When an IP has claimed more hours than are allowed and approved by the Department, there is a multi-step contract action process intended to educate the IP and their consumer about the rules and support compliance with the statute:

- First Contract Action: IP and consumer are notified, in writing, that continuing violations may lead to contract termination.
- Second Contract Action: IP and consumer are notified, in writing, that one more violation could lead to contract termination.
- Third Contract Action: Department considers individual cases and determines if IP contract termination is appropriate. If the IP contract is not terminated, the IP and consumer are notified, in writing, that continuing violations may lead to contract termination. If the IP contract is terminated, the IP and consumer are notified of contract termination and the consumer is offered assistance in locating a new qualified care provider.

Based on current data and trends since the department began overtime utilization controls, 72% of individuals providers who have received a first contract action have not incurred a second contract action. To date, no Third Contract actions have been issued.

## 7 Conclusion

This quarterly report shows improving data regarding the percentage of overtime worked. However, the data is not yet stable and is expected to evolve over the next reporting cycles. This is due to:

1. Consumers and IPs are still adjusting to the change from no work week limits to having work week limits. Some are struggling to manage work week limits within the context of an authorization of monthly hours to the consumer and bi-monthly payroll cycles. The Department is developing additional educational materials and tools to assist consumers and IPs to plan hours of work within the constraints of work week limits and monthly authorizations (see [www.dshs.wa.gov/altsa/IPOT](http://www.dshs.wa.gov/altsa/IPOT));
2. The Department is still in the process of implementing the contract action process while also analyzing potential impacts and revisions to the process given that the most recent three quarters show expenditures are below the statutory limit;
3. The Department continues to refine policy, procedure, and overtime utilization monitoring tools to contain overtime expenditures without posing risk to consumer health and safety;
4. Workforce availability remains an issue that is being evaluated as the Department works with consumers who have a high number of hours authorized.

## Appendix A: IP Overtime Hours for AL TSA and DDA, Combined

| Work Week      | Total OT Hours | Total IP Hours    | Average OT Hours |
|----------------|----------------|-------------------|------------------|
| 01/01/17       | 64,843         | 973,408           | 6.66 %           |
| 01/08/17       | 60,269         | 953,887           | 6.32 %           |
| 01/15/17       | 50,405         | 906,320           | 5.56 %           |
| 01/22/17       | 46,050         | 874,849           | 5.26 %           |
| 01/29/17       | 47,792         | 886,996           | 5.39 %           |
| 02/05/17       | 57,824         | 954,135           | 6.06 %           |
| 02/12/17       | 64,545         | 974,696           | 6.62 %           |
| 02/19/17       | 75,072         | 1,005,093         | 7.47 %           |
| 02/26/17       | 64,331         | 966,234           | 6.66 %           |
| 03/05/17       | 53,684         | 931,092           | 5.77 %           |
| 03/12/17       | 45,414         | 869,849           | 5.22 %           |
| 03/19/17       | 41,431         | 818,529           | 5.06 %           |
| 03/26/17       | 18,070         | 650,575           | 2.78 %           |
| <b>Average</b> | <b>689,728</b> | <b>11,765,660</b> | <b>5.86 %</b>    |

Please note: the data represented for March, and particularly the last two weeks of March, is not fully mature as of the date of this report. Fully mature data is expected to be slightly higher than shown.

## Appendix B: Comparison of IP Overtime by Administration

| Work Week    | IP OT Hours Worked for DDA | Percentage OT hours worked by DDA IPs | IP OT Hours Worked for ALTSA | Percentage OT Hours by ALTSA IPs | IP OT Hours worked for DDA & ALTSA Consumers | Percentage OT worked by DDA & ALTSA IPs | Total IP OT Hours |
|--------------|----------------------------|---------------------------------------|------------------------------|----------------------------------|--|---|-------------------|
| 01/01/17     | 25,168                     | 3.65 %                                | 35,610                       | 5.16 %                           | 4,065  | 0.59 %                                  | 64,843            |
| 01/08/17     | 23,266                     | 3.37 %                                | 33,363                       | 4.84 %                           | 3,640  | 0.53 %                                  | 60,269            |
| 01/15/17     | 20,491                     | 2.97 %                                | 26,944                       | 3.91 %                           | 2,970  | 0.43 %                                  | 50,405            |
| 01/22/17     | 18,604                     | 2.70 %                                | 24,795                       | 3.59 %                           | 2,651  | 0.38 %                                  | 46,050            |
| 01/29/17     | 18,404                     | 2.67 %                                | 26,457                       | 3.84 %                           | 2,931  | 0.42 %                                  | 47,792            |
| 02/05/17     | 23,039                     | 3.34 %                                | 31,322                       | 4.54 %                           | 3,464  | 0.50 %                                  | 57,824            |
| 02/12/17     | 24,548                     | 3.56 %                                | 36,073                       | 5.23 %                           | 3,924  | 0.57 %                                  | 64,545            |
| 02/19/17     | 27,870                     | 4.04 %                                | 43,155                       | 6.26 %                           | 4,047  | 0.59 %                                  | 75,072            |
| 02/26/17     | 24,658                     | 3.58 %                                | 35,895                       | 5.20 %                           | 3,778  | 0.55 %                                  | 64,331            |
| 03/05/17     | 21,279                     | 3.09 %                                | 29,256                       | 4.24 %                           | 3,150  | 0.46 %                                  | 53,684            |
| 03/12/17     | 18,316                     | 2.66 %                                | 24,254                       | 3.52 %                           | 2,845  | 0.41 %                                  | 45,414            |
| 03/19/17     | 16,930                     | 2.45 %                                | 21,899                       | 3.17 %                           | 2,602  | 0.38 %                                  | 41,431            |
| 03/26/17     | 7,476                      | 1.08 %                                | 9,486                        | 1.38 %                           | 1,107  | 0.16 %                                  | 18,070            |
| <b>Total</b> | <b>270,049</b>             | <b>39.15 %</b>                        | <b>378,507</b>               | <b>54.88 %</b>                   | <b>41,171</b>                                | <b>5.97 %</b>                           | <b>689,728</b>    |

Please note: the data represented for March, and particularly the last two weeks of March, is not fully mature as of the date of this report. Fully mature data is expected to be slightly higher than shown.



## Appendix C: IP Overtime by Work Week Limits

| Work Week             | Percent OT with<br>40 Hr WWL | Percent OT with<br>40.25 – 65 Hr WWL |
|-----------------------|------------------------------|--------------------------------------|
| 01/01/17              | 1.40 %                       | 8.00 %                               |
| 01/08/17              | 1.06 %                       | 7.68 %                               |
| 01/15/17              | 0.70 %                       | 6.61 %                               |
| 01/22/17              | 0.56 %                       | 6.11 %                               |
| 01/29/17              | 0.72 %                       | 6.21 %                               |
| 02/05/17              | 0.91 %                       | 7.48 %                               |
| 02/12/17              | 1.26 %                       | 8.10 %                               |
| 02/19/17              | 1.92 %                       | 8.97 %                               |
| 02/26/17              | 1.36 %                       | 7.97 %                               |
| 03/05/17              | 0.82 %                       | 6.97 %                               |
| 03/12/17              | 0.59 %                       | 5.99 %                               |
| 03/19/17              | 0.44 %                       | 5.57 %                               |
| 03/26/17              | 0.13 %                       | 2.49 %                               |
| <b><i>Average</i></b> | <b><i>11.87 %</i></b>        | <b><i>88.13 %</i></b>                |

Please note: the data represented for March, and particularly the last two weeks of March, is not fully mature as of the date of this report. Fully mature data is expected to be slightly higher than shown.

## Appendix D: IP Overtime Hours by DSHS Region

*(Excludes small number of hours reported by providers who work with consumers in multiple regions)*

| Work Week       | Region 1 Hours | Percentage Region 1 | Region 2 Hours | Percentage Region 2 | Region 3 Hours | Percentage Region 3 |
|-----------------|----------------|---------------------|----------------|---------------------|----------------|---------------------|
| 01/01/17        | 16,410         | 6.80 %              | 24,159         | 6.28 %              | 24,048         | 6.99 %              |
| 01/08/17        | 14,804         | 6.27 %              | 22,381         | 5.94 %              | 22,804         | 6.75 %              |
| 01/15/17        | 12,537         | 5.58 %              | 18,229         | 5.11 %              | 19,488         | 6.05 %              |
| 01/22/17        | 11,427         | 5.25 %              | 16,662         | 4.84 %              | 17,830         | 5.75 %              |
| 01/29/17        | 11,985         | 5.47 %              | 17,098         | 4.88 %              | 18,499         | 5.89 %              |
| 02/05/17        | 14,529         | 6.16 %              | 21,478         | 5.68 %              | 21,553         | 6.40 %              |
| 02/12/17        | 16,703         | 6.92 %              | 23,569         | 6.11 %              | 24,041         | 6.98 %              |
| 02/19/17        | 19,146         | 7.69 %              | 27,576         | 6.95 %              | 28,058         | 7.89 %              |
| 02/26/17        | 16,509         | 6.87 %              | 23,221         | 6.10 %              | 24,342         | 7.12 %              |
| 03/05/17        | 13,322         | 5.79 %              | 19,272         | 5.25 %              | 20,880         | 6.31 %              |
| 03/12/17        | 11,547         | 5.36 %              | 16,388         | 4.79 %              | 17,312         | 5.60 %              |
| 03/19/17        | 10,084         | 4.95 %              | 14,817         | 4.65 %              | 16,350         | 5.58 %              |
| 03/26/17        | 4,242          | 2.62 %              | 6,602          | 2.60 %              | 7,205          | 3.09 %              |
| <b>Averages</b> | <b>13,326</b>  | <b>5.94 %</b>       | <b>19,342</b>  | <b>5.43 %</b>       | <b>20,185</b>  | <b>6.29 %</b>       |

Please note: the data represented for March, and particularly the last two weeks of March, is not fully mature as of the date of this report. Fully mature data is expected to be slightly higher than shown.

## Appendix E: Overtime Hours by Number of Consumers Associated with an IP

| Work Week       | OT Hours IPs<br>Serving 1<br>Consumer | OT Hours IPs<br>Serving 2<br>Consumers | OT Hours IPs<br>Serving 3+<br>Consumers |
|-----------------|---------------------------------------|--|---|
| 01/01/17        | 41,919                                | 18,721                                 | 4,203                                   |
| 01/08/17        | 39,009                                | 17,580                                 | 3,680                                   |
| 01/15/17        | 32,708                                | 14,429                                 | 3,269                                   |
| 01/22/17        | 30,099                                | 13,201                                 | 2,751                                   |
| 01/29/17        | 30,541                                | 14,212                                 | 3,039                                   |
| 02/05/17        | 37,252                                | 16,941                                 | 3,632                                   |
| 02/12/17        | 41,570                                | 18,928                                 | 4,047                                   |
| 02/19/17        | 48,812                                | 21,795                                 | 4,465                                   |
| 02/26/17        | 41,271                                | 18,894                                 | 4,167                                   |
| 03/05/17        | 34,918                                | 15,508                                 | 3,259                                   |
| 03/12/17        | 29,150                                | 13,174                                 | 3,091                                   |
| 03/19/17        | 26,764                                | 11,903                                 | 2,764                                   |
| 03/26/17        | 12,140                                | 4,874                                  | 1,056                                   |
| <b>Averages</b> | <b>34,319</b>                         | <b>15,397</b>                          | <b>3,340</b>                            |

Please note: the data represented for March, and particularly the last two weeks of March, is not fully mature as of the date of this report. Fully mature data is expected to be slightly higher than shown.