DSRIP Independent Assessor

Mid-Point Assessment Report

Alliance for Better Health Care PPS

Appendix 360 Survey

Appendix 360 Survey – **Alliance for Better Health Care PPS**

<u>DSRIP 360 Survey</u>

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.

<u>Survey Results</u>
Alliance for Better Health Care PPS sample size to be surveyed was calculated to be 27 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 16 (59%) survey samples were received. Respondents' answers overall were positive with 69% of all respondents' answers were either "Strongly Agree" or "Agree." Below is the breakdown summary of all answers. Not every responder completed every questions.

Survey Answers	Total of all Responders' Answers	Percentage
Strongly Agree	37	19.68%
Agree	92	48.94%
Disagree	37	19.68%
Strongly Disagree	6	3.19%
N/A	16	8.51%
	188	100.00%

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 Alliance needs to improve its communication with network providers; keeping all abreast of project approvals, resources etc. The Alliance is very good at communicating with its lead entities, but not with the*

provider network. There needs to be more interface with the providers and compensation for their participation."

- *"We are very disappointed in the Alliance to date. What looked like a solid attempt to develop a true collaboration has simply not happened?"*
- *"This is a "real-life" example of what a challenge it is to transform healthcare in this region. The sooner everyone gets on-board the quicker we will make progress."*
- *"I have been very impressed with the innovation support from the Alliance. I feel that they, more than other PPSs that we participate in, are truly seeking healthcare reform in all its forms. We are excited by the work we are doing, and both surprised by and grateful for the opportunities we have to better serve our patients and collaborate with other groups doing this work."*
- *"I think the PPS has performed as well as can be expected to date given the many changes in directives from DOH that have come as the DSRIP timeline marched forward."*
- *"PPS has been superb in providing a flow of information to member organizations as well as engaging member partners in various committees of the PPS."*

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:

|		Recipients	Responders
1	Hospital	3	1
2	Nursing Home	0	0
3	Clinic	7	6
4	Hospice	2	1
5	Substance Abuse	3	2
6	Pharmacy	1	0
7	Mental Health	2	2
	Practitioner:		
8	Primary Care Provider (PCP)	2	0
9	Non-Primary Care Provider	2	1
10	Case Manager / Health Home	0	0
11	Community Based Organization	1	1
12	All Other	4	2
		27	16

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.
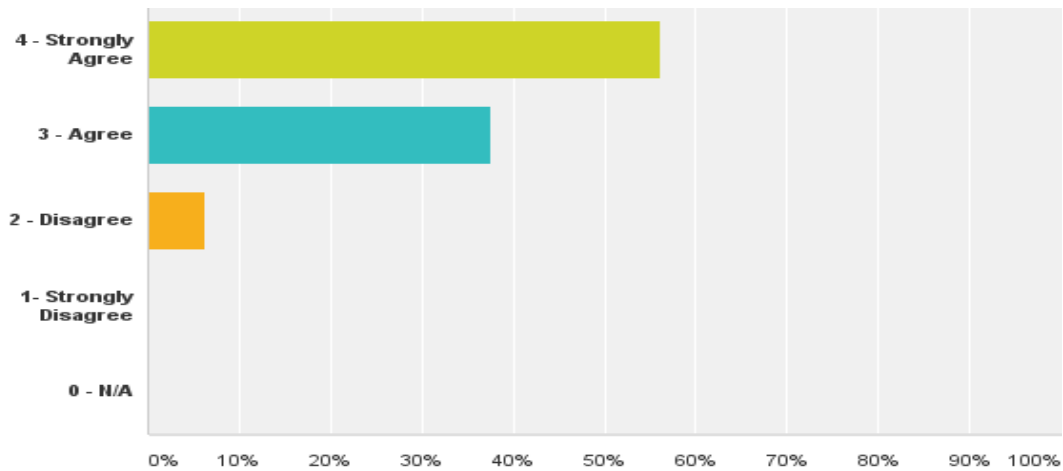
Sample of comments for question 1:
- *"Very little work has been done to involve us in Committee work besides a short lived Funds Flow Committee."*
- *"The Alliance has been very good at keeping members informed of the processes for decision making and extending offers for member participation in relevant committee work."*
- *"I participate in the PAC meeting, community meeting, in-services, training, and I represent our CBO's on the finance committee."*

Q2: Contracting and/or Funds Flow: The PPS engaged you in the development of your contract and/or the funds flow/budgeting process.
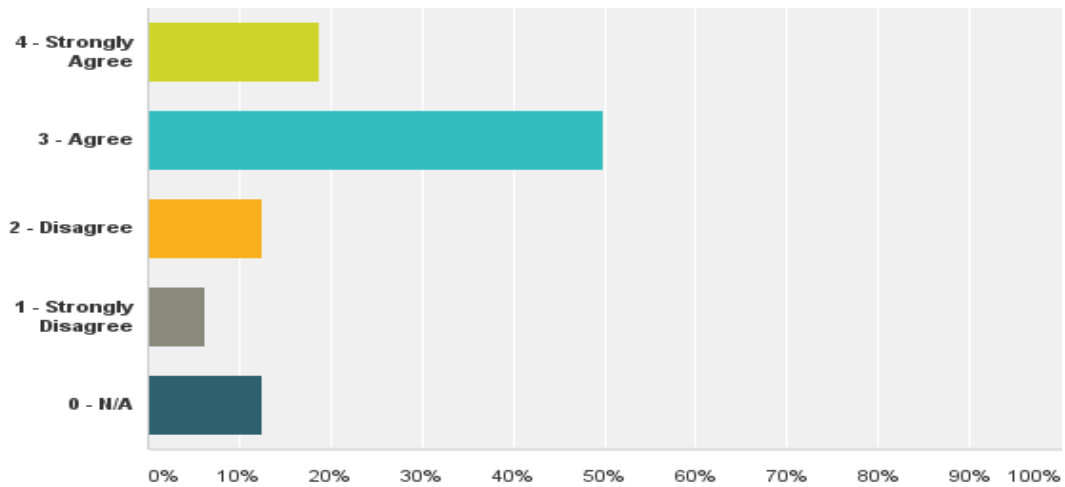
Sample of comments for question 2:
- *"We were sent the contract with deliverables for review, but had no input into development."*
- *"After participating in the Funds Flow Committee, the group was dissolved with no discussion or explanation. This was after months of work."*
- *"Contracts have not been executed yet."*
- *"Using an array of communications in-person, email, and one on one meeting we had the opportunity to give input/feedback on funds flow and budgeting process."*

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.
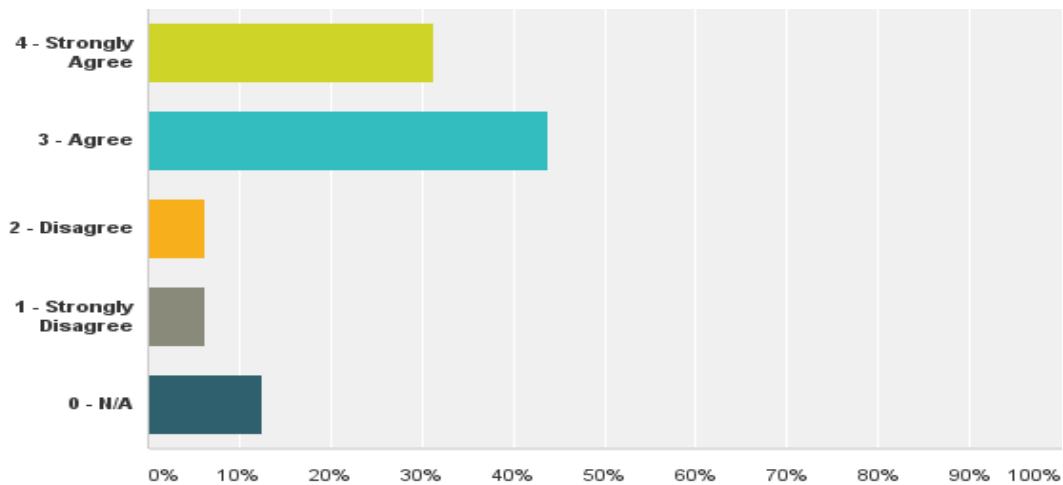
Sample of comments for question 3:
- *"We had conversations regarding some of the projects, but not for others."*
- *"We were asked to develop budgets without any context or collaboration. We continue to argue the cart is before the horse and more work is needed in bringing the "partners" together to collaborate and develop work plans."*
- *"The process has begun, but it's been slow and confusing."*
- *"The PPS did engage us, but it is difficult to have staff present in a meaningful way when the project work all runs concurrently, and your staff still have their regular clinical duties to carry out."*
- *"We have a website with project implementation and metrics available for our use, monthly meetings, we share materials and best practices, and are working through some issues that need to be resolved as a PPS."*

Q4: IT Solutions: The PPS has sought to understand your organization's IT capabilities and your IT needs to support the DSRIP effort.
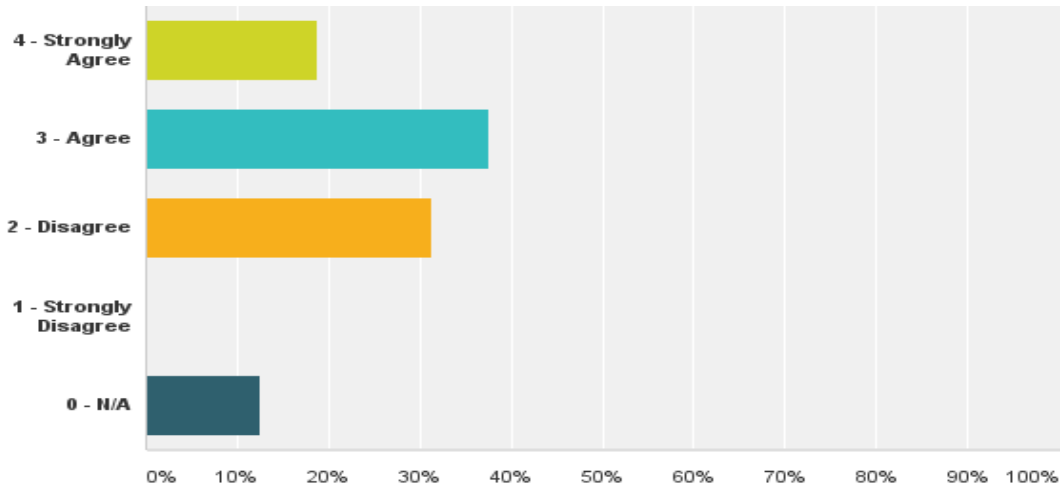
Sample of comments for question 4:

- *"I am not aware of conversations regarding our IT capabilities and DSRIP interface."*
- *"Although we have not been engaged about our IT capabilities, the Alliance has produced some of the most useful information of all the PPS'."*
- *"Strong IT Committee"*
- *"There have been surveys, face to face meetings, and PAC meetings to address the IT solution. Because each provider is unique, building a system that can incorporate all our regulatory needs and promote DSRIP goals will take time, knowledge, and financial resources."*

Q5: Governance: The PPS communicated its governance activities and/or changes to the governance plan to you as a network partner.
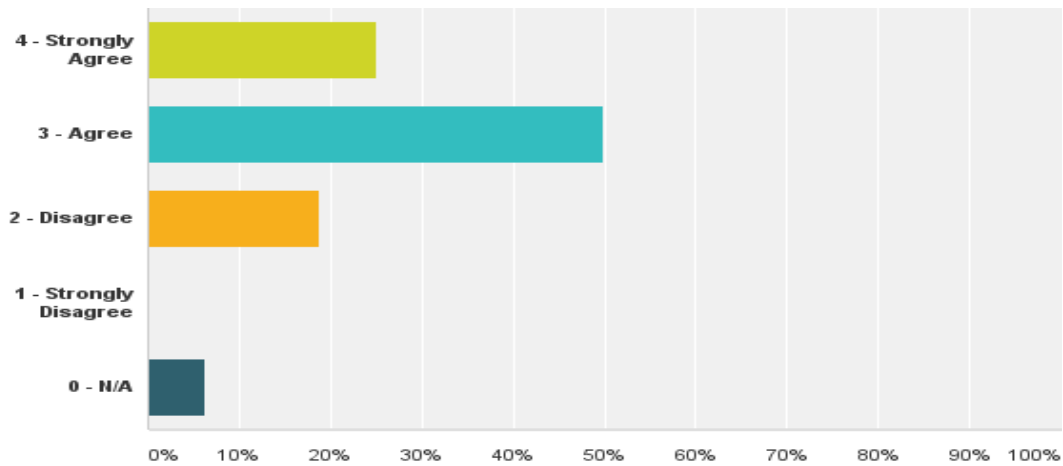
Sample of comments for question 5:
- *"I am aware of Finance Committee activities as a committee member but we receive little notification of the governance activities overall as a network partner."*
- *"I am familiar with the changes as a Board member, however as a network provider I do not feel the governance has been well communicated to the network providers."*
- *"Minimal communication, in general."*
- *"As a founding member we have shaped the dialogue"*

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.
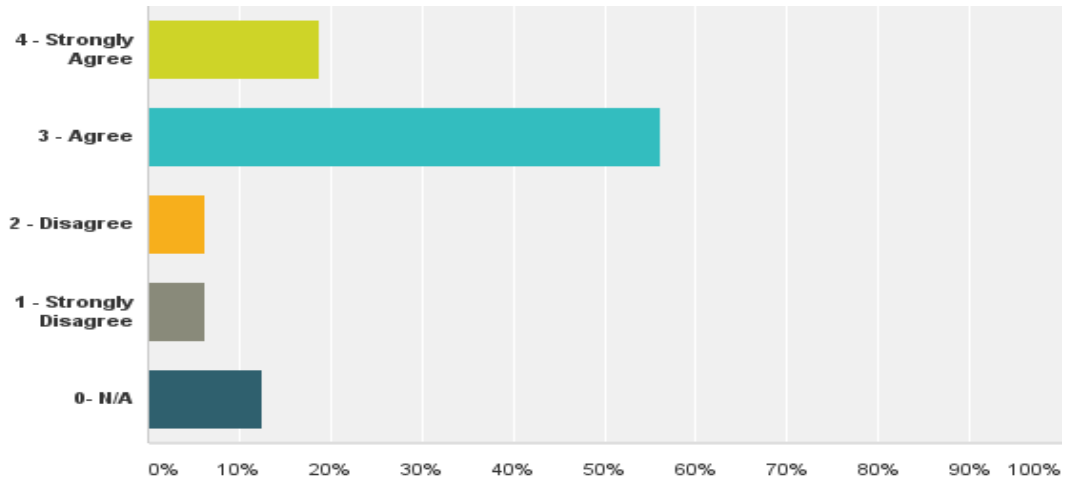
Sample of comments for question 6:
- *"The funds flow is much too complicated."*
- *"The PPS did communicate its funds flow plan, but I do not think it was widespread and effective."*
- *"As far as we can tell, the Alliance has distributed large amounts to the principal partner organizations and very little to the rest of us. We know this from what we found on the DOH website and not from the Alliance. We are just now working on budgets for work with partners but without a plan."*
- *"Agree, but at times decisions to allow non-member agencies to access project funding directly was not conveyed until after the fact"*

Q7: Performance Management: The PPS communicated it's plans to share performance data with you as its network partner.
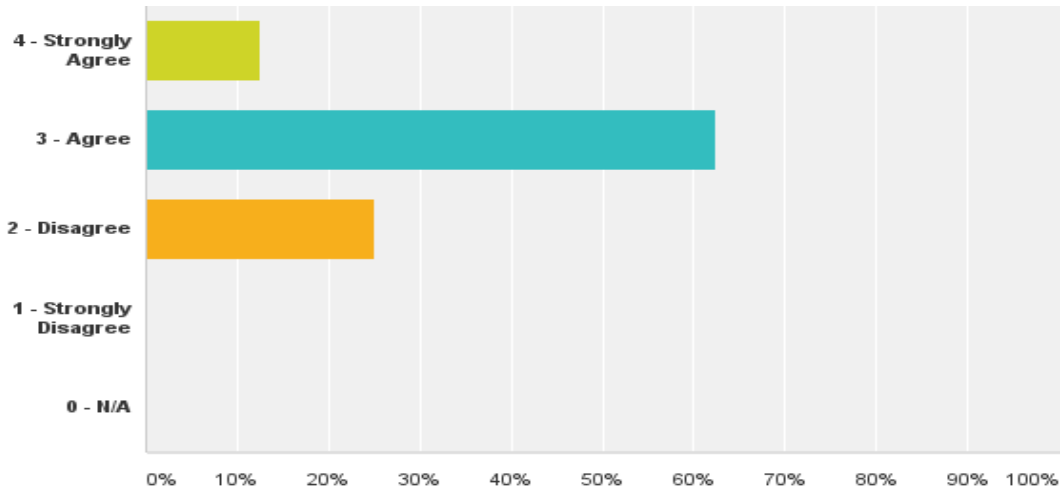
Sample of comments for question 7:
- *"It has been communicated and preliminary information shared."*
- *"I would say that the PPS plans to share data, but did not explain a process"*

Q8: IT Solutions: The PPS communicated the availability of resources or support for IT solutions to address network partner needs.
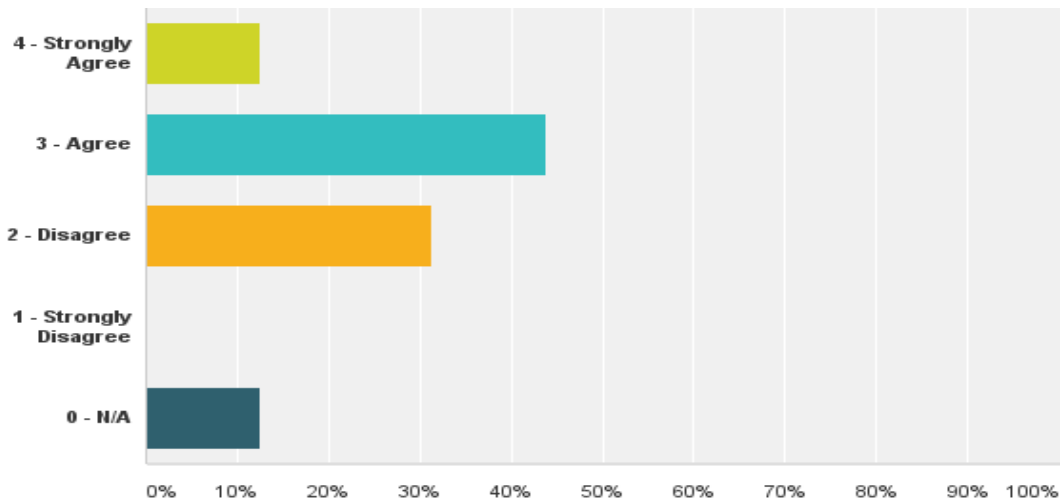
Sample of comments for question 8:
- *"Some communication with IT leadership included suggestions for improving information to all involved."*
- *"This is still in the planning and development stage"*
- *"They did communicate with us that the plan needed to change given that DOH did not fund the PPS' IT Capital grant"*

Q9: Governance: The PPS governance structure is effective in facilitating your progress towards meeting the DSRIP goals.
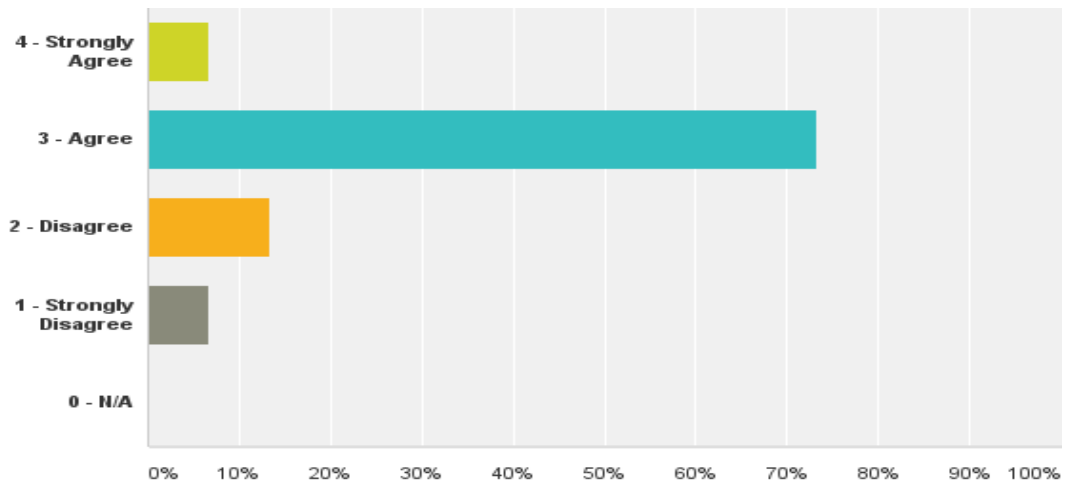
Sample of comments for question 9:
- *"There has been only one meeting with PPS staff and our agency to address our progress specifically. This meeting was informational in nature."*
- *"To date it works. We have yet to undertake the big lift on getting the main thrust of the projects operational."*

Q10: Contracting and/or Funds Flow: The PPS has been effective in establishing contracts and/or flowing funds to you as a network partner.
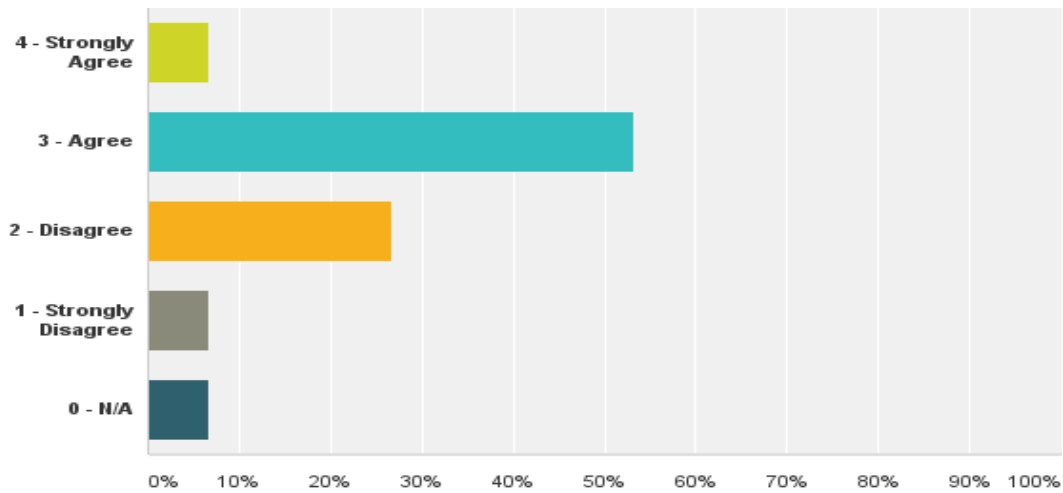
Sample of comments for question 10:

- *"Funds flow process is much too complex. The spreadsheet with deliverables is very long and difficult to figure out."*
- *"We have only received the initial funds for our participation. Discussions about more financial support are now moving at lightning speed with little input (several one hour meetings with expected budget turn around in days). We have communicated our concerns to the Alliance, to no avail."*
- *"This was not a smooth process"*
- *"Contracts are complete; the flows of funds have been slow."*

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.
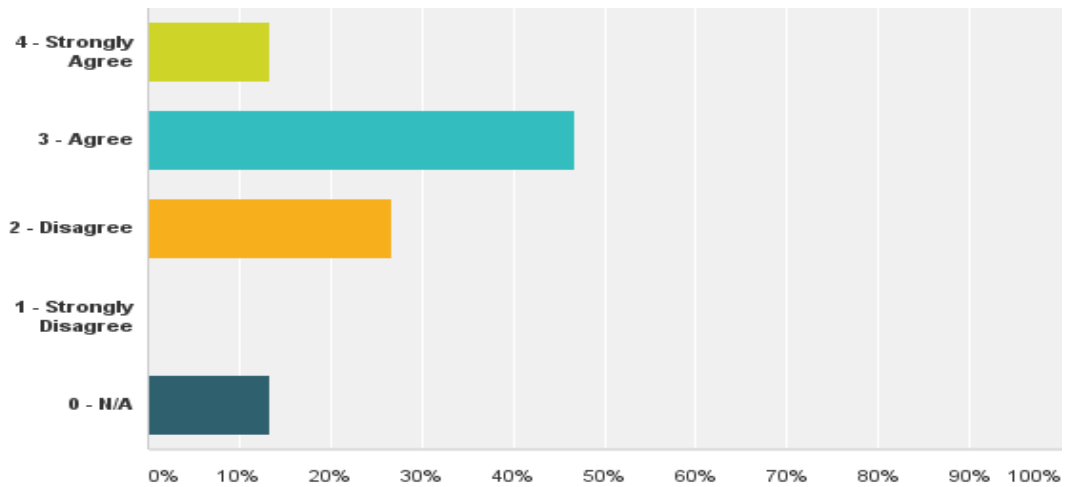
Sample of comments for question 11:
- *"Based on the information distributed, we understand the big picture and where we need to go."*
- *"This has not been discussed yet."*
- *"Somewhat....we know our metrics and we know what we have to do, but are not sure about the quality improvement plan."*

Q12: IT Solutions: The PPS has been effective in providing solutions or support to ensure DSRIP goals are met.
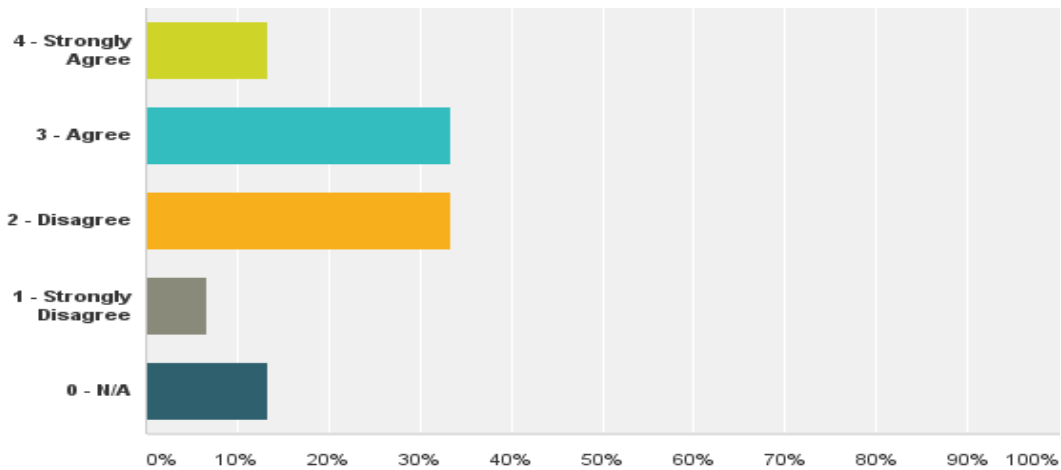
Sample of comments for question 12:
- *"This agency has received no support from the PPS regarding IT needs."*
- *"Although good information has been distributed about where we need to go, there has been virtually no support, leadership or guidance on moving us there."*
- *"A great deal of thought and communication of ideas has taken place over time. The PPS is aware of the challenges and is working very hard to develop an IT solution to advance the DSRIP and partner goals. "*
- *"In the process of planning but no implementation yet."*
- *"Work in process"*