

## CHAPTER 2: Site Staffing

**Policy:** Each site shall demonstrate that it has an adequate staffing model for assuring that all Waiver services are provided. Certain staff functions, responsibilities and qualifications must be met to fulfill the program's assurances to the Centers for Medicare & Medicaid Services (CMS) that safeguards have been taken to protect the health and welfare of the participants. Failure to meet these assurances could result in recovery of funds.

Modifications to the staffing model or staff qualifications require written CDA approval prior to implementation.

**Purpose:** This chapter outlines the minimum qualifications, functions and responsibilities for staff that provide services to MSSP participants. This chapter also encompasses paid and unpaid support staff criteria, the exemption process and enrollment levels.

### References:

- Home- and Community-Based Services Waiver #0141.R04.00.
- CDA Standard Agreement (Site Contract).

## 2.000 MSSP Staff

### 2.010 Minimum Qualifications

The following qualifications apply to care management staff (including outside vendors) who are providers of purchased care management services to MSSP participants (Section 3.1430, 4.3 Purchased Care Management).

#### 2.010.1 Site Director

Bachelor's degree in administration, a health or human services specialty or related field, and managerial or administrative oversight experience.

#### 2.010.2 Supervising Care Manager (SCM)

Master's degree in social work, nursing, psychology, counseling, gerontology, sociology, or rehabilitation and two years' experience working directly with the elderly. The candidate should demonstrate expertise and ability as a care manager, as evidenced by experience successfully carrying out these job duties and ability to supervise and train staff.

### **2.010.3 Social Work Care Manager (SWCM)**

Bachelor's degree in social work, psychology, counseling, rehabilitation, gerontology, sociology, or related field, plus two years of experience working with the elderly.

### **2.010.4 Nurse Care Manager (NCM)**

California Department of Consumer Affairs Board of Registered Nursing license that is current and in good standing, plus one year of clinical nursing experience.

### **2.010.5 Care Manager Aide (CMA)**

Two years of experience working with the elderly or a Bachelor's degree in a human services discipline.

## **2.020 Functions and Responsibilities**

### **2.020.1 Site Director**

The Site Director has overall responsibility for the operation of the local MSSP site. The Site Director shall:

- Maintain overall responsibility for ensuring the day to day operations and compliance with program, waiver and CDA Standard Agreement standards.
- Define lines of authority and develop the roles and parameters of responsibility for site staff to ensure clear lines of responsibility, equitable workloads and adequate supervision.

### **2.020.2 Supervising Care Manager (SCM)**

Under the direction of the Site Director, the SCM is responsible for providing clinical oversight to ensure all care management activities and documentation meet CDA Standard Agreement and Waiver requirements.

The SCM position combines both administrative duties and clinical supervision responsibilities. The SCM's primary responsibilities include:

- Supervision of care management staff.
- Recommend and implement policy changes.
- Community Outreach.
- Review and approval of all participant care plans.
- Verification of monthly documentation of care management activities.
- Oversight and authorization of purchases utilizing Waiver Services including verification that all other resources have been exhausted.
- Monitoring and tracking of waiver expenditures.
- Implementation and evaluation of the effectiveness of site Quality Assurance process to ensure continuous quality improvement.

### **2.020.3 Social Work Care Manager (SWCM)**

The SWCM is responsible for the following activities:

- Conducting assessments and reassessments.
- Collaborating and consulting with the NCM in the development of the participant's individualized care plan.
- Arranging, coordinating and verifying services/interventions identified on the care plan.
- Monitoring of participant's needs and provisions in the care plan.
- Identifying and developing support systems for the participant.
- Ensuring participant record documentation meets program requirements.
- Ensuring that prior to purchasing and authorizing waiver services all other resources have been exhausted.

### **2.020.4 Nurse Care Manager (NCM)**

The NCM is responsible for the following activities:

- Certifying level of care.
- Conducting assessments and/or reassessments.
- Collaborating and consulting with the SWCM in the development of the participant's individualized care plan.
- Implementing the services detailed in the care plan.
- Monitoring of participant's needs and provisions in the care plan.
- Identifying and developing support systems for the participant.
- Collaborating with physicians and other health professionals.
- Ensuring participant record documentation meets program requirements.
- Ensuring that prior to purchasing and authorizing waiver services, all other resources have been exhausted.

### **2.020.5 Care Manager Aide (CMA)**

The CMA position function is defined by the site but may include a combination of administrative and data entry tasks as well as components of care management. The CMA may assist in the care management process under the supervision of the SCM but is not the primary care manager and is precluded from conducting re/assessments or signing-off on the care plan.

Under the supervision of the SCM, the CMA may perform in the following care management activities:

- Conduct the initial intake/screen on MSSP applicants.
- Complete the intake and application process.
- Provide information and assistance to the participant as needed.

- Purchase and deliver items requested by the primary care manager.
- Complete monthly care management contacts.
- Complete Quarterly Home Visits.
- Document activities in the participant record.

### **2.030 Requesting an Exemption to Minimum Qualifications for Care Management Staff**

If efforts to recruit qualified applicants for a staff vacancy have been unsuccessful, the site may request an exemption to hire a candidate who does not meet the minimum qualifications. This request must be submitted to and approved by CDA **prior** to extending an offer to hire.

#### **2.030.1 Prerequisites for an Exemption**

A site must first submit evidence of recruitment efforts.

#### **2.030.2 Procedure for Requesting an Exemption**

Contact CDA to discuss potential exemption request. A formal exemption request must include all of the following:

- The candidate's resume.
- The appropriate Criteria Rating Sheet, if applicable (Appendix 41).
- Documentation detailing the recruitment process.
- An outline of the Training and Development Plan.

#### **2.030.3 CDA Exemption Approval Process**

Submission should be made to the MSSP Service box at:

[MSSPService@aging.ca.gov](mailto:MSSPService@aging.ca.gov)

CDA will acknowledge receipt of the request for the staff exemption and provide a response within two business days.

#### **2.030.4 Duration of Exemption**

The exemption will remain in effect for the duration of the Training and Development plan. The exempted employee must be listed on the Quarterly Report form with documentation regarding the status of the Training and Development plan.

CDA retains the right to rescind an exemption at any time program review findings demonstrate that the exempted employee has not complied with minimum program standards.

## **2.100 Unpaid Staff**

### **2.100.1 Student Interns**

Although not a funded staff position under the MSSP contract, sites offer graduate and undergraduate student internship assignments in collaboration with institutions of higher education.

Student interns doing casework must be supervised directly by either the MSSP Supervisor, or the Social Work or Nurse Care Manager. The supervising staff person must countersign any casework documented by an intern.

Student interns in administrative assignments will be supervised by staff consistent with their field placement.

Student interns must be provided with Security Awareness Training and follow agency protocols regarding confidentiality.

### **2.100.2 Volunteers**

Volunteers may be utilized in a variety of positions. Assignments should be commensurate with the educational level and demonstrated skills and abilities of the individual volunteer. Successful utilization of a volunteer is dependent upon the ability of site staff to provide adequate supervision and oversight. The supervising staff person must countersign any casework documented by a volunteer.

Volunteers must be provided with Security Awareness Training and follow agency protocols regarding confidentiality.

## **2.300 Ratio**

MSSP operates with a ratio of 40 participants to one care manager (40:1). The acceptable range for the ratio is 38:1 to 42:1. Sites are not allowed to permanently operate at a different participant to care manager ratio without prior approval from CDA. CDA recognizes that there are normal fluctuations in monthly enrollment levels and temporary events may result in varying ratios for a short period of time.

The ratio is computed by counting all care management staff positions and dividing that number into the funded slots. Care management staff includes social workers, nurses and case aides that perform care management activities.

To obtain an accurate ratio, the following guidelines may apply in certain situations:

- Care management positions funded by other resources must also be included in the ratio.
- For an individual that performs both care management and care management support duties, only the percentage of time assigned to care management duties is calculated into the ratio.
- The SCM is included in the ratio only if carrying cases for longer than six months.

For example: a site with 160 funded slots with a staffing model of 3 social workers and 1 nurse (a total of 4 care management staff) would have a ratio of 40:1. The ratio would remain 40:1 if the site employed 3 social workers and 2 half-time nurses. Although this model represents 5 care management staff, the full time equivalent (FTE) totals 4. If the enrollment level at a site with 4 care managers dropped to 152 however, the ratio would become 38:1.

The site's organizational chart, which is submitted with the Exhibit B Budget each Fiscal Year, should align with the positions on the budget as well as include the positions critical to the MSSP that are funded through other funding streams. The Quarterly Report tracks the site's staffing through the year and automatically calculates the ratio based on data that is being reported. The Quarterly Report also provides a section for comments.