



**Department
of Health**

DSRIP Independent Assessor Mid-Point Assessment Report

Albany Medical Center Hospital PPS

Appendix 360 Survey

November 2016

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Prepared by the DSRIP
Independent Assessor

Appendix 360 Survey – Albany Medical Center Hospital PPS

DSRIP 360 Survey

As part of the Mid-Point Assessment, the Independent Assessor (IA) prepared and disseminated a survey to Performing Provider Systems' (PPS') network partners, to assess the experience and involvement of network partners with the PPS lead entity. The name of the survey was the DSRIP 360 Survey. The IA utilized an electronic survey product to submit and collect survey responses. The survey release date was August 15, 2016 and the close date was September 30, 2016. Weekly reminder notices were sent to every recipient that didn't respond to the survey. The survey was sent to a random sample of the PPS' network partners identified as participating with the PPS lead entity.

The survey consisted of twelve multiple choice questions focusing on four primary areas around three themes. The areas of focus were network partners' experience with *i*) governance, *ii*) contracting and funds flow, *iii*) performance management and *iv*) information technology (IT) solutions. The three themes were engagement, communication and effectiveness. See below for the summary results by question for all responders. The survey instructions asked the survey recipient to answer all questions and to provide comments to each question. The survey responders were anonymous to the PPS lead entity.

Survey Results

Albany Medical Center Hospital PPS' sample size to be surveyed was calculated to be 19 individual network partner organizations that were identified as participating partners with the PPS lead entity based on the size of their Provider Import/Export Tool (PIT) report. A total of 14 (74%) survey samples were received. Respondents' answers overall were positive with 81% of all respondents' answers were either "Strongly Agree" or "Agree." Below is the breakdown summary of all answers. Not every responder completed every question.

<u>Survey Answers</u>	<u>Total of all Responders' Answers</u>	<u>Percentage</u>
Strongly Agree	60	35.71%
Agree	76	45.24%
Disagree	22	13.10%
Strongly Disagree	3	1.79%
N/A	7	4.17%
	<u>168</u>	<u>100.01%</u>

Survey responders were requested to leave comments after each question, and to also provide additional overall comments regarding any other aspects of the network partners' experience with DSRIP and the PPS lead entity. Details of responders' comments are included in the appendix. Examples of overall comments are below:

- *"The AMC lead PPS has consistently included our agency as an active partner in the PPS since very early on in the application process."*

- *“AMC has done a terrific job on the financial side with thorough analysis and information. The command and understanding of DSRIP is clear, but we are concerned with the lack of quality and related information as well as AMC's dominant position at the PPS.”*
- *“Although committed to the project, our organization is struggling to understand exactly how and where we fit in, and we remain skeptical about long-term success given the enormous scope of the project and the logistical difficulties thus far.”*
- *“It's a pleasure working with a group of professionals and collaborators!”*
- *“It seems it would be equally valuable, if not more so, to issue the very same 360 survey to the same group to measure how participants perceive the state's performance. That too needs to be measured.”*

The number of survey recipients and responders included the following provider categories as listed in the PPS' own Provider Import/Export Tool (PIT) report that was delivered with the PPS' quarterly reports:

	<u>Survey Recipients</u>	<u>Survey Responders</u>
1 Hospital	0	0
2 Nursing Home	1	0
3 Clinic	2	2
4 Hospice	1	0
5 Substance Abuse	2	2
6 Pharmacy	1	1
7 Mental Health Practitioner:	0	0
8 Primary Care Provider (PCP)	0	0
9 Non-Primary Care Provider	4	3
10 Case Manager / Health Home	2	1
11 Community Based Organization	2	1
12 All Other	4	4
	<u>19</u>	<u>14</u>

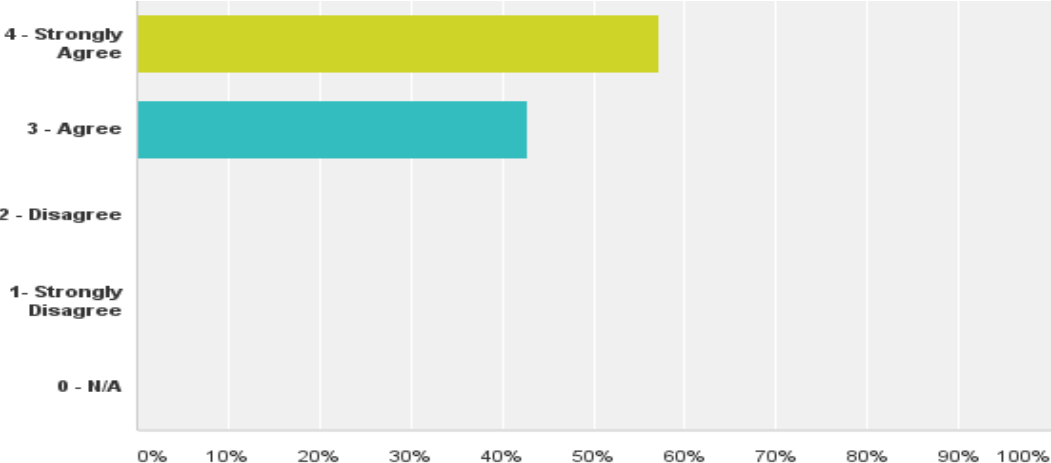
Sampling Methodology

The Independent Assessor (IA) utilized the same sampling plan for selecting network partners for the DSRIP 360 Survey that the IA has used for other sampling processes throughout DSRIP. The universe of network partners to be included in the survey was limited to each individual PPS' Provider Import / Export Tool (PIT) report, where the PPS marked individual network partners as participating. The sample generated was intended to capture all provider types using a stratified random method. Not every PPS' sample selected list of network partners included every provider type.

Every PPS delivered to the IA the applicable names and e-mail addresses or mailing addresses for the network partners' names selected from the random sample generator for each PIT report. In this initial random sample, some PPS' identified one or more network partners that were not participating with the PPS, or had otherwise left the PPS' DSRIP project.

Below are each of the 12 questions included in the survey, with corresponding charts showing the variety of responses from partners. Included for each question are comments from partners related to their response to that particular question.

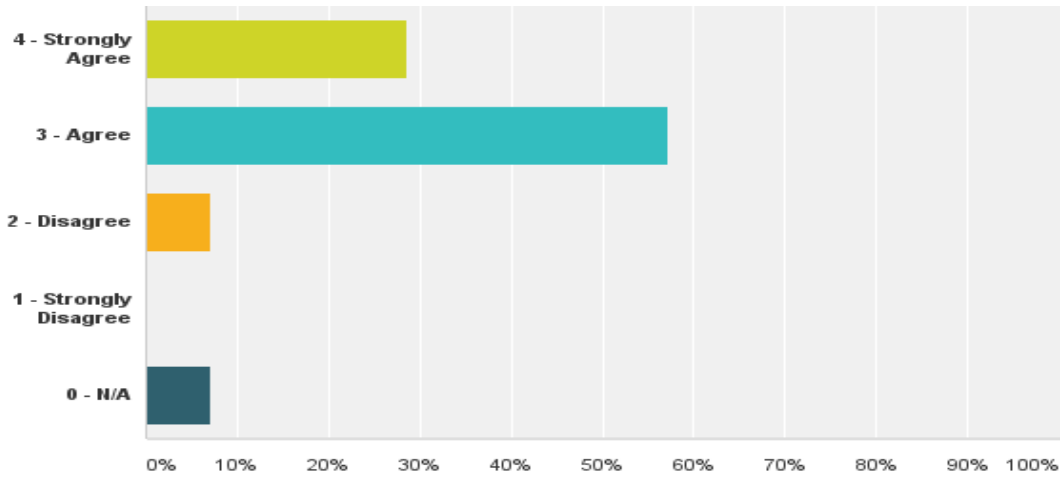
Q1: Governance: The PPS engaged you in its governing board, committees and/or solicited input from you as a network partner.



Sample of comments for question 1:

- *“We receive constant communication from the PPS, and there have been many opportunities to participate on committees.”*
- *“We have representation on the Executive and Finance Committees of the AMC PPS.”*

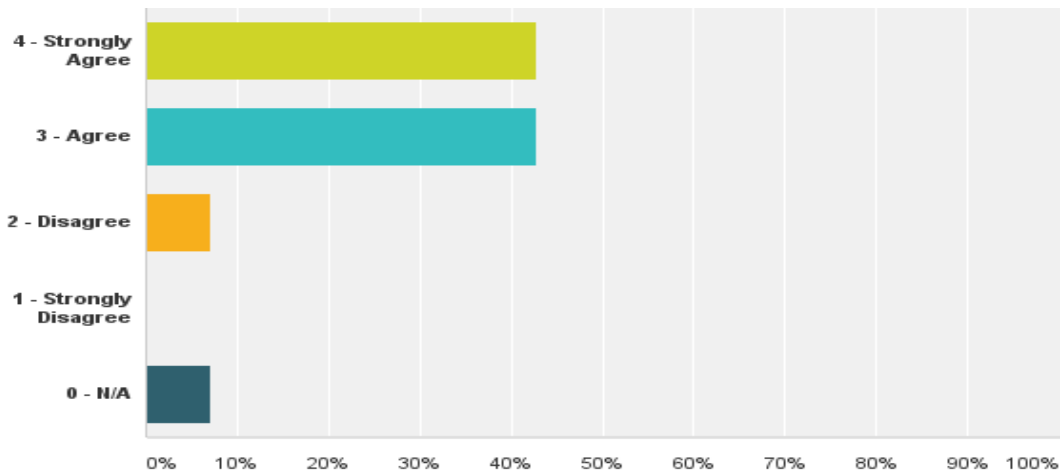
Q2: Contracting and/or Funds Flow: The PPS engaged you in the development of your contract and/or the funds flow/budgeting process.



Sample of comments for question 2:

- *“There have been many meetings regarding funds flow, contracting and budgeting”*
- *“Although we have been engaged in contract development, in the end, a consulting firm was used.”*
- *“The entire Funds Flow process has been one of the most frustrating and convoluted exercises I've encountered in my professional experience. It was poorly facilitated and, in my opinion, unnecessarily complex.”*

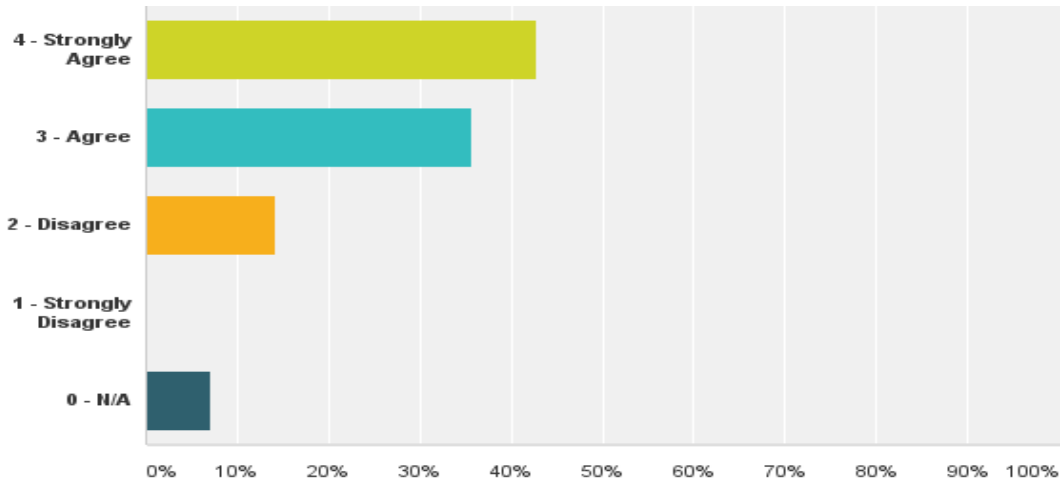
Q3: Performance Management: The PPS engaged you in project implementation efforts (planning and execution) for the projects in which you participate as a network partner.



Sample of comments for question 3:

- *“They have been very supportive and an integral part of the implementation”*
- *“But there has not been as much activity as we had hoped to this point.”*
- *“Others in my organization have been somewhat involved in project planning and execution.”*

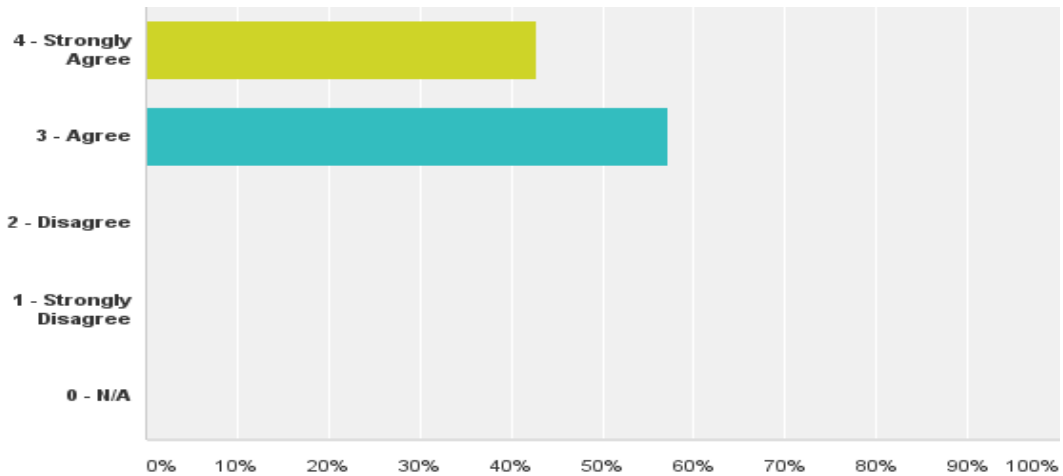
Q4: IT Solutions: The PPS has sought to understand your organization’s IT capabilities and your IT needs to support the DSRIP effort.



Sample of comments for question 4:

- *“Their team has worked closely with us to identify IT needs and develop solutions for the challenges we have faced.”*
- *“It is a critical element that is currently missing from AMC.”*

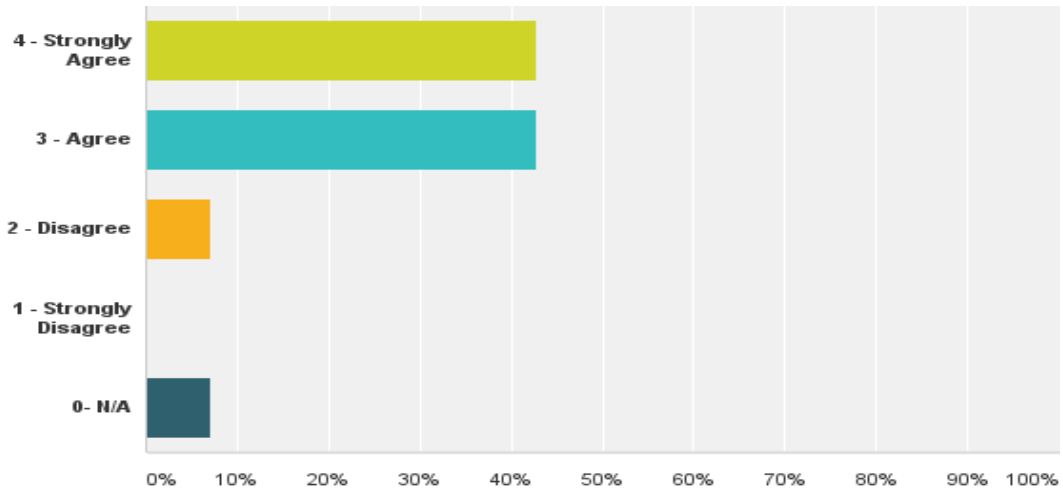
Q5: Governance: The PPS communicated its governance activities and/or changes to the governance plan to you as a network partner.



Sample of comments for question 5:

- *“Their communications have been frequent and have alerted us in a timely manner to any applicable activities/changes.”*
- *“Good communication but we remain concerned with the independence of AMC given their ultimate control in all things related to DSRIP e.g., Board and Executive Committee are all AMC related and DSRIP Board is below the Executive Committee.”*

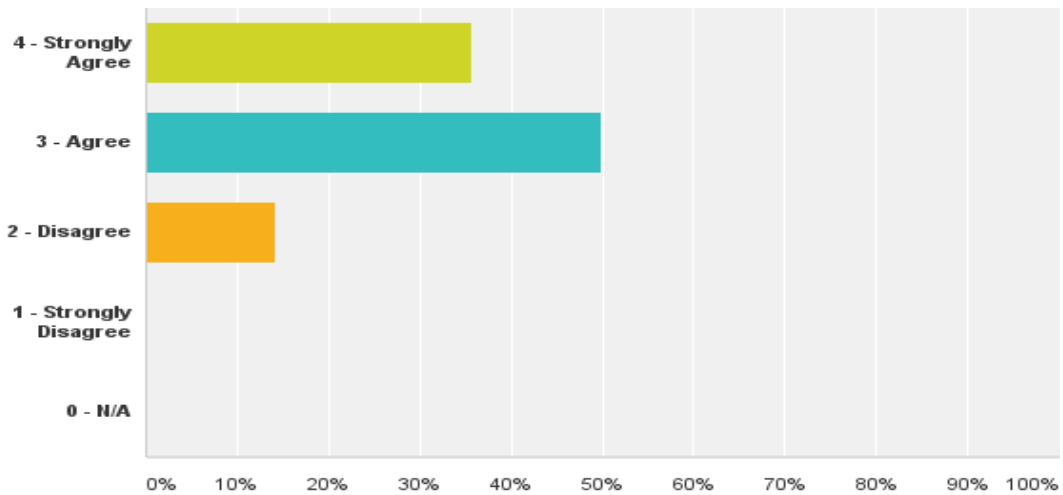
Q6: Contracting and/or Funds Flow: The PPS communicated its funds flow distribution plan and described how this plan pertains to network partners and their involvement in projects.



Sample of comments for question 6:

- *“Information has been distributed regarding funds flow and deliverables.”*
- *“AMC has done an excellent job communicating financial scenarios.”*

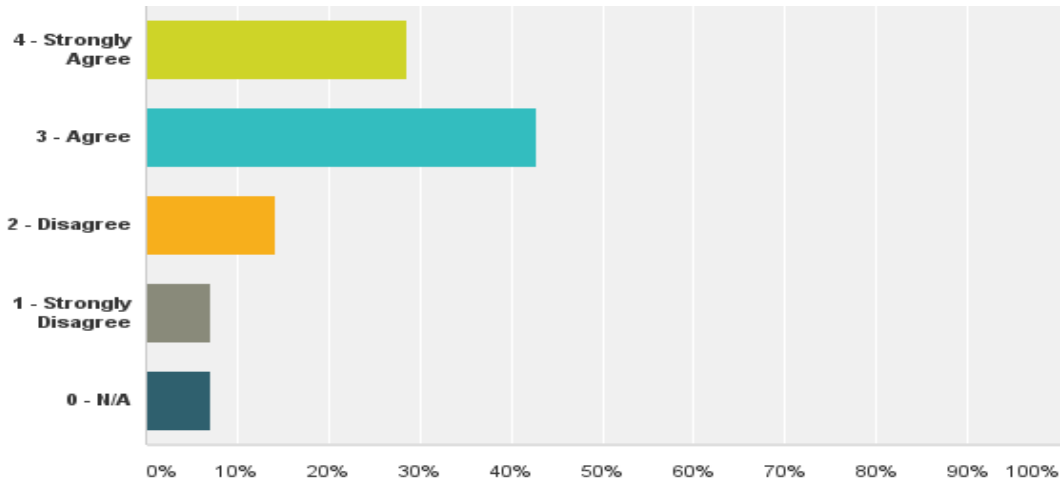
Q7: Performance Management: The PPS communicated it’s plans to share performance data with you as its network partner.



Sample of comments for question 7:

- *“They have shared data with us regarding the PPS performance but not on a regular, consistent basis.”*
- *“It has been communicated but no information to date.”*

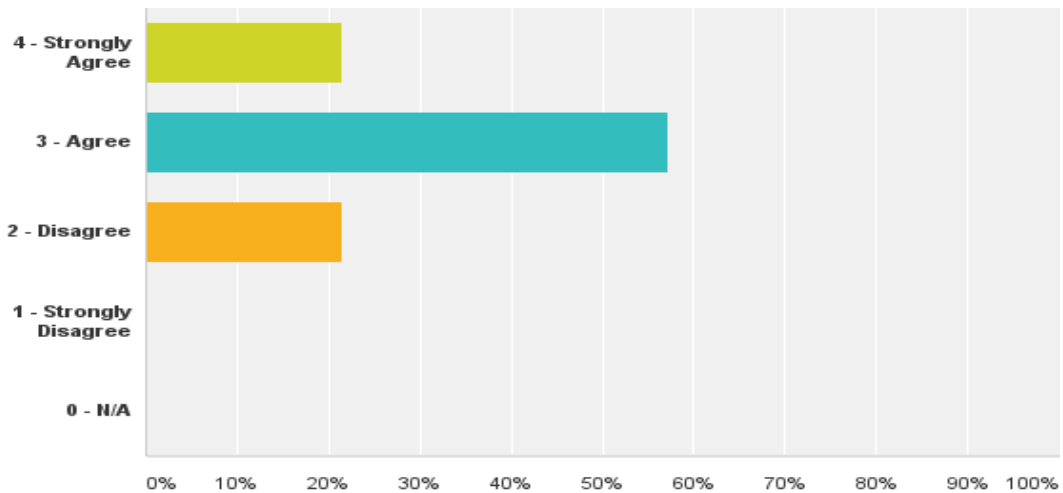
Q8: IT Solutions: The PPS communicated the availability of resources or support for IT solutions to address network partner needs.



Sample of comments for question 8:

- *“They have been very willing to provide IT assistance when needed.”*
- *“We are not aware of any available IT resources through AMC. This is one of our biggest concerns.”*

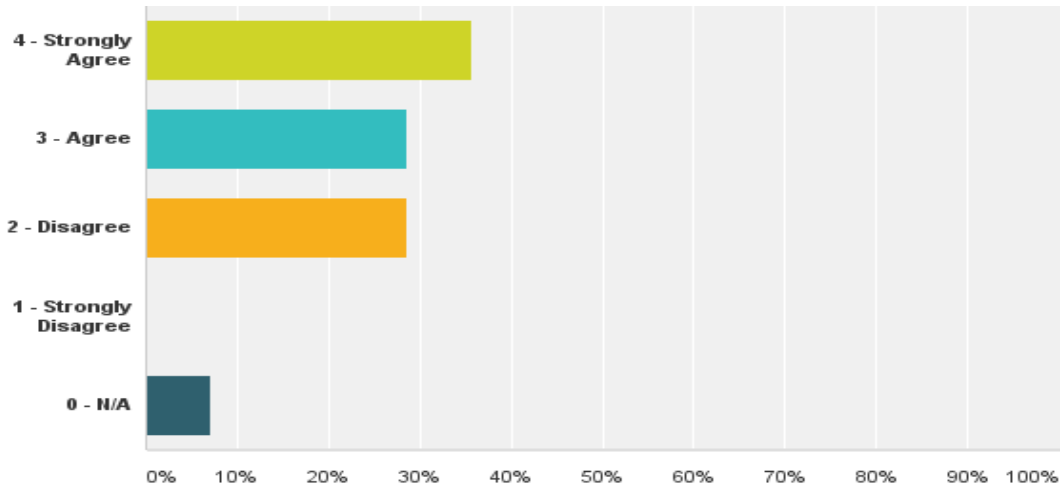
Q9: Governance: The PPS governance structure is effective in facilitating your progress towards meeting the DSRIP goals.



Sample of comments for question 9:

- *“As a non-member, non-safety-net organization, it's been difficult to fully understand the potential role in the project for our organization.”*
- *“The main limiting factor is the occasional and odd combination of a lack of clarity and overly prescriptive demand from the state, which may be endemic to this scale of social experimentation.”*

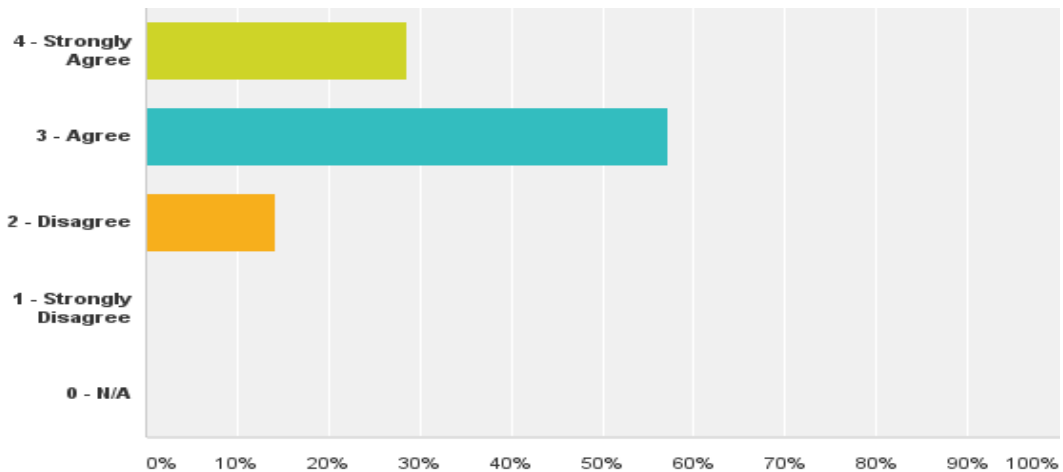
Q10: Contracting and/or Funds Flow: The PPS has been effective in establishing contracts and/or flowing funds to you as a network partner.



Sample of comments for question 10:

- *“Contracting has been done, but funds are not flowing.”*
- *“Aside from an initial distribution in 2015, there has been no flow of funds.”*

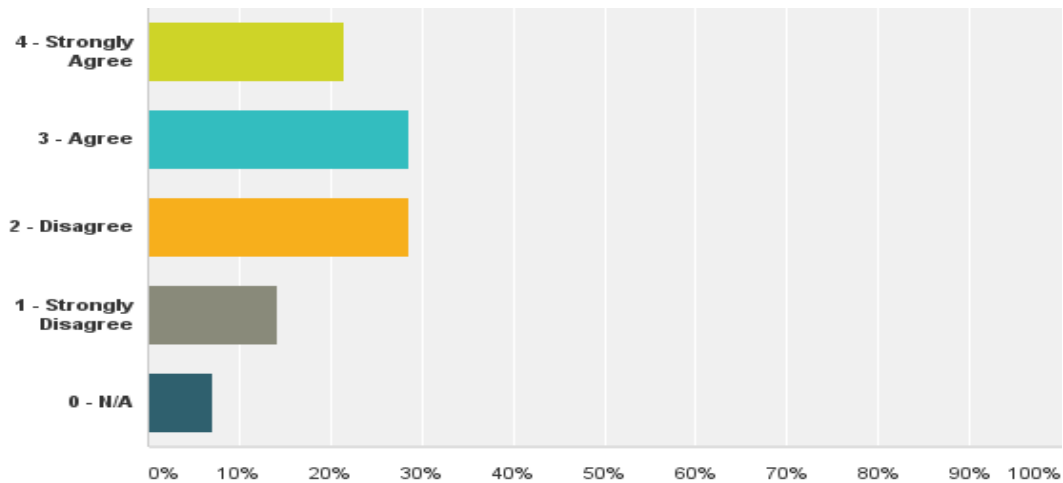
Q11: Performance Management: The PPS has been effective in detailing how it will monitor the performance of its network partners against metrics and facilitating quality improvement efforts.



Sample of comments for question 11:

- *“Monitoring tools seem good but have yet to see any data/information.”*
- *“This has been discussed, but not in detail.”*

Q12: IT Solutions: The PPS has been effective in providing solutions or support to ensure DSRIP goals are met.



Sample of comments for question 12:

- *"Lots of legwork, no solutions yet."*
- *"No capital funding from the State is harming this aspect of the project. The PPS is doing the best it can without funding"*
- *"Our PPS has been disadvantaged by the lack of capital funding for IT infrastructure. Our PPS' capital request was denied in whole by the state. The PPS should be credited for having the wherewithal to keep the initiative moving despite this incongruous lack of support at the most fundamental level."*