Supervisory Manual:
Using and Monitoring SWAN Benchmark Cost/Time and Affiliate Budgeting Worksheet Data

pennsylvania
STATEWIDE ADOPTION AND PERMANENCY NETWORK

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Introduction

On January 4, 2016, the SWAN prime contractor released the SWAN Benchmark Cost/Time Log, a cost and time tracking utility on the SWAN Portal. This utility was implemented to track SWAN affiliate agencies' cost and time efforts when completing SWAN Units of Service. Collecting service cost and time data is a requirement of the SWAN prime contract for all services referred on or after January 1, 2016. The Office of Children, Youth and Families (OCYF) convened a SWAN Rates Workgroup, comprised of more than 40 participants representing SWAN affiliate agencies, the SWAN prime contractor, the Pennsylvania Council of Children, Youth and Family Services and OCYF to make recommendations about how to best determine appropriate payment rates for completed SWAN services. The SWAN Rates Workgroup meets quarterly to examine the collection of cost and time information about the completion of SWAN services.

As recommended by the SWAN Rates Workgroup and OCYF, on February 1, 2019, the use of the cost and time utility became a requirement of affiliate agencies. This manual was developed to assist SWAN affiliate agency supervisors with capturing all of the data associated with the completion of SWAN Units of Service. This data must be collected with consistency and accuracy because the outcomes are used by OCYF to determine rates for the completion of SWAN Units of Service.

As always, the SWAN regional technical assistants (RTAs) can answer any questions regarding this manual or tasks involved in collecting the cost and time data.

We would like to acknowledge the following people whose knowledge, experience, and willingness made the development of this manual possible. Many thanks to:

Laura Doran, Program Director, Adelphoi Village

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Part I: Tips for SWAN Benchmark Cost/Time Log Training

You may have many questions about cost and time tracking, or there may be many things you have not thought about before. Here is a list of tips for supervisors to help with tracking time and training workers on logging their costs and time in the Benchmark Cost/Time Log.

1. There are many tasks that workers and supervisors complete throughout the day that can easily be missed. **The most important thing is that any time spent working on SWAN Units of Service is logged.** If you work on several units for a period of time, that time can be broken down into a minimum of 15-minute increments. This applies to time spent checking and sending emails, discussions with others, phone calls, completing one's cost/time log, discussing units in supervision, etc. Emphasize that it is more important that the time is logged than what it is attributed to. Also, work with your staff to not overthink it. The time must be logged because that is the only way agencies will be reimbursed for the work we complete, but for these small increments of time, it is less important which unit, in particular, they are attributed to and more important that the time is captured at all.

2. For **Child and Family Profiles**:
   - When invoicing for child profiles, ensure that the completion date entered on the **Affiliate Services** page is the date the child profile was submitted to the county, then click **Add to Invoice**. The date entered will determine when the first and second addendums can be referred.
   - When invoicing for family profiles, ensure that the completion date entered on the **Affiliate Services** page is the date the family signs the family approval document, then click **Add to Invoice**. The date entered will determine when the first and second addendums can be referred.

3. The SWAN Affiliate Budgeting Worksheet (ABW) is a tool for affiliate agencies to aid in determining optimal worker caseload. This tool is most applicable for administration and fiscal personnel.

4. **Make sure your** staff tracks the time it is taking them to complete the log.
   - This time should be attributed to any unit they worked on during that timeframe. If a worker spent 30 minutes completing their cost/time tracking log for that particular day, they should attribute 15 minutes of that time to one unit they logged time for and the other 15 minutes to another unit they logged time for.

5. **Time spent in supervision** is considered reimbursable time spent on SWAN Units of Service if you and a worker are discussing units. You should both log the time and attribute it to units. Divide and attribute the time to any unit that was discussed.

Example: In an hour-long supervision, you and a worker discussed ten units. As the supervisor, you will log four 15-minute segments and attribute them to four of those ten units. The worker will do the same. A good rule is to log it under the unit you spent the most time discussing. Perhaps there

were a few particular cases you talked more in-depth about. You can log the time under those.

- Any time spent discussing other items not related to a SWAN unit either should not be logged or would be logged as **Other** and then **Supervision**, depending on whether your agency requires workers to log all their time or only time spent on SWAN Units of Service. (This would apply to time spent on a performance evaluation, for example.)

6. Any time spent working with a county to get a unit of service withdrawn should be captured in the cost and time utility.

7. Time for a unit that is in **small increments** still needs to be logged somewhere.
   - It is most important that all time spent completing SWAN Units of Service is captured. If a worker spends 30 minutes checking and sending emails, most of which relate to their SWAN Units of Service, they should divide the time into two 15-minute increments and attribute it to any unit that they emailed about.
     Example: A worker spends 5 minutes emailing for one unit, a couple of minutes texting to schedule a meeting for another unit, another couple minutes on an email for another unit, and then a few more minutes organizing paperwork for a different unit. This worker should attribute these fifteen minutes to any of the units they worked on.
   - Log time under the unit on which you spent the most time. Perhaps one unit had multiple emails and therefore took a bit more time. Do not overthink it; just log the time somewhere. Dates are not needed for every task in the benchmarks since the focus is on time being documented for the tasks or buckets. The main focus is on inputting the amount of time required to complete a service. An affiliate is still responsible for completing all requirements for the service.

8. **Withdrawn units** should still have time logged and benchmarks need to be submitted.
   - Workers and Supervisors should track any time spent working with the county and/or SWAN technical assistants in order to have a unit withdrawn.
   - The SWAN rates have a Withdrawal Premium incorporated to account for the work we do on units that are later withdrawn. This is calculated each year based on the time and costs logged toward units that are withdrawn. To keep this premium and ensure its accuracy, we need to demonstrate to the state that affiliates do spend time and incur costs for withdrawn units.
   - All withdrawn units should still have their time logged in the SWAN Portal and in the Benchmark Cost/Time Log. The withdrawn unit's benchmarks must be submitted with time in them for that time to be incorporated into the applicable year's annual withdrawn services premium.
   - Submitting a withdrawn unit's benchmarks will remove the unit from the drop-down lists in the Benchmark Cost/Time Log options.
   - To find withdrawn units whose benchmarks have not yet been submitted, complete the following steps:

In the *Benchmark Search*:

I. Leave all fields blank except **Benchmark Type** and **Benchmark Status**.

II. Under **Benchmark Type**, select the first unit type to look for withdrawn units in.

- Under **Benchmark Status**, select "New."
    - Click the heading **Service Status** twice to bring withdrawn units to the top.
    - Look at the dates under **Updated On**. If the date is prior to January 1, 2016, you can disregard the unit. For units updated near that date, check to see if the unit was referred on or after that date. If so, then you will want to submit the benchmarks.
    - Submit benchmarks for all units referred on or after January 1, 2016.
        - This may be easier if you work in two browser windows: the first to identify the benchmarks needing to be submitted and the second to actually find and submit each of the benchmarks.
- Under **Benchmark Status**, select "In Progress."
    - Click the heading **Service Status** twice to bring withdrawn units to the top.
    - Look at the dates under **Updated On**. If the date is prior to January 1, 2016, you can disregard the unit. For units updated near that date, check to see if the unit was referred on or after that date. If so, then you will want to submit the benchmarks.
    - Submit benchmarks for all units referred on or after January 1, 2016.

III. Repeat these steps for each **Benchmark Type**

9. Things to check for before submitting benchmarks:
- Always check each unit's total practice and travel time before submitting the benchmarks. If the total hours are less than 40, make sure you know the reasons why or have asked your worker about why that is. Possible reasons could include that the child is part of a sibling group, the child is young and therefore the unit was easier, an override was obtained when the unit could not be fully completed, the unit was completed earlier than expected (such as for CSR), etc.
- Always check that mileage is entered.
- SWAN Units of Service-specific things to check:
    IV. <u>Child Preparation:</u> Ensure there are at least ten hours logged for sessions along with travel time unless the time has been divided among siblings.
    V. <u>Family Profiles:</u> Check that training hours and time spent gathering documentation have been included, especially if this was completed by another member of your agency who does not complete SWAN cost and time tracking.

10. If your agency requires staff to enter all their work time into the benchmarks to ensure no time is missed, work with your staff to limit their use of the **"Other" category** so it is only for work that is not related to any SWAN Units of Service.
    - Examples of incorrect items: phone calls, emails, supervision time spent discussing units, discussions with other workers, matching for families, completing benchmarks, entering cost/time log data.
    - Examples of correct items: lunch, supervision time unrelated to units, training, meetings not related to specific SWAN Units of Service, paid time off, holidays and foster care work.

11. How to log the time workers spend on **services** for which a referral has not yet been received?

    In the *Benchmark Cost/Time Log Entry*:

    a) For **Service Type/Category,** select the relevant type of service.
    b) For **Referral Number**, select "Pending."
    c) In the comments section, include the child or family's name and information about what was completed. This is incredibly important so that when you do receive the referral for that unit of service. If there are no comments logged, you will not know which unit this time is related to.
       - Once you receive the relevant unit referral, the supervisor and worker will need to change the pending entries to the correct unit's information.
       - The worker will be able to make any changes to cost/time log entries that are within the log's current month timeframe.
         - The worker should go to *Benchmark Cost/Time Log Entry* and review the comments for their pending entries.
         - For any related to the newly referred unit, they should select the child or family's name under the **Child** or **Family** column. This will auto-populate the **Referral Number**, overwriting the previous selection of "Pending."
         - They can then choose the appropriate bucket of time for the **Benchmark/Action Item**.
         - Then they click **Save** and the entry will populate to the unit's benchmarks.
       - The supervisor will need to make changes to any cost/time log entries that are outside of the log's current month timeframe.
         - The supervisor will first need to go to *Benchmark Cost/Time Log Search* screen to find all the pending entries that are associated with the unit.
         - To find a particular worker's logged entries, change **Caseworker** to the relevant worker's name. If multiple workers may have worked on the case, change **Caseworker** to "Select," which is located at the top of the drop-down list.
         - The only other two pieces of information needed to run a search are **Referral** and **Entry Date (range)**. If you only change these, you will see all pending entries by the worker(s).
           - You can narrow your selection by the **Service Type/Category** if

you don't want to see all entries.

- Under **Referral**, select "Pending."
- For the **Entry Date (range)**, it is recommended to use a very broad range, going back further than your worker could possibly have logged anything so that all possible entries are found.
- The supervisor will need to take note of the dates for which there are pending entries relevant to the newly referred unit by reviewing comments. You can either write those dates and any other information down or use the **View Report** button to export the report to another program.
    - If you click **View Report**, another window will open. You can then click the save button and choose the program for the report. This will download the report to your computer.
    - You can then use that report to review the comments and note which ones are related to the newly referred unit.
- Go to *Benchmark Cost/Time Log Entry*.
- Select the relevant caseworker's name from the drop-down box at the top.
- Review the **Pending Period** at the top. You can enter a date range of no more than 90 days at a time. Depending on the number of pending entries you have, you may have to change this range more than once. Click **Search**.
    - The pending entries will always populate at the bottom of the page underneath the log entries for the current month.
- Under the pending entry, use the drop-down box under the **Child** or **Family** column to select the name associated with the unit. The **Referral Number** will auto-populate and overwrite the previous selection of "Pending."
- Then select the relevant bucket of time under **Benchmark/Action Item**.
- Scroll back up and click **Save**.
    - You will have a pop-up window confirming the items saved.
    - You should see red information text at the top reading, "INFORMATION: Time Entries for previous time periods were successfully saved. The entry(ies) may be viewed by performing a cost/time log search for the period the time was saved to."
- Repeat for all relevant pending entries, changing the **Pending Period** as needed.
- If you never receive a referral and had pending time logged, the only way to remove the pending time is to repeat the steps above in the appropriate worker's *Benchmark Cost/Time Log Entry*. Instead of selecting a child or family name, click on the trash can icon on the left side of the entry. A pop-up window will ask you to confirm the deletion. Click "Ok" and another pop-up window will appear confirming the entry was deleted.
    I. Be aware that if you check workers' time for completeness of logging, this will look like they missed time that should have been logged.
    II. Ensure that the deleted item is time that is only attributed to that one unit. For example, if it was a portion of time spent divided between two pending units, you can attribute the time to the second referral that was included.

Part II: How to Pull Useful Reports

1. Ensure Completion of Cost and Time Tracking

To ensure completion of cost and time tracking, as supervisors, you should check in with workers at **every supervision** to ensure all time has been entered. To check this, there are several methods:

1. Require workers to log all time worked, using the "Other" category as needed, and then check during supervision that all time worked has been entered

   OR

2. Require workers to enter only SWAN-related time and check that workers have logged at least the standard productivity percentage of time.

Note: If caseworkers are not logging all their time worked, there may be time spent on units that is missed, even if they are meeting the standard productivity rate. Requiring workers to enter comments will help you identify any issues.

Even if you require workers to log all the time they have worked, you will probably want to check their percentage of time spent specifically on SWAN Units of Service. SWAN is using a **standard rate** to calculate appropriate rates for services for caseworkers or employees completing the SWAN services. (Supervisors' productivity rate would depend on the amount of direct service they provided.) For agencies that only require staff to enter time associated with SWAN Units of Service, supervisors can check to see if staff are logging 70% of their work time to SWAN Units of Service using the *Benchmark Cost/Time Log Search*.

- For staff working a full-time 40-hour work week on SWAN services, 28 hours should be logged per week and attributed to SWAN Units of Service or 112 hours in a 4-week period.

- For staff working a full-time 37.5-hour work week on SWAN services, 26.25 hours should be logged per week and attributed to SWAN Units of Service or 105 hours in a 4-week period.
- For staff working a part-time 20-hour work week on SWAN services, 14 hours should be logged per week and attributed to SWAN Units of Service or 56 hours in a 4-week period.
  - Part-time staff who do not receive vacation or sick time will probably have more time attributed to SWAN units than reflected in this example.

To check how much time a worker has entered:

1. Under Benchmarks, click on *Benchmark Cost/Time Log Entry.*
   - This will show you time for the current month that has been logged, as well as total practice and travel time for the current week and the current month.
   - Use the **Caseworker** drop-down menu to select a particular caseworker.
     * Remember: A month runs from the first of the month to the fifth of the following month.

2. Under Benchmarks, click on *Benchmark Cost/Time Log Search*
   - You can select any criteria that you want, including a particular caseworker, particular kinds of units, a specific date range, etc.
   - To check for completion of cost and time tracking, select the **Caseworker** and the **Entry Date (range)** you would like. Then click **Search**.
   - The report calculates hours by days/hours/minutes so you will need to add up the hours for the total number of days identified.
   - Don't forget to include both practice and travel time!
   - Regularly review the time recorded for each staff member as they can only edit their time for one month before it becomes the supervisor's responsibility to enter cost and time data.

To calculate the percentage of time spent on SWAN Units of Service:

Use the *Benchmark Cost/Time Log Search* to select the **Caseworker** and the **Entry Date (range)**, and then click **Search**. Do not change anything else.

If you are not requiring caseworkers to log any time using the "Other" category, skip steps 1-3. If you are requiring caseworkers to log all their time worked, even time not attributed to direct work on SWAN Units of Service, see below.

1. Note the total time logged by adding both **Practice Time (Days.Hours:Minutes)** and **Travel Time (Days.Hours:Minutes)**.
   - Remember to multiply the number of days by 24 and then add the hours and minutes.

2. Change the **Service Type/Category** drop-down from "Select" to "Other." Note the total time logged.
   - You may want to review the entries with the caseworker to ensure this category is not

used for SWAN Units of Service work (see the Tips for Supervisors section for more information).

3. Subtract the time logged to "Other" from the worker's total time logged. This will give you the worker's total time attributed to SWAN Units of Service.

To calculate the percentage of time your worker has spent on SWAN Units of Service, you divide the total time your worker spent on SWAN work by the total time they worked for that date range. Then multiply this number by 100 to calculate the percentage. You want this percentage to be at or over 70% because the SWAN rates are calculated based on this productivity rate.

For example, if a staff member works a full-time 40-hour work week and has logged and attributed 31.5 hours to SWAN Units of Service, your formula would look as follows: (31.5/40)*100 = 78.75%

- For staff working a full-time 40-hour work week on SWAN services, 28 hours should be logged per week and attributed to SWAN Units of Service, or 112 hours in a 4-week period.
- For staff working a full-time 37.5-hour work week on SWAN services, 26.25 hours should be logged per week and attributed to SWAN Units of Service, or 105 hours in a 4-week period.
- For staff working a part-time 20-hour work week on SWAN services, 14 hours should be logged per week and attributed to SWAN Units of Service, or 56 hours in a 4-week period.
  - Part-time staff who do not receive vacation or sick time will probably have more time attributed to SWAN units than reflected in this example.

Note: You will want to use the number of hours you paid them for and not the total number of hours they logged, even if you are requiring them to log all their time, as they may have missed time on their log.

Be aware of the following:

➢ Events that may impact time reporting, such as paid time off, holidays or lengthy trainings, may influence smaller reporting periods (such as if you only pull a report for one week).
➢ The 70% productivity rate accounts for an entire year's worth of time spent directly on SWAN Units of Service, while the remainder accounts for non-SWAN-related time such as training, holidays, PTO, meetings, etc. For a normal work week without these items, the percentage of time logged and attributed to SWAN Units of Service should be higher than 70%.
➢ The report calculates hours by days/hours/minutes so you will need to add up the hours for the total number of days identified.
➢ Don't forget to include both practice and travel time!
➢ Regularly review the time recorded. Staff can only edit their time for one month before it becomes the supervisor's responsibility.

What does it mean if a worker's percentage is lower than 70%?

➢ This could mean that a worker has not logged their time accurately. They may be missing costs and time, and you will need to work with them to identify and log the time. They may be attributing their time to the wrong category. Check the comments of what they have logged in the **Other** category.

➢ The worker may have been attending trainings or taking time off. You can use a larger date range to help account for this.

➢ This worker's productivity is lower than the average being used by SWAN and you may need to work with them on ways to improve.

2. Other Ways to Use Productivity Rate Reports

This is great, but how can I use these productivity rate reports?

➢ You can use the process above to calculate your agency's productivity rate.

➢ You can identify workers who may need extra support around accurately logging their time and cost.

➢ You can use this information in your yearly evaluations of workers.

3. Common Problems

"I'm trying to pull a report using the instructions you provided, but I'm getting a message that 'To do this, all the merged cells must be the same size.' How do I get around this?"

You have likely skipped this step: Click on the column to the right of **Travel Time**. There is no heading and it will probably be column O. Clicking on the letter will highlight the entire column. Right-click on the letter of that column and select **Delete**. Be careful not to click elsewhere in the column, as it will also select a cell from the column on the left.

Part III: The SWAN Cost and Time Quarterly Report

1. Explanation and Importance

Every SWAN affiliate agency receives this report on a quarterly schedule reflective of the calendar year:

> January-March, April-June, July-September, and October-December

This is a comprehensive report comprised of all data collected from the submitted completed benchmarks from that agency.

The data in this report is combined with all other data from all the other SWAN agencies during the calendar year to determine rates for SWAN services for the following fiscal year. For example, data collected in the year 2018 (January-December) determined rates for the fiscal year 2020 (July 2019-June 2020).

It is important to understand the report and use it as a supervision tool to ensure the accuracy of the data your agency is reporting to the state. For more information on ways to use the automated Cost and Time Report to ensure accuracy, please ask your RTA and refer to Appendix A.

2. Personnel Involved in this Review

Program personnel must be versed in this report as the data is connected to practice completed by staff administering SWAN services. This could include program directors, supervisors and caseworkers; the logistics of which personnel depends on the size and makeup of an agency. However, more leadership and Board of Directors involvement will increase their understanding of the rate-setting for SWAN services.

Fiscal personnel can help clarify formulas and how to improve the numbers. The fiscal departments of a representative number of SWAN affiliates provide in-depth information on historical data and prospective budgets. This information is used to generate the caseworker rate, indirect rate and the overhead rate used as multipliers in the formulas on an annual basis. These changes help to drive the SWAN rates to ensure the best rate for the SWAN services and provide a data-driven report to the state to support service rate adjustments.

3. Opening Cost and Time Report

One or more of the warnings below could appear when the Cost and Time Report is opened:
A. If the Office/Excel 365 warning shown below appears:
- o   Save the document to your computer (e.g., desktop).
- o   Close the document.
- o   Open the document from your computer (where it was just saved) and proceed with utilizing the Cost and Time Report.

SECURITY RISK Microsoft has blocked macros from running because the source of this file is untrusted.   Learn More

B. If the banner below appears in the spreadsheet, click "Enable Editing."

PROTECTED VIEW   Be careful—files from the Internet can contain viruses. Unless you need to edit, it's safer to stay in Protected View.   Enable Editing

C. If the banner below appears in the spreadsheet, click "Enable Content."
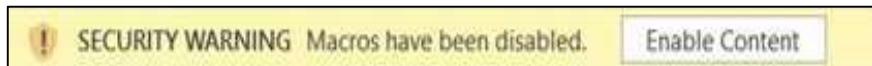
SECURITY WARNING   Macros have been disabled.   Enable Content

D. If the following pop-up window appears, click "Yes."

Security Warning   ?   ×

Do you want to make this file a Trusted Document?

This file is on a network location. Other users who have access to this network location may be able to tamper with this file.

What's the risk?

☐ Do not ask me again for network files   Yes   No
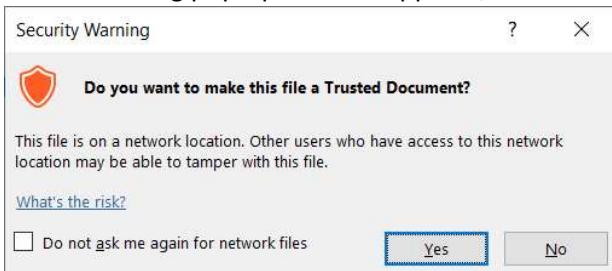
E. If the following pop-up window appears, click "Enable Macros."

Microsoft Excel Security Notice   ?   ×

Microsoft Office has identified a potential security concern.

Warning: It is not possible to determine that this content came from a trustworthy source. You should leave this content disabled unless the content provides critical functionality and you trust its source.

File Path: K:\ROrban\Research Quality Assurance (RQA) Projects \1.Increase Accuracy of Cost-Time Data Entry\Affiliate

Macros have been disabled. Macros might contain viruses or other security hazards. Do not enable this content unless you trust the source of this file.

More information

Enable Macros   Disable Macros

4. The Cost and Time Report Contents
When opened initially, the Cost and Time Report has seven worksheets marked by seven tabs at the bottom of

the document: **Report Menu, Cost & Time by Service, Cost & Time By Service (PP), Cost & Time Details, Cost & Time Details (Post Perm), Cost & Time Averages, and Legend**
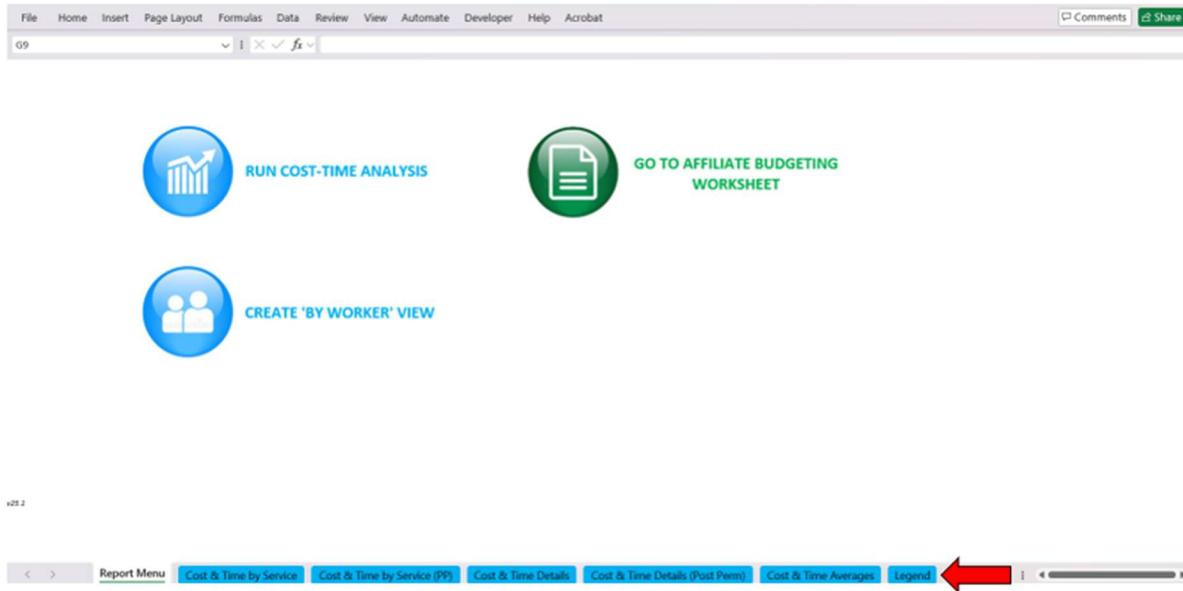
Three additional tabs/worksheets can be created by using automated features within the document.

- Two additional tabs will appear if the Create 'By Worker' View feature is used: **Cost & Time by Worker** and **Cost & Time by Worker (PP)**.
- One additional tab titled **Detailed Charts,** will appear if the Run Cost-Time Analysis feature is utilized.

See Appendix A for an at-a-glance chart of information regarding each worksheet and how the information can be utilized.

A. Report Menu:
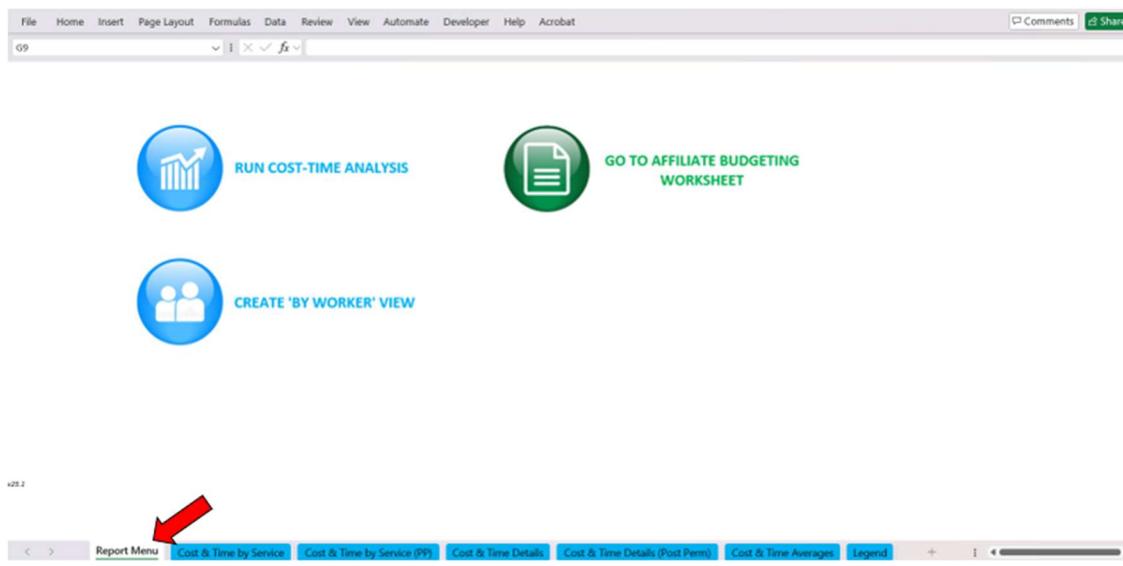
Contains three buttons that enable the user to either:

- o **Run Cost-Time Analysis**
  - Running a Cost-Time Analysis will create a new tab in the document titled **Detailed Charts**
  - For more information regarding this feature, see: **5. Directions to Utilize Run Cost-Time Analysis.**
- o **Create 'By Worker' View**
  - Creating a 'By Worker' View will create two new tabs in the document titled **Cost & Time by Worker** and **Cost & Time by Worker (PP).**
  - For more information regarding this feature, see: **6. Directions to Create 'By Worker' View.**
- o **Go To Affiliate Budgeting Worksheet**
  - For more information regarding this feature, see: **Part IV: The SWAN Affiliate Budgeting Worksheet (ABW)**

B. **Cost & Time by Service**:

The information in this tab provides an overview of all the data for SWAN services (except Post-permanency services) invoiced by the agency for the previous quarter. The columns provide cumulative data unless indicated as an average.

- o Use column M: **Average Cost** column to compare with the current payment for that service
- o Use column P: **Average # of Days to Complete** column to compare to benchmark timeframes

C. Cost & Time by Service (PP):

This tab gives an overview of all the data for the Post-permanency units invoiced by the agency for the previous quarter. The columns provide cumulative data unless indicated as an average.

- o Use column P: **Average Cost per Instance** to compare with current payment for that service
- o Use column T: **Average # of Days to Complete Per Service** to compare to benchmark timeframes

D. Cost & Time Details:

This tab will provide the details of each SWAN unit of service excluding Post-permanency services the agency invoiced for the quarter. The columns provide cumulative data unless indicated as an average.

- o Note that in column L: **Practice Time**, entries under 10 hours and over 100 hours are highlighted yellow. Review the highlighted cells to identify services that may need further review

    - i. Was the service part of a sibling group that would have lower numbers that had to be split between the siblings? Was the service not completed due to location change and an override was requested? Are there any services higher than normal? Was the service involving more travel or more work than normal on the service?

- o Note that column H: **Worker/Office**, is shaded light yellow. In this column, agencies have the option to add a worker/office name for each SWAN unit of service invoiced.

    - i. Add information in this column in order to run the **Create By Worker View** report in the **Report Menu** tab.

        For more information regarding this feature, see: 6. Directions to Create 'By Worker' View

- o Identify missing travel data in column I: **Mileage Amount**, column K: **Parking Cost**, or column M: **Travel Time**.

    After looking at the outliers, determine if any benchmarks need to be reopened to adjust time and costs. The goal is to make sure each benchmark's time and cost entries are as accurate as possible.

E. Cost & Time Details (Post Perm):

This tab will provide the details of each SWAN Post-permanency service that the agency invoiced for the quarter. The columns provide cumulative data unless indicated as an average.

- o Note that in column L: **Practice Time**, entries under 10 hours and over 100 hours are highlighted yellow.
    - i. Review the highlighted cells to identify services that may need further review.
    - ii. Are there any services higher/lower than normal? Was the service involving more travel or more work than normal on the service?
- o Note that column F: **Worker/Office,** is shaded light yellow.
    - i. In this column, agencies have the option to add a worker/office name for each SWAN unit of service invoiced.
    - ii. Add information in this column in order to run the **Create By Worker View** report in the **Report Menu** tab.
      For more information regarding this feature, see: 6. Directions to Create 'By Worker' View
- o Note that column K: **Purchased Service Cost** is specific to the Post-permanency Respite unit and reflects respite events reimbursed to the family. Overhead Cost and Total Cost for the Respite unit also add in the Purchased Service Cost.
    - i. Identify if there are respite units billed without Purchased Service costs.
- o Identify missing travel data in column H: **Mileage Amount**, column J: **Parking Cost**, or column M: **Travel Time**.
- o After looking at the outliers, determine if any benchmarks need to be reopened to adjust time and costs. The goal is to make sure each benchmark's time and cost entries are as accurate as possible.

F. Cost & Time Averages:
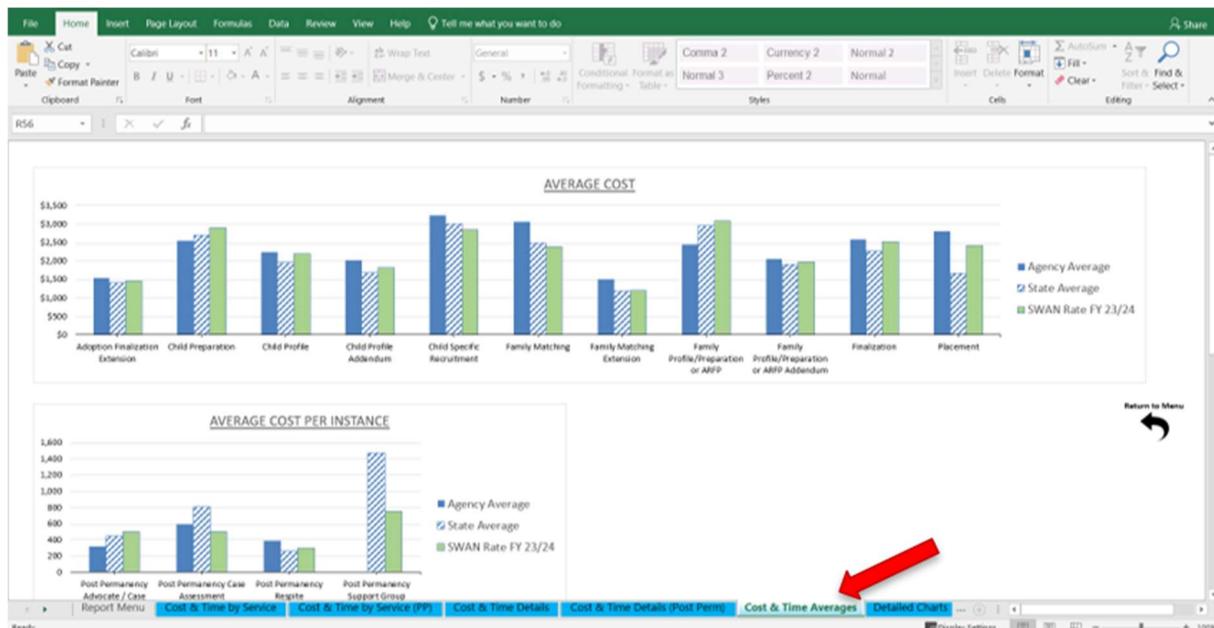
- o This tab provides a summary of the affiliate's average cost data for that quarter.

i. For Post-permanency services, it provides a summary of the affiliate's average cost data per instance for that quarter.

ii. The state average provided is the average of all affiliates data for that quarter.

iii. The current SWAN rate for the fiscal year is also provided.

- o For exact values, hover the cursor over any bar in the graphs.
- o The data in this worksheet enables affiliates to compare their average cost data for the quarter with the state average for the quarter, as well as the current SWAN rate.

G. Legend:

- o This tab provides definitions of the titles of the columns in the **Cost & Time Details** and **Cost & Time Details (Post Perm)** tabs, as well as how the numbers are derived.
- o The current rates are also listed.
- o Information in this section can be used to help understand data in the Cost & Time Details charts.

5. Directions to Use "Run Cost-Time Analysis" Feature

1. Click on the **Report Menu** tab and then click on the **Run Cost-Time Analysis** button.
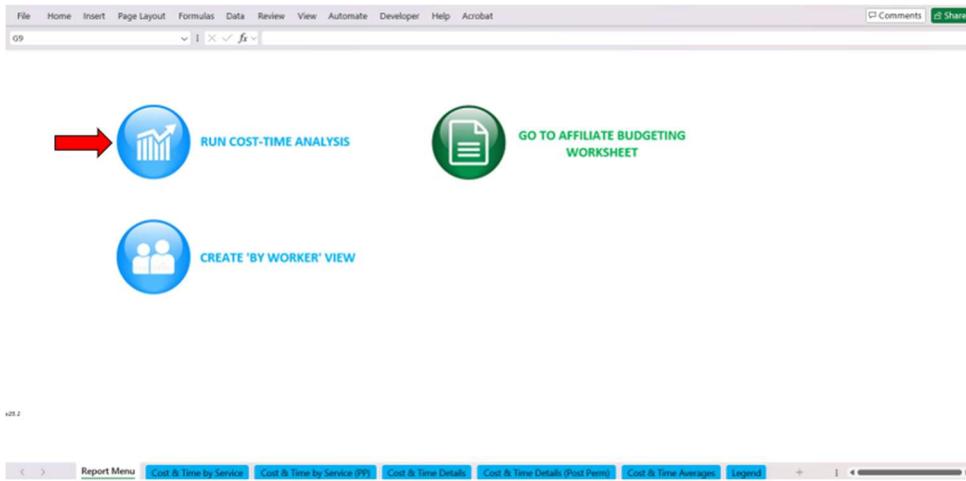
2. Using the drop-down, select a Service Type.
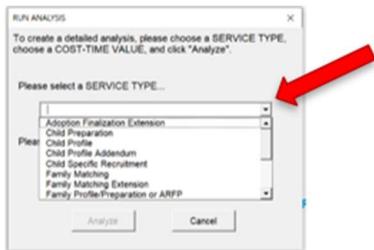
3. Using the drop-down, select a Cost-Time Value.

4. Click the **Analyze** button.

5. The selected chart will be generated and you will automatically be taken to the chart in the **Detailed Charts** tab.
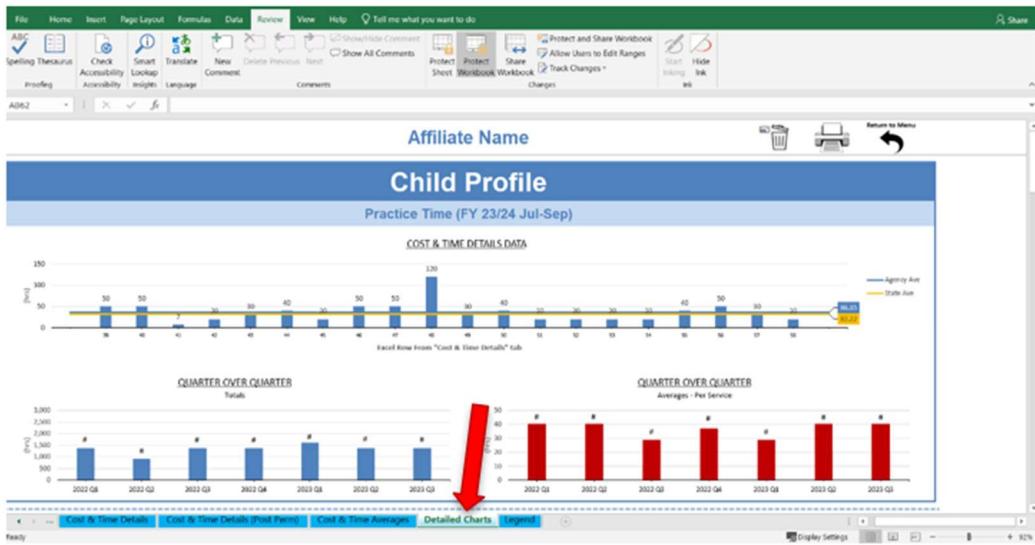
All charts created using the "Run Cost-Time Analysis" will appear in this tab. Charts will appear alphabetically by service name regardless of the order in which they are created. These charts provide a visual representation of the information in the **Cost & Time Details** and/or **Cost & Time Details (Post Perm)** tabs.

Note that charts created do not automatically save. In order to save the changes to the original spreadsheet, it is recommended to use "Save As" and save the document to your computer.

Agencies can use this tool to compare their data from the current quarter to previous quarters, identifying trends within the agency and outliers (high or low) to determine possible errors in cost and time reporting, as well as services provided to different counties. Agencies can also compare their data to state averages, benchmarks, and rates of payment.

o Of note, the Post-permanency service charts often use "Average – Per Instance" rather than per service.
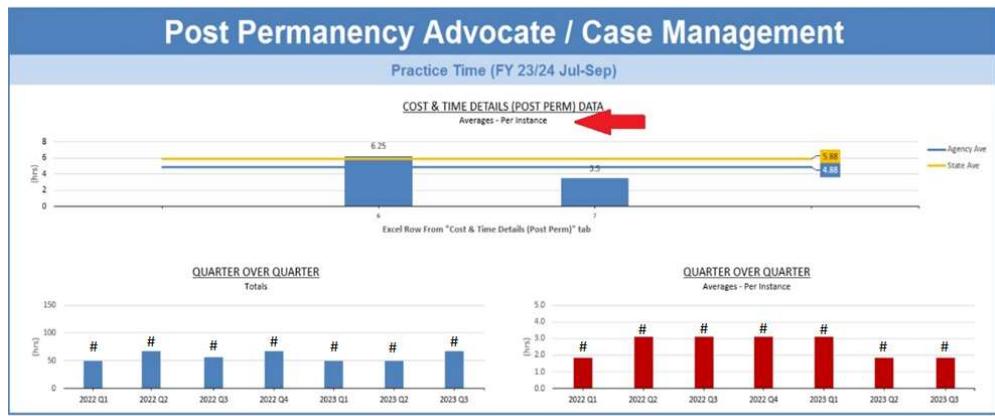
For Post-permanency Respite, there is a specific chart that can be run for "Purchased Service Cost."
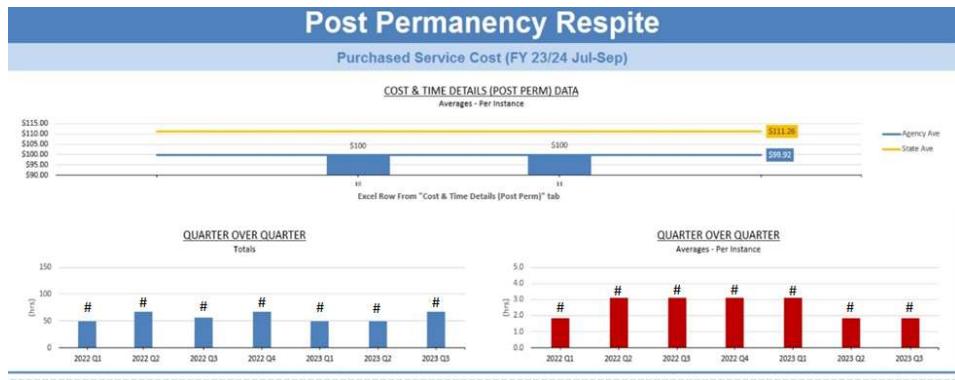
6. To go back to the **Report Menu** tab, either:
   - Click on the **Return to Menu arrow icon** on the top right corner of the chart, or
   - Use the arrows located on the bottom left corner of the spreadsheet.

7. Repeat steps **1-6** to generate additional charts for other cost and time details.

   Review charts generated in the **Detailed Charts** tab. Remember that all reports generated via the **Run Cost-Time Analysis** button appear in this tab and will stack on top of each other separated by service.

8. To print a chart, click on the **printer icon** on the top right corner of the chart.
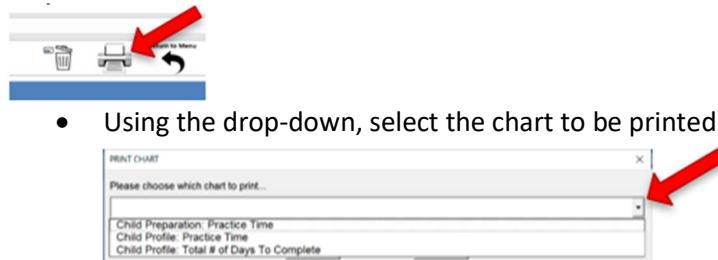
   - Using the drop-down, select the chart to be printed

   - Click the **Print** button

9. To delete a chart, click on the **trash can icon** on the top right corner of the chart

- Using the drop-down, select the chart to be deleted

- Click the **Delete** button.

6. Directions to Create 'By Worker' View

This feature allows agencies to group SWAN services completed by each worker/office.

1. Go to the **Cost & Time Details** tab.

- Scroll over to column H: **Worker/Office** and enter information. You can enter worker(s), supervisor, office names, or other categories for each unit of service to organize the cost and time data. (Autofill is enabled to allow faster data entry.)

- Note that the **Create 'By Worker' View** feature is most effective if all fields are completed in column H.

2. Go to the **Cost & Time Details (Post Perm) tab**

- Scroll over to column F: **Worker/Office** and enter information. You can enter worker(s), supervisor, office names, or other categories to organize the cost and time data. Autofill is enabled to allow faster data entry.
- Note that the **Create 'By Worker' View** feature is most effective if all fields are completed in column F.

3. Return to the **Report Menu** tab and then click **Create 'By Worker' View** button.

- If you did not enter names in all the fields in the columns in steps 1 and 2, pop-up messages will appear:

    i. The first message says: "It looks like the 'Worker' column in the Cost & Time Details report is not complete. Do you want to proceed with the 'Cost & Time by Worker' report anyway?"
        - Click **No** if you want to add more names, or
        - Click **Yes** to proceed.
    ii. The second message says: "It looks like the 'Worker' column in the Cost & Time Details (Post Perm) report is not complete. Do you want to proceed with the 'Cost & Time by Worker (PP)' report anyway?"
        - Click **No** if you want to add more names, or
        - Click **Yes** to proceed.

4. Go to the **Cost & Time by Worker** tab and/or the **Cost & Time by Worker (PP)** tab to view summaries of SWAN services completed by worker/office.

Users can sort services by worker/office, compare data for workers/offices who are completing the same services, and identify workers/offices who may need support tracking cost and time.

- If desired, click the **Hide No-Data Rows** button next to the SWAN logo to hide rows for services that do not contain any data.

7. Share Your Agency's Results

Administration can use the data to determine budget numbers and caseloads.

Supervisors can use the data to help a caseworker determine any areas of need. They can also compare differences in time spent on units based on the experience level of workers.

Caseworkers see the results of their data entry. Help them to see the bigger picture for the importance of the data.

8. Reopening Benchmarks

If your agency determines from the quarterly Cost and Time Report that some of the benchmarks are inaccurate due to time logging errors, the benchmark should be reopened and corrected. The state

needs the most accurate data to determine rates. Contact your agency's SWAN RTA to report which benchmarks need to be reopened. There is a short window of time to have the benchmark reopened, and your agency will need to review the report within a week of its issuance and report any concerns to your RTA

9. Use Create by Worker to Compare Units from Various Counties

Instead of putting in the workers' names in the Worker/Office column, you can instead enter the county the unit is from. You can copy the county name from the column **Referring or Affiliate County** and paste it into the **Worker/Office** column. Then, when you click the **Create by Worker View** button, you will see the average cost and time information for units from each county.

Part IV: The SWAN Affiliate Budgeting Worksheet (ABW)

1. Overview and Services Table

1. Within the SWAN Cost and Time Quarterly Report, click the "Go To Affiliate Budgeting Worksheet" button.
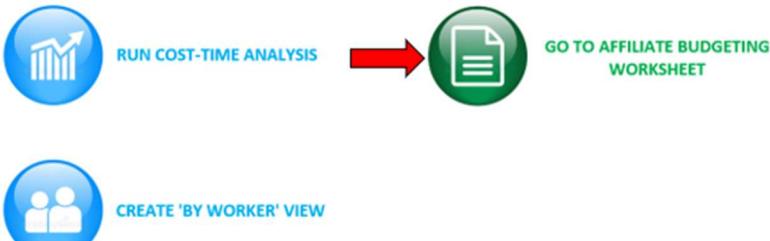
- This will open a new tab titled "ABW" located at the bottom right.
- The screen will show the services table in the top left, worker information in the top right, and schedule information below.

2. View the **Services** Table.

Service	FY 24/25		State		My Agency (last 4 quarters)	
	Months	Rate	Ave Hrs To Complete	Hrs/Month	Ave Hrs To Complete	Hrs/Month
Adoption Finalization Extension	4	$1,540	24.7	6.2	20.6	5.2
Child Preparation	6	$3,120	47.3	7.9	54.1	9.0
Child Profile	3	$2,290	35.1	11.7	35.0	11.7
Child Profile Addendum	3	$1,930	32.9	11.0	35.9	12.0
Child Specific Recruitment	6	$3,140	45.8	7.6	42.6	7.1
Family Matching	8	$2,550	41.8	5.2	47.8	6.0
Family Matching Extension	4	$1,480	31.2	7.8	30.5	7.6
Family Profile/Preparation or ARFP	4	$3,260	53.5	13.4	64.3	16.1
Family Profile/Preparation or ARFP Addendum	4	$2,170	37.6	9.4	43.6	10.9
Finalization	8	$2,630	37.9	4.7	44.8	5.6
Placement	N/A	$1,930	32.2	N/A	22.4	N/A
Post Permanency Advocate / Case Management	1	$460	5.7	5.7	5.9	5.9
Post Permanency Case Assessment	1	$460	14.0	14.0	18.3	18.3
Post Permanency Respite	1	$260	1.6	1.6	1.6	1.6
Post Permanency Support Group	3	$1,050	12.5	4.2	8.9	3.0

- Each service type is shown along with its SWAN rate for the current fiscal year as well as the months to complete.
- The second section shows the average hours to complete each service type for all affiliates ("State") as well as the average hours per month.
- The third section shows the average hours to complete each service type for the affiliate ("My Agency") for the last four quarters as well as the average hours per month. These are calculated in the Cost & Time by Service tabs of the report.

2. Worker Information

1. View the **Worker Information** section.

2. This section shows the total costs and hours of all workers who are entered.
   - Click the "Update Workers" button.

   - There are two tabs: "Worker Info" and "Definitions."
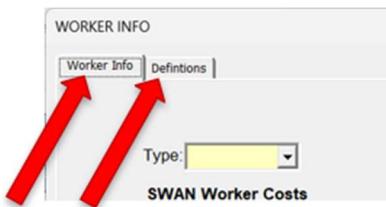
   - Click the "Definitions" tab.
     i. This tab defines certain Worker Info fields in more detail.

   - Click the "Worker Info" tab.

i. **Worker 1 of 1:** This shows who the current worker is (by number). This also indicates the total number of workers currently entered and saved (the first of one total worker(s)).

ii. **Type:** Select "Worker" or "Consultant."

   a. If "Consultant" is selected, the form updates to display only certain fields.

iii. **Name:** Enter the name of the worker.

iv. **Salary:** Enter the annual salary of the worker.

v. **Taxes/benefits:** Enter the taxes for the worker. In the first field, enter the taxes as a percentage, and the dollar figure (second field) will update accordingly. Or, in the second field, enter the taxes as a dollar figure, and the percentage figure (first field) will update accordingly.

vi. **Travel:** This field defaults to a particular value. Update if necessary.

vii. **Overhead Rate:** Enter the overhead rate for the worker. In the first field, enter the overhead rate as a percentage, and the dollar figure (second field) will update accordingly. Or, in the second field, enter the overhead rate as a dollar figure, and the percentage figure (first field) will update accordingly.

viii. **Variance:** Enter the variance for the worker. In the first field, enter the variance as a percentage, and the dollar figure (second field) will update accordingly. Or, in the second field, enter the variance as a dollar figure, and the percentage figure (first field) will update accordingly.

ix. **Total Cost:** This will be calculated automatically based on the values entered in the "SWAN Worker Costs" section.

x. **Weeks:** This fields defaults to "52." Update if necessary.

xi. **Hours/Week:** Enter the hours per week of the worker.

xii. **Total Hours:** This will be calculated automatically based on the values entered in the Weeks and the Hours/Week fields.

xiii. **Less NPH (hrs/week):** This will default to 30% of the Hours/Week entered. Update if necessary.
   - NPH stands for "Non-Productive Hours."
   - As discussed in "Part II: How to Pull Useful Reports", section "1. Ensure Completion of Cost and Time Tracking", the SWAN rates are calculated based on a worker's productivity rate of 70% and non-productivity rate of 30%.

xiv. **Less NPH (hrs/year):** This will be calculated automatically based on the value entered in the Less NPH (hrs/week) field.

xv. **Total Available Hours:** This will be calculated automatically based on the values entered in the "SWAN Worker Hours" section.

xvi. **Minimum Desired Rate per Hour:** This will be calculated automatically based on the Total Cost divided by the Total Available Hours per year.

- View **the navigation buttons.**

i. **Delete/Clear:** This either deletes the current worker's screen if it is currently saved, or clears the screen if it's not currently saved.

ii. **Delete All:** This will delete all workers.

iii. **First:** This navigates to the first worker's screen.

iv. **Previous:** This navigates to the previous worker's screen.

v. **Next/New:** This navigates to the next worker's screen. If the current worker screen is the last worker, this navigates to a new worker screen.

vi. **Last:** This navigates to the last worker's screen.

vii. **Save**: This saves the information on the current worker's screen. This will only be allowed if all fields are completed.

viii. **Copy:** This creates a new worker by copying the information from the current worker.

ix. **Exit:** This exits the Worker Information screens completely.

- **View the "Cost and Hours for All Workers" section (bottom section).**

Cost and Hours for All Workers

SWAN Worker Costs			SWAN Worker Hours			
Salary		$0.00 per year	Weeks			0
Taxes/benefits	0.00%	$0.00	Hours/Week			0
Travel		$0.00	Total Hours			0
Overhead Rate	0.00%	$0.00	Less NPH	(hrs/week)	0	0 hrs/year
Variance	0.00%	$0.00				
Total Cost		**$0.00**	**Total Available Hours**			**0.0 per Year**
						0.00 per Month

Minimum Desired Rate per Hour: $ 0.00

    i. This section shows the total costs and hours of all workers who are entered. This section updates as worker information is added or updated and saved.

3. View the Worker Information section as well as the Hours Balance section.

Cost and Time for All [2] Workers

Update Workers

SWAN Worker Costs			SWAN Worker Hours		
Salary		$30,000.00 per year	Weeks		104
Taxes/benefits	6.00%	$1,800.00	Hours/Week		50
Travel		$8,200.00	Total Hours		2,600
Overhead Rate	16.50%	$6,600.00	Less NPH (hrs/wk)	15	-780 hrs/yr
Variance	1.90%	$884.24			
Total Cost		**$47,484.24**	**Total Available Hours**		**1,820.0 per Year**
					151.67 per Month

Minimum Desired Rate per Hour: $ 26.09

Hours Balance

Total Available Hours:	1,820.0
Scheduled Hours:	0.0
Remaining Available Hours:	1,820.0

- The Cost and Time for All Workers section now shows the total costs and hours of all workers that have been saved in the Worker Information screens. The section heading also now shows the total number of workers that are currently saved.
- The Hours Balance now shows the Total Available Hours for the worker(s) that are saved in the Worker Information screens.

3. Schedule and Functions

1. View the Schedule section.

2. Check the "Freeze Panes" checkbox to lock the months headings and service information on the left while using the schedule. Uncheck this checkbox to unlock.

3. Click the "Functions" button.

- Click **Add Service**.
  - I. This adds another service row. Enter the number of services to add (can add one or more than one at a time).
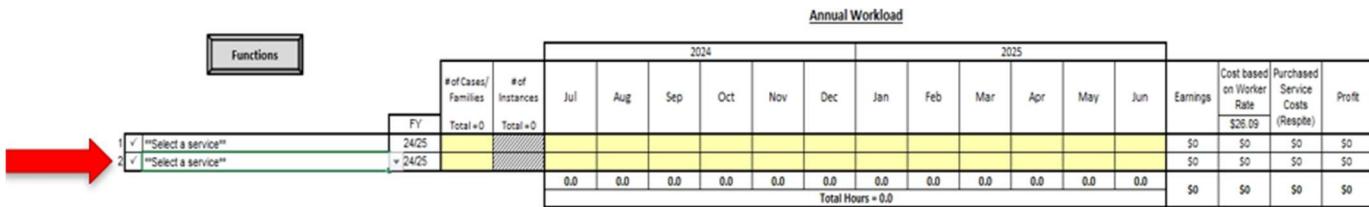
- If you see the following glitch—a white box that cannot be typed in—please remove the service line following the next step.

- Click **Remove Service(s)**.
  - I. Select which service(s) to delete, then click "Submit."
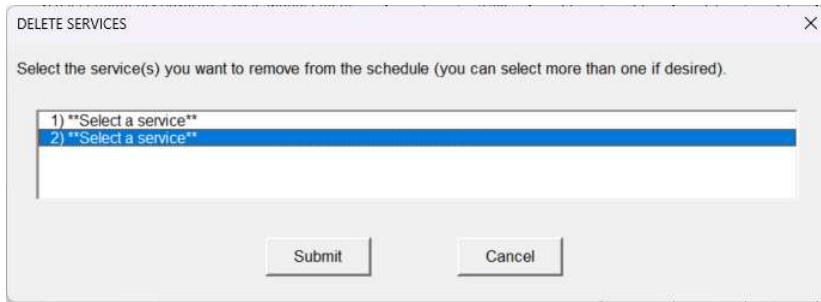
- Click **Add Name**:
  I. Select which service(s) to add a name to. Then type the name to add in the field provided at the bottom of the window and click "Submit."
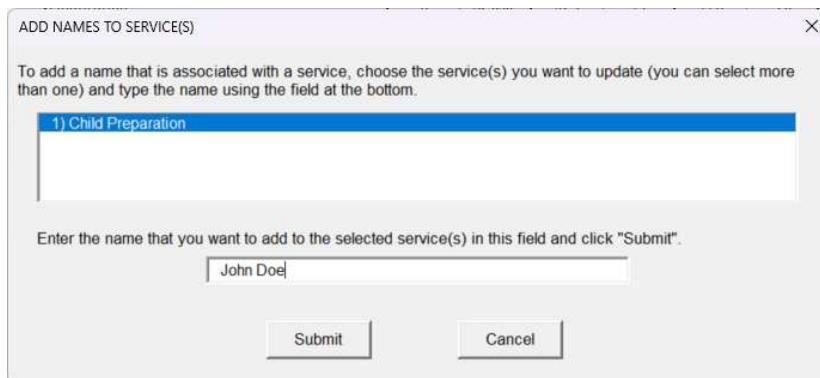
  - The most common use will be to add the child or family's name, but this field can be used to enter other labels: the name of the caseworker assigned, the name of the supervisor overseeing the unit(s), the office location, etc.
  - Note: Multiple services can be selected simultaneously and a name added at one time for them.

- Click **Edit/Delete Name**:
  I. Select which service(s) to edit or delete.
     - Edit Name: The name of the selected service will appear in the field at the bottom of the window. Update the name in that field and click "Submit." NOTE: You can edit multiple names at the same time as long as the names are identical.
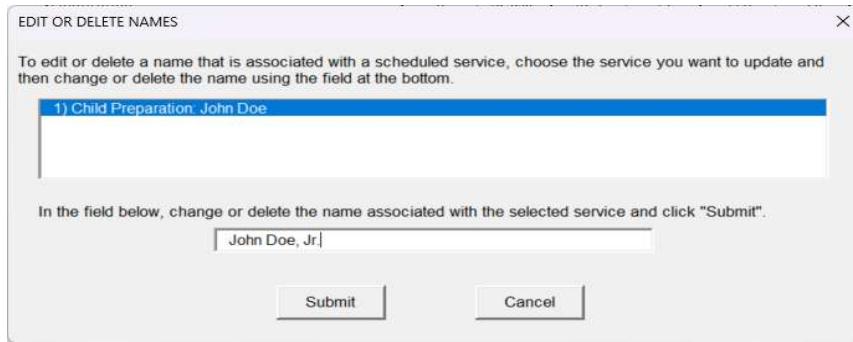
- Delete Name: The name of the selected service will appear in the field at the bottom of the window. Delete the name in the field and click "Submit." NOTE: You can delete multiple names at the same time as long as the names are identical.
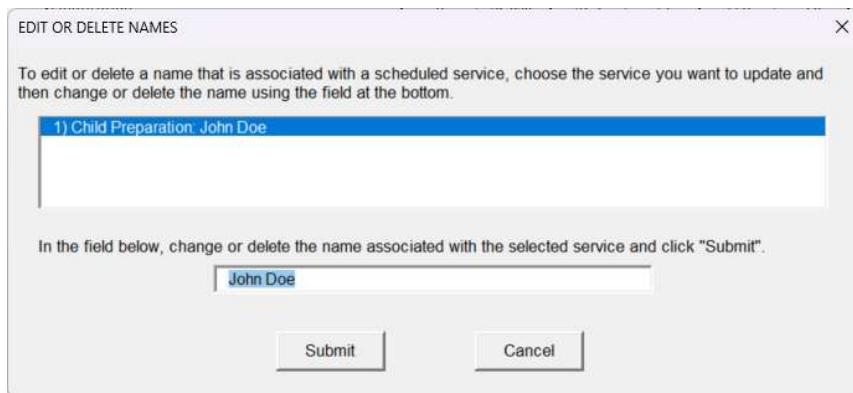
- Click **Clear Entire Schedule**:
  I. This clears the entire schedule and reverts the schedule back to a single blank row.
     - Click "Yes" to confirm clearing the schedule.

4. Filling out the Schedule

1. The schedule's timeframe defaults to the current fiscal year. To change the timeframe, click on the first month of the schedule and select the appropriate starting month and year. The rest of the schedule will populate accordingly.

- You may want to se this to match SWAN's fiscal year of July through June.
- You may want to set this to match your agency's fiscal year, whether that follows a calendar year of January to December or a federal fiscal year of October to September. This may be especially useful if you plan to use this for budgeting purposes or want to be able to use the Analyze Worker Shortage function after using the ABW for an entire year.
- You may want to change the timeframe every quarter to use the ABW in a rolling, continuous way for caseload planning purposes, importing your previous quarter's ABW each time.

2. By default, the service's earnings will be calculated, as indicated by a checkmark ("☑"). To exclude the earnings for this service (i.e., the service is not invoiced during this timeframe), click on the checkbox and it will change to an "x" ("☒").
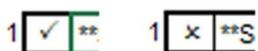
3. Select the service type from the drop-down field.

4. Select the fiscal year from the fiscal year (FY) drop-down field. This will determine what SWAN service rate is used to calculate the earnings.

5. Enter the number of cases in the "# of Cases/Families" field.

6. When applicable (post-permanency services), the "# of Instances" field is automatically populated.

Manually change this if needed.

# of Instances Total = 12
12

7. When filling out the schedule, manually enter the hours per month, the hours can be automatically added.

	FY 24/25		State		My Agency (last 4 quarters)	
Service	Months	Rate	Ave Hrs To Complete	Hrs/Month	Ave Hrs To Complete	Hrs/Month
Adoption Finalization Extension	4	$1,540	24.7	6.2	20.6	5.2
Child Preparation	6	$3,120	47.3	7.9	54.1	9.0
Child Profile	3	$2,290	35.1	11.7	35.0	11.7
Child Profile Addendum	3	$1,930	32.9	11.0	35.9	12.0
Child Specific Recruitment	6	$3,140	45.8	7.6	42.6	7.1
Family Matching	8	$2,550	41.8	5.2	47.8	6.0
Family Matching Extension	4	$1,480	31.2	7.8	30.5	7.6
Family Profile/Preparation or ARFP	4	$3,260	53.5	13.4	64.3	16.1
Family Profile/Preparation or ARFP Addendum	4	$2,170	37.6	9.4	43.6	10.9
Finalization	8	$2,630	37.9	4.7	44.8	5.6
Placement	N/A	$1,930	32.2	N/A	22.4	N/A
Post Permanency Advocate / Case Management	1	$460	5.7	5.7	5.9	5.9
Post Permanency Case Assessment	1	$460	14.0	14.0	18.3	18.3
Post Permanency Respite	1	$260	1.6	1.6	1.6	1.6
Post Permanency Support Group	3	$1,050	12.5	4.2	8.9	3.0

- Type the hours in the appropriate month(s). You can refer to the services table at the top for the State's "Hrs/Month" or the agency's "Hrs/Month".

Typed
Typed

			FY	# of Cases/ Families Total = 2	# of Instances Total = 12	2024 Jul	Aug	Sep	Oct
1	✓	Post Permanency Respite	24/25	2	12	1.6			1.6
						1.6	0.0	0.0	1.6

- To automatically populate the hours, double-click on the service's starting month to populate the hours. A window appears with the agency's average hours per month from the last quarter, the agency's average hours per month from the last four quarters, or the state's average hours per month from the last quarter. These hours come from the Services Table. Select an option. To use this option each time for this service type going forward, check the "Save this selection when auto-populating hours later" box. This will populate the hours again when double-clicking without the window appearing.
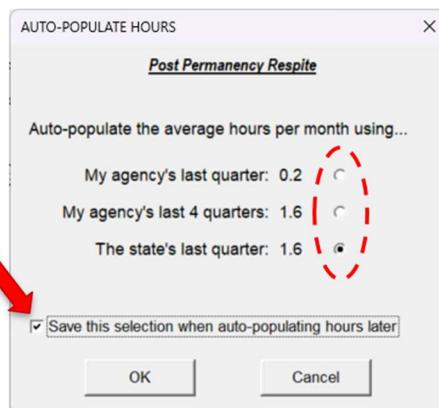
AUTO-POPULATE HOURS
OK
Cancel

Post Permanency Respite

Auto-populate the average hours per month using...

My agency's last quarter: 0.2 ○
My agency's last 4 quarters: 1.6 ○
The state's last quarter: 1.6 ●

☑ Save this selection when auto-populating hours later

Double-clicked
Double-clicked

			FY	# of Cases/ Families Total = 2	# of Instances Total = 12	2024 Jul	Aug	Sep	Oct
1	✓	Post Permanency Respite	24/25	2	12	1.6			1.6
						1.6	0.0	0.0	1.6

- If there are more hours scheduled in a month than workers are available for, an alert will appear under

the schedule.

	2024						2025					
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
		400.0										
		200.0										
	0.0	600.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Hours = 600.0												

The Total Hours Available per Month (538.20) has been exceeded

8. Earnings and Costs

			FY	#of Cases/ Families Total=3	#of Instances Total=12	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Earnings	Cost based on Worker Rate $26.93	Purchased Service Costs (Respite)	Profit
1	√	Post Permanency Respite	24/25	2	12	1.6			1.6									$3,120	$86	$100	$2,934
2	√	Child Profile	24/25	1							11.7	11.7	11.7					$2,290	$945	$0	$1,345
						1.6	0.0	0.0	1.6	0.0	11.7	11.7	11.7	0.0	0.0	0.0	0.0	$5,410	$1,031	$100	$4,279
						Total Hours = 38.3															

- The **Earnings** are calculated by the service's rate times the number of cases (or times the number of instances for Post-permanency services).
    - Above Example: $3,120 = $260 (Post-permanency Respite rate) * 12 instances
    - Above Example: $2,290 = $2,290 (Child Profile rate) * 1 case
- The **Cost based on Worker Rate** is calculated by the total hours scheduled for the service times the Worker Rate (from the Worker Information section).
    - Above Example: $86 (rounded) = 3.12 total hours * $26.93 (worker rate)
    - Above Example: $945 (rounded) = 35.1 total hours * $26.93 (worker rate)
- The **Purchased Service Costs (Respite)** is a value that needs to be entered. This is applicable only for Post-permanency Respite services.
- The **Profit** is calculated by the Earnings minus the Cost based on Worker Rate minus the Purchased Service Costs (Respite).

9. Hours Balance

Hours Balance

Total Available Hours:	6,458.4
Scheduled Hours:	38.3
Remaining Available Hours:	6,420.1

- The **Total Available Hours** comes from the Total Available Hours per year in the Worker Information section.

Cost and Time for All [6] Workers

SWAN Worker Costs			SWAN Worker Hours		
					Update Workers
Salary		$115,000.00 per year	Weeks		312
Taxes/benefits	5.78%	$6,650.00	Hours/Week		177.5
Travel		$24,600.00	Total Hours		9,230
Overhead Rate	16.50%	$24,131.25	Less NPH (hrs/wk)	53.3	-2,772 hrs/yr
Variance	2.08%	$3,536.37			
Total Cost		**$173,917.62**	**Total Available Hours**		6,458.4 per Year
					538.20 per Month

Minimum Desired Rate per Hour: $ 26.93

- The **Schedule Hours** comes from the Total Hours in the schedule.

2024						2025					
Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
1.6			1.6								
					11.7	11.7	11.7				
1.6	0.0	0.0	1.6	0.0	11.7	11.7	11.7	0.0	0.0	0.0	0.0
Total Hours = 38.3											

- The **Remaining Available Hours** is the Total Available Hours minus the Scheduled Hours.

10. Return to Menu
    - Click the "Return to Menu" button (top right corner) to return to the Main Menu screen.

Return to Menu

5. Importing a Previous ABW

1. There are several reasons you may want to import one ABW into another one:
   - The next quarter's Cost and Time Report has been sent to you and you want to continue using the functionality of the ABW with the new quarter's data. You can open your new Cost and Time Report and import your previous quarter's ABW into it, which will bring over the workers and schedule information.
   - A second use for the import function is that it can be used to build a program's capacity if you have already created ABWs for each of your individual workers. To use it in this way, you will import each individual worker's ABW into one program ABW, which will add each worker's information and schedule into a compilation.
   - Mac Users – The import function will not work if you are using a Mac. Mac does not support compatible coding necessary to be able to select a file (a previous ABW) from which to import.

2. Click the "Functions" button.

Functions

ABW Functions   ✕

Select a function or click "Exit"...

Add Service	Remove Service(s)
Add Name	Edit/Delete Name
Clear Entire Schedule	Analyze Worker Shortage
Import Previous ABW Info	

Exit
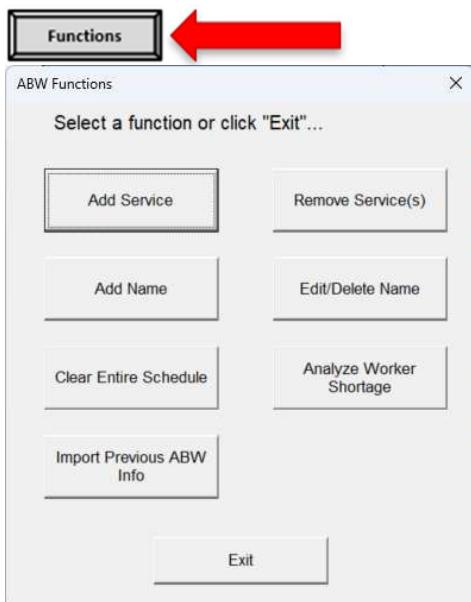
4. Click **Import Previous ABW Information**:

- This will import another ABW's worker information and/or schedule to the current ABW. Here's an example of an ABW to import.
  - I. The Worker Information has four (4) workers.

- II. The schedule appears below. However, since the current ABW schedule's timeframe is July 2024 to June 2025, the schedule information from July 2024 and on will be imported to the current ABW schedule.


**The Total Hours Available per Month (386.53) has been exceeded**

- It will ask to find the previous Cost-Time report (that includes the ABW) that you want to import to the current ABW. Click "OK."
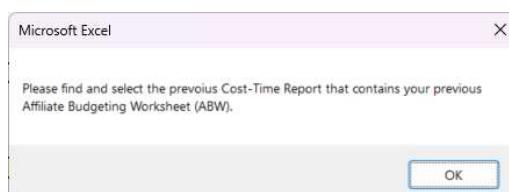

- Find and select the Auto Cost-Time report. Or click "Cancel" to cancel the import.
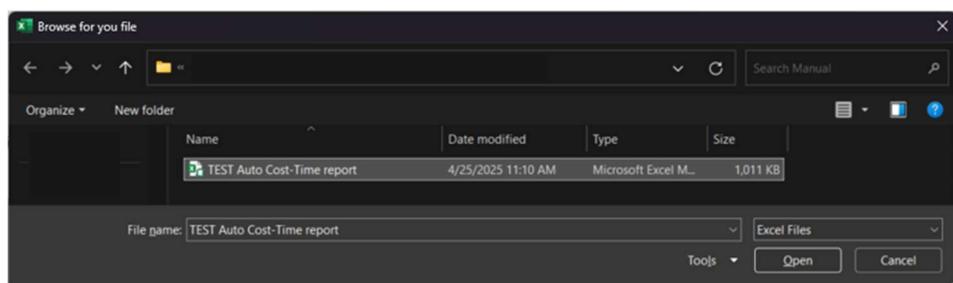
- This asks if you want to import the information from the ABW schedule.
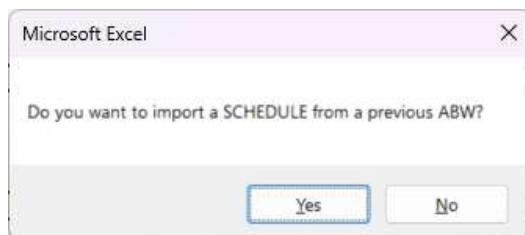
- This asks if you want to import the Worker Information from the ABW.
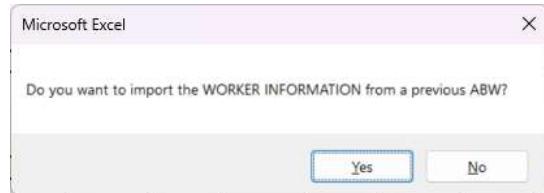
- A message will appear saying the import(s) were successful.
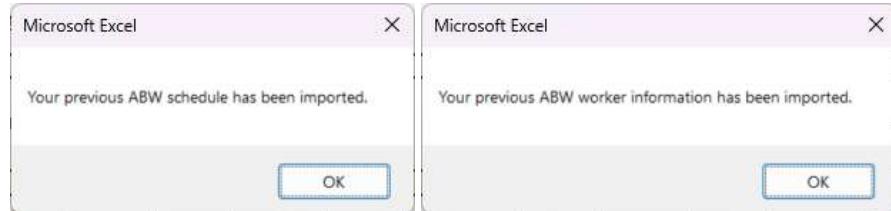
- Notice the Worker Information section. There are now six workers saved (originally two plus four workers that were imported).

- Notice the schedule section. The schedule was imported from the previous ABW. The only scheduled hours per month that were imported were from July 2024 to December 2024 since this current ABW schedule's timeframe is July 2024 to June 2025.

6. Analyze Worker Shortage Function

1. This function can only be used if the schedule has been completed for an entire year. This will determine how many workers would cover the shortage between the total hours the workers are available and the total scheduled hours.
2. Click the "Functions" button.
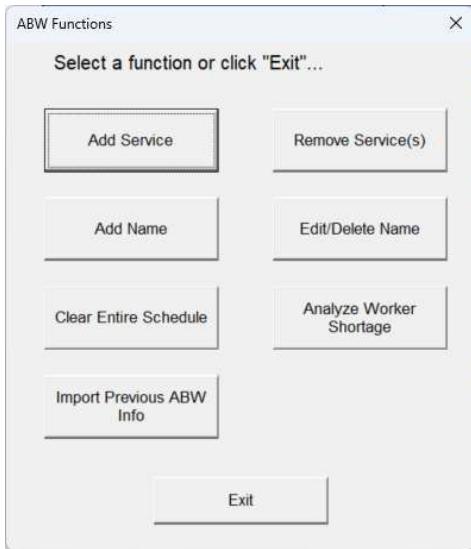
3. Click **Analyze Worker Shortage**:

    - Since the total hours scheduled are currently greater than the total hours available by the workers, there is no shortage. See the Hours Balance section.

    - More hours were added to this example schedule so there are more scheduled hours than available worker hours.

    - Now, when analyzing the worker shortage, a window with the results will appear. For this example, out of all the workers entered in the Worker Information section, the Analyze Worker Shortage calculates that the most efficient way to cover the "Scheduled hours that are not covered by workers" (1582.1 hours) is with one worker that has 1,092 available hours, plus one worker that has 728 available hours.
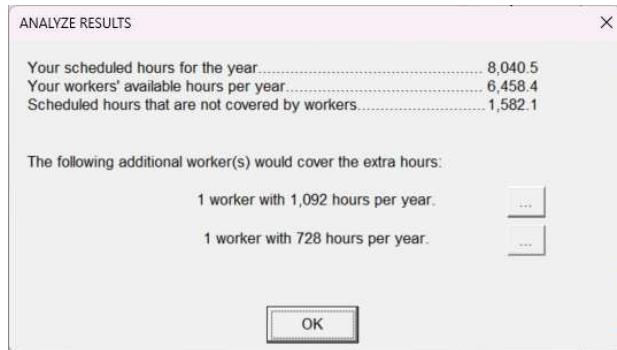
- Click on the details button next to the worker's description. A window will appear that shows the worker's available hours details.

Appendix A: Cost and Time Report Tabs

Tab Title	Information Contained In Tab	How To Use Information In The Tab
ABW	Contains the Affiliate Budgeting Worksheet button	Completion of the affiliate budgeting worksheet will provide a way to manage individual worker caseload, identify program capacity and staffing needs, and identify referral trends.
Report Menu	Contains two buttons that enable the user to either: • **Run Cost-Time Analysis** • **Create 'By Worker' View** • Running a Cost-Time Analysis will create a new tab in the document titled **Detailed Charts** • Creating a 'By Worker' View will create two new tabs in the document titled **Cost & Time by Worker** and **Cost & Time by Worker (PP)**	In order for the **Create 'By Worker' View** to be effective, the affiliate will need to complete or partially complete the column Worker/Office (highlighted light yellow) in the **Cost & Time Details** and/or **Cost & Time Details (Post Perm)** tabs
Cost & Time by Worker	*This tab appears after clicking on the **Create 'By Worker' View** button in the **Report Menu** tab* • Groups SWAN services completed by worker	Click the "Hide No-Data Rows" button next to SWAN logo to allow for ease of reading, if desired Enables services to be sorted by worker/office Compare workers/offices data who are completing the same services Identify workers/offices who may need support tracking cost and time
Cost & Time by Worker (PP)	*This tab appears after clicking on the **Create 'By Worker' View** button in the **Report Menu** tab* • Groups SWAN services completed by each worker/office.	Click "Hide No-Data Rows" button next to SWAN logo to allow for ease of reading, if desired Enables services to be sorted by worker/office Compare workers/offices data who are completing the same services Identify workers/offices who may need support tracking cost and time
Cost & Time by Service	Same as non-automated version • Contains the Affiliate's quarterly data cumulatively and average by service. • Columns provide cumulative data unless indicated as an average	Provides totals of services invoiced for the quarter Use the Average Cost column to compare with current payment for that service Use the Average # of Days to Complete column to compare to benchmark timeframes

Cost & Time By Service (PP)	Same as non-automated version • Contains the Affiliate's quarterly data cumulatively and average by Post-permanency service. • Columns provide cumulative data unless indicated as an average.	Provides totals of services invoiced for the quarter Use the Average Cost column to compare with current payment for that service Use the Average # of Days to Complete column to compare to benchmark timeframes

Cost & Time Details	• Contains the details of each service the Affiliate invoiced for the quarter.
	
	• Columns provide cumulative data unless indicated as an average.
	
	• Note that in column L, <u>Practice Time</u>, entries under 10 hours and over 100 hours are highlighted yellow.
	
	• Note new column H, <u>Worker/Office,</u> is shaded light yellow.
	   ○ Offers the option to add a worker/office name for each SWAN unit of service invoiced
	   ○ Add this information in order to run **Create By Worker View** report in the **Report Menu** tab
		Review the highlighted cells to identify services that may need further review
		
		Identify missing travel time
		
		Provides information regarding services that might be identified as an outlier (higher or lower) in the Detail Charts
		
		Determine if there is an explanation for why the numbers were higher or lower. For example, was the service was part of a sibling group or an override was completed
		
		After looking at the outliers, determine if any benchmarks need to be reopened to adjust time.

Cost & Time Details (Post Perm)	• Contains the details of each service the Affiliate invoiced for the quarter.
	
	• Columns provide cumulative data unless indicated as an average.
	
	• Note new column H, <u>Worker/Office,</u> is shaded light yellow.
	   ○ Offers the option to add a worker/office name for each SWAN unit of service invoiced
	   ○ Add this information in order to run **Create By Worker View** report in the **Report Menu** tab
	• Note column K, <u>Purchased Service Cost</u>, which is specific to the Post-permanency Respite unit and reflects respite events reimbursed to the family.
		Review the highlighted cells to identify services that may need further review
		
		Identify missing travel time
		
		Provides information regarding services that might be identified as an outlier (higher or lower) in the Detail Charts
		
		Determine if there is an explanation for why the numbers were higher or lower.
		
		After looking at the outliers, determine if any benchmarks need to be reopened to adjust time.
		
		Identify if there are respite units billed without Purchased Service costs.

o   Overhead Cost and Total Cost for the Respite unit also add in the Purchased service Cost.

Detailed Charts	*This tab appears after clicking on the **Run Cost-Time Analysis** button in the **Report Menu*** • All charts created using the "Run Cost-Time Analysis" will appear in this tab. Charts will appear alphabetically by service name regardless of the order in which they are created. • The Post-permanency Respite unit, includes a detailed chart for Purchased services cost.	Provides a visual representation of the information in the **Cost & Time Details** and/or **Cost & Time Details (Post Perm)** tabs Provides information to permit agency to compare their data from the current quarter to previous quarters Identifies trends within agency, as well as services provided to different counties Compare agency data to state averages, benchmarks, and rate of payment Identify outliers (high or low) to determine possible errors in cost and time reporting
Cost & Time Averages	• Provides a summary of the affiliate's average cost data for that quarter • For Post-permanency services, it provides a summary of the affiliate's average cost data per instance for that quarter. • The state average provided, is the average of all affiliate's data for that quarter • The current SWAN rate for the fiscal year is also provided	Review cost and time averages: You can use this data to identify what service you want more information about. For exact values, hover the cursor over any bar in the graphs
Legend	• Definition of the titles of the columns in the **Cost & Time Details** and **Cost & Time Details (Post Perm)** tabs and how the numbers are derived. • The rates are also listed.	Information in this section can be used to help understand data in the charts.