

	County of Sacramento Mental Health Division Adult Mental Health Services	Policy No.	02-07
		Issued Date	10/08/08
		Revision Date	
AREA: Contract Administration		TITLE: Staffing Ratios and Definitions	
Approved By: Marcia Jo, JD, MPA Program Manager		Approved By: Sandy Damiano, PhD Chief	

I. POLICY

Adult Mental Health Services recognizes the importance of staffing programs according to the service level needs of the population to be served.

II. PROCEDURE

A. General:

Overall staffing ratios should be consistent with the table below. *Specific staffing ratios are specified within each program contract. The minimum and maximum range per level is listed.*

Service Level	Staffing Ratio	
I	1:200	<i>Specific staffing ratios are specified within each program contract. The minimum and maximum range per level is listed.</i>
II	1:40 – 1:50	
III	1:20 – 1:25	
IV	1:10 - 1:15	

B. Program Planning

1. When developing a program budget, planning and negotiations will include determining an appropriate staffing ratio for the expected level of service to be provided. The contract budget depicts program staffing.
2. Certain staff classifications and functions will be included in the calculation of the ratio and some will not. As a general guide, those staff providing direct services (often as part of a team) to a cohort of enrolled clients and can be contacted by that client for support and information will be considered “in the ratio.” For example, the psychiatrist is generally not considered part of the ratio, but the clinical and non clinical staff assisting the client to achieve their goals is all considered.
3. Office staff is not considered in the ratio, and employment specialists and peer partners may be considered in the ratio, depending on their functions. Please see the tables below for detail.

4. Providers must register staff following Quality Management Guidelines established in QM P&P 03-07 Staff Registration.

Staffing – Included in Staffing Ratio		
Discipline	Function	Comments
Clinician (LPHA)	<ul style="list-style-type: none"> ▪ Ensures clinical treatment model fits with diagnosis and health/ wellness goals of the client. ▪ Direct clinical intervention with clients, and overall treatment and exit plan development. 	The higher the service intensity, the more licensed clinical staff will be expected. <i>This does not included team lead or quality management</i> which are different functions described later
Team Leader (LPHA)	<ul style="list-style-type: none"> ▪ Provides clinical consultation and direction to non-licensed staff. ▪ Some will provide direct services ▪ Ratio of 1:10 unlicensed staff 	Depending on program, may be counted at 50% or 100% level.
Personal Service Coordinators (PSC)	<ul style="list-style-type: none"> ▪ Direct client services, under clinical supervision, group rehabilitative services, peer and family education and support ▪ Assist client to achieve plan and goals. 	<p>Within this classification, individual staff should specialize in substance abuse, education linkages, housing linkages and vocational.</p> <p>PSC Staff may be registered as Mental Health Rehabilitation Specialist (MHRS) or Mental Health Assistant (MHA), depending on program needs.</p> <p><i>May include peer partners (consumer or family)</i></p>
Housing Specialist <i>resource & linkage</i>	<ul style="list-style-type: none"> ▪ Knowledgeable regarding housing availability. ▪ Matches clients to appropriate housing. ▪ Design housing plan for clients including appropriate housing; tenant's rights/responsibilities; crisis management 	This could be a MHRS or PSC with special knowledge

Staffing – Excluded from Staffing Ratio but with performance standards		
Discipline	Function	Expected Deliverables
Psychiatrist, Nurse Practitioner, Physician's Assistant	<ul style="list-style-type: none"> Provides medication support services individually and in groups 	<p>Examples of deliverables:</p> <ul style="list-style-type: none"> Units of medication services billed per FTE
Nursing (RN, LVN, PT)	<ul style="list-style-type: none"> Provides medication support services and physician support individually and in groups May do field based services when indicated. May or may not be case carrying. 	<p>Examples of deliverables:</p> <ul style="list-style-type: none"> Units of medication services billed per FTE Clients completing minimum # of sessions per EBP
Peer Partner – <i>consumer or family member</i>	<ul style="list-style-type: none"> Direct peer and family support services, not necessarily focused on the developed plan. Does not carry a caseload. May be a paid position, stipend, career path. 	<p>Examples of deliverables:</p> <ul style="list-style-type: none"> Participation in education, group services, training, engagement. % of clients served who participate in services or community activities, achieve community integration, complete WRAP,
Benefits Specialist	<ul style="list-style-type: none"> Assists clients with benefits acquisition General ratio of 1:40 clients and serve 150 per year. Must meet minimum qualifications with specific knowledge for this role. 	<p>Examples of deliverables:</p> <ul style="list-style-type: none"> % clients w/ SSI applications submitted within 60days % SSI denials for incomplete application % SSI applications granted w/in 180 days
Housing Specialist – <i>building management</i>	<ul style="list-style-type: none"> Responds and intervenes in property management issues on designated properties Property development Ratio: 1:50 housing units Must meet minimum qualifications with specific knowledge for this role. 	<p>Examples of deliverables:</p> <ul style="list-style-type: none"> % evictions # landlords satisfied with service response # Options for housing types/locations
Employment Specialist	<ul style="list-style-type: none"> Finds jobs, matches clients with jobs, provides job preparation, and intervenes in the workplace. Ratio 1:35 clients. Serve 50 per year Must meet minimum qualifications with specific knowledge for this role. 	<p>Examples of deliverables:</p> <ul style="list-style-type: none"> % clients in competitive employment within 3 months % clients enrolled in school <p>OR</p> <p>The role of identifying meaningful activities, school, etc is incorporated into PSC role.</p>
Interns for bachelor, master, doctoral degree programs	These are unpaid staff, and are not included (Stipends do not count.)	

Administrative Staff – Excluded from Staffing Ratio		
Discipline	Function	Comments
Supervisor	Supervise line staff, case conference, chart review, etc. Provide back-up for team leads.	Expect ratio of about 1:10 direct service staff <i>Need for licensure depends on type/level of services, and other infrastructure. Use organization chart to substantiate need.</i>
Program Manager	Budget, program planning, model fidelity, personnel mgt.	Expect ratio of about 1:5 supervisors <i>Need for licensure depends on type/level of services, and other infrastructure. Use organization chart to substantiate need.</i>
Clinical Director (LPHA)	Clinical oversight and supervision	Expect ratio of about 1:250 clients.
Operations Manager	General operations, facilities	Expect ratio of about 1:40 FTE
Quality Management (LPHA)	Chart review, compliance for internal and County regulations. Provides internal training.	FTE requested should appropriately reflect duties as described in QA/QM policies and procedures
Clerical, data entry	Administrative support to program operations	
ALLOCATED ADMINISTRATIVE	Cost allocation plan may be reviewed	
Executive Director	Average of all salaries may be used: total expense not to exceed 15% of program budget (exclusive of client support expenditures)	
Human Resources		
Legal		
CFO/ Fiscal		

Possible factors influencing the Staffing Ratio and Exclusions
<ul style="list-style-type: none"> ▪ Organizational Size ▪ Program type ▪ Level of service and population served ▪ Organizational Infrastructure – dependent on status in change management process ▪ Funding source(s)

Form References:

N/A

IV. REFERENCES	Related Policies & Procedures	State/Federal Codes/Other References
	Adult MH P&P 02-03 Contract Development QM P&P 03-07 Staff Registration	
V. CONTACTS	Name	E-mail
	Marcia Jo, JD, MPA	jom@saccounty.net
VI. SCOPE	<input checked="" type="checkbox"/> Mental Health Staff	<input checked="" type="checkbox"/> Adult Contract Providers
	<input type="checkbox"/> Mental Health Treatment Center <input type="checkbox"/> Specific grant/specialty resource	<input type="checkbox"/> Children's Contract Providers