



Case Study - Maximize Revenue with Time Studies

Background: Caseworkers time study to almost 300 different codes, each with unique revenue characteristics. Many activities can be accurately charged to more than one time study code. For each situation there is usually one “best” code to maximize revenue.

Problem: After identifying the specific codes to be used, the effective implementation of time study instructions can be challenging. Instructions are usually delivered verbally during meetings or sent by email. More often than not, the desired result is not achieved, resulting in lost revenue.

This case study is about using the tools available in the Time Study Buddy, a web-based time study service, to generate revenue with time studies.

Case Study Design: The design is to compare the results of a traditional time study quarter to the results of one using the Time Study Buddy. Then calculate the change in federal revenue, and compare that to the cost of using the Buddy service.

Marin County used the Time Study Buddy in the 3rd quarter of fiscal year 2009/2010, for all children social workers. In the previous quarter they had used their traditional time study method.

Scenarios: Three different scenarios were targeted to maximize revenue:

1. CWS HR: Increase the use of Health Related codes used in Child Welfare Services. These codes generate more federal revenue.
2. CWS EA-ER: These codes include enhanced federal revenue within a fixed sub-allocation, but lose all federal revenue when exceeded. Shifting from Emergency Assistance to CWS IV-E (using specific pre-placement codes) at the appropriate time will earn more federal revenue.
3. CWS Training: Increase the use of CWS Training codes used in CWS. This code has enhanced federal revenue.

Results: Additional revenue was generated in each of the three scenarios. **Overall \$82,549 of new federal revenue was earned at a cost of \$1,150.** Details are provided on the following pages.

Conclusion: The Time Study Buddy, a web-based time study service, was effective for all scenarios at implementing changes in time study behavior, resulting in additional revenue, at a relatively low cost.

How does the Time Study Buddy achieve results?

Fiscal Indicators (happy green face = good, yellow face = neutral, and frowning red face = bad) are assigned to each time study code.

😊 0321	CWSOIP - SCTF
😊 0371	CWSOIP
😐 0591	CWSOIP - SGF
😐 0721	CWSOIP - SCTF - Non-Federal
😊 1441	CWS HR - Pre-Placement Program
😡 1465	CWS - Services
😐 1482	CWS Case Mgt. - Family Maintenance
😡 1821	ILP - Case Management (-) Remove
😊 1841	ILP - Services (-) Remove

5134 - EA-ER Referrals close

Comments: In certain circumstances code 1481 CWS Case Mangement - Pre-Placement may be used as an alternate.

Includes time spent receiving emergency referrals, completing the ER (Emergency Response) protocol, and investigating emergency allegations in response to, and investigation of, all reports or referrals alleging abuse, neglect or exploitation of children, assessing whether the referral is a child welfare services referral, making collateral contacts with community partners for purpose of implementing Differential Response and utilizing safety/risk assessments.

This includes time spent closing those cases in which allegations are unfounded. For those cases that the allegations are not unfounded, it includes time spent in investigation activities, reporting to the California Department of Justice and notifying the parents regarding the temporary custody of the child.

Allowable Emergency Hotline Response activities include but are not limited to:

- Operating a 24-hour emergency hotline response program;
- Evaluating and investigating telephone reports of abuse, neglect or exploitation, including reports on the 24-hour hotline;
- Determining client risk for emergency response by screening in-coming calls;
- Determining whether a reported situation is an emergency or non-emergency within required timeframes;
- Determining emergency response needs;
- Providing crisis intervention;
- Referring clients to appropriate emergency response service agencies;
- Gathering documentation of abuse for law enforcement agencies;
- Documenting and completing all required forms; and
- Preparing written reports and assessments.

close

Complete Code Descriptions are just one click away. At the top of each code, in green text, are customized “**Comments**” for additional guidance.

Daily Work Schedules are setup for each worker. This includes the codes related to their normal activities, and the time spent on that activity during a normal day. This provides a foundation for accurate and predictable entries.

Code	Active	Adjust	Worker
😊 1171 - Adoptions - Case Management	-	Active	-
😊 1441 - CWS HR - Pre-Placement Program	1.75	Active	1.75
😡 1465 - CWS - Services	-	Active	-
😊 1472 - CWS Court Related - Family Maint.	2.25	Active	2.25
😊 1483 - CWS Case Mgt. - Family Reunification	4.00	Active	4.00
Total	8.00		8.00

SAVE

<input type="checkbox"/> check all	Name	Unit	Status	Comments		
<input type="checkbox"/>	email Coovelis, Lesley	Emp Srv Pvl 2	in progress (100%)	2 comments	include	View
<input type="checkbox"/>	email Fisher, Adam	Emp Srv Pvl 2	signed (T1685)	0 comments	include	View
<input type="checkbox"/>	email Gardner, Brian	Emp Srv Pvl 2	waiting for login	0 comments	include	View
<input type="checkbox"/>	email Hinkle, Alicia	Emp Srv Pvl 2	in progress (0%)	0 comments	include	View
<input type="checkbox"/>	email Sanchez, Irene	Emp Srv Pvl 2	in progress (33%)	0 comments	include	View
<input type="checkbox"/>	email Sanchez, Sherry	Emp Srv Pvl 2	in progress (0%)	0 comments	include	View
<input type="checkbox"/>	email Shervey, Penny	Emp Srv Pvl 2	in progress (0%)	0 comments	include	View
<input type="checkbox"/>	email Whitmore, Tiffany	Emp Srv Pvl 2	in progress (15%)	0 comments	include	View
<input type="checkbox"/>	email Wilson, Jeanette	Emp Srv Pvl 2	in progress (0%)	0 comments	include	View

The Fiscal Office has Control over the entire time study process, including getting accurate information in real-time. They no longer need to wait until the end to know what's going on.

Calculations

	CWS HR Scenario 1	CWS EA-ER Scenario 2	CWS Training Scenario 3	Other Children Programs	Totals
Time study to:	PC 144	Children IV-E	PC 1456	Children IV-E	
Hours taken from:	Children IV-E	PC 513	Children IV-E	Children IV-E	
Calculation of additional revenue earned:					
Time study hours:					
Buddy - 3rd Qtr FY 09/10	799.00	882.25	81.50	4,500.75	6,263.50
Traditional - 2nd Qtr FY 09/10	267.00	1,461.00	22.50	3,222.00	4,972.50
Time study ratios:					
Buddy	0.127564	0.140856	0.013012	0.718568	1.000000
Traditional	0.053695	0.293816	0.004525	0.647964	1.000000
Change in ratios	0.073869	(0.152960)	0.008487	0.070604	-
Children expenditures - 3rd Qtr FY 09/10					
Total Children					\$1,514,908
Less direct costs					\$128,344
Expenditures controlled by time studies					\$1,386,564
	PC 144	PC 513	PC 1456	Children IV-E	
Expenditure shifts	\$102,424	-\$212,089	\$11,768	\$97,897	\$0
Federal revenue rates:					
Buddy	50.00%	27.12%	40.68%	27.12%	
Traditional	27.12%	0.00%	27.12%	27.12%	
Increase in federal rates	22.88%	27.12%	13.56%	0.00%	
Additional federal revenue earned	\$23,435	\$57,519	\$1,596	\$0	\$82,549
Time Study Buddy cost:					
Standard rate per worker					\$25
Number of workers					46
Cost of Time Study Buddy					\$1,150
Federal revenue rates:					
	CWS HR	CWS EA-ER	CWS Training	Children IV-E	
Nominal federal rates	50.00%	85.00%	75.00%	50.00%	
Discounts based on:					
Non-federal foster care placements			-34.32%	-22.88%	
Exceeding sub-allocation		-85.00%			
Effective federal rates	50.00%	0.00%	40.68%	27.12%	