DSRIP Independent Assessor

Mid-Point Assessment Report

Millennium Care Collaborative PPS

Appendix 360 Survey

Appendix 360 Survey - Millennium Care Collaborative 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 did not 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
Millennium Care Collaborative PPS sample size to be surveyed was calculated to be 34 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 28 (82%) survey samples were received. Respondents' answers overall were positive with 75% of all respondents' answers were either "Strongly Agree" or "Agree." Below is the breakdown summary of all answers. Not every responder completed every question.

Survey Answers	Total of all Responders' Answers	Percentage
Strongly Agree	99	29.46%
Agree	154	45.83%
Disagree	52	15.48%
Strongly Disagree	9	2.68%
N/A	22	6.55%
	336	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:

- *"I believe MCC has done a very good job given the time frames for implementation that have been set and required by DOH."*
- *"Our facility has been part of the Post-Acute Committee and I have been very impressed with the dedication of the DSRIP staff to achieve the goals that have been established."*
- *"I work with the PPS as a physician advisor. Millennium has brought together an amazing group of dedicated professionals to carry out this difficult transformation."*
- *"The overall experience of working with Millennium has been both energizing and exciting. Millennium staff have provided multiple opportunities to share and solicit information as well as readily address concerns."*
- *"This transformation is a heavy lift, especially with wide geography. One and one-quarter years into DSRIP, seems to be developing nicely."*
- *"We have had minimal contact with the PPS."*
- *"Value based payment needs to be a priority and structure for these arrangements."*

The numbers 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:

|		Survey Recipients	Survey Responders
1	Hospital	3	2
2	Nursing Home	4	3
3	Clinic	4	3
4	Hospice	2	2
5	Substance Abuse	4	4
6	Pharmacy	0	0
7	Mental Health Practitioner:	5	4
8	Primary Care Provider (PCP)	1	1
9	Non-Primary Care Provider	4	4
10	Case Manager / Health Home	4	3
11	Community Based Organization	1	1
12	All Other	2	1
		34	28

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.
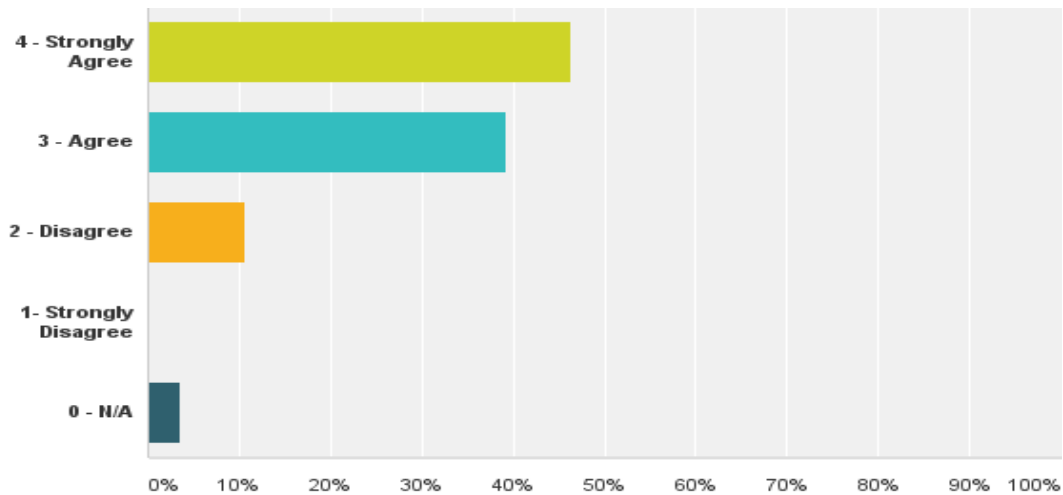
Sample of comments for question 1:
- *"There has been minimal solicitation by the PPS; a few informational meetings"*
- *"They solicited our participation on committees including Physical/Behavioral Health Integration and Health Homes."*
- *"While this is difficult given the sheer volume of participants, I believe MCC has done a very good job."*
- *"Regular meetings with our Southern Tier Council and MCC exec leadership; we have a rep on the Board from Southern Tier; I am finance chair and on exec committee."*

Q2: Contracting and/or Funds Flow: The PPS engaged you in the development of your contract and/or the funds flow/budgeting process.
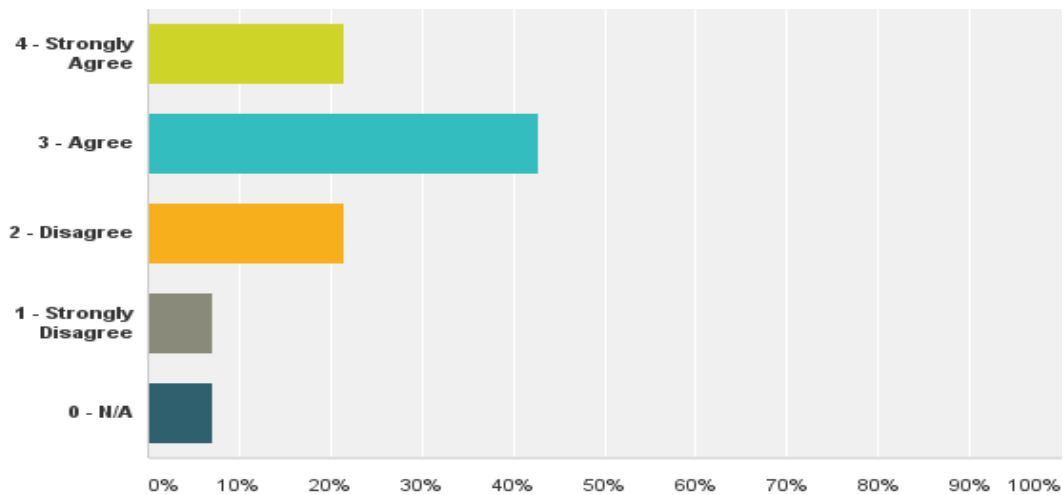
Sample of comments for question 2:
- *"Minimal contract information exchange; no funding/budgeting exchange."*
- *"This worked ok, but additional communication could have been made."*
- *"This has not occurred as of yet. Information flow regarding the timing of contracts/funds flow to behavioral health organizations has been limited."*
- *"While I disagree with this comment, I don't necessarily think the PPS was at all unfair to us. We were paid very fairly and the process was transparent."*
- *"Finance Committee very involved in development of funds flow models. All provider types represented."*

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.
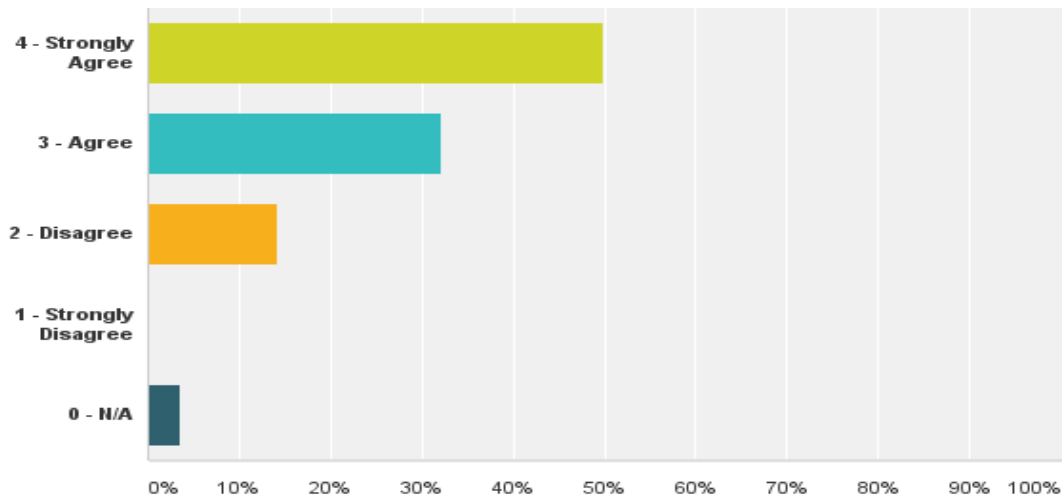
Sample of comments for question 3:

- *"No engagement efforts from the PPS."*
- *"Definitely engaged for crisis stabilization. Little to no engagement around integrated care."*
- *"I am regularly invited to be part of the implementation efforts."*
- *"Millennium Team has listened well and carefully to our questions and has provided timely and sensitive feedback to us, in all cases."*
- *"The PPS has been very engaged with us, to the point of having one-on-one phone calls/meetings as issues have arisen."*
- *"Our input and involvement is consistently sought out."*
- *"It is not clear to me what our role is as a CBO; we don't want to be passed over -- but we don't know where we fit at this time."*

Q4: IT Solutions: The PPS has sought to understand your organization's IT capabilities and your IT needs to support the DSRIP effort.
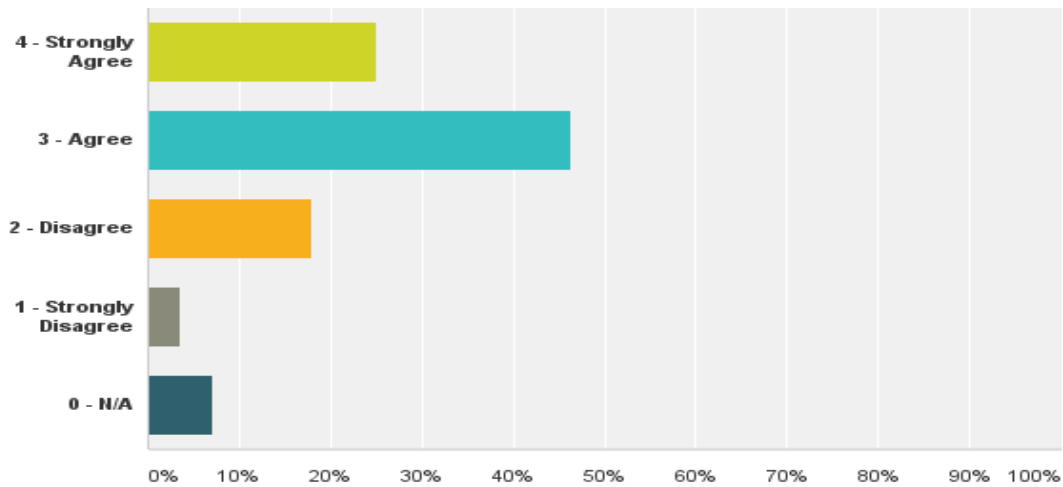
Sample of comments for question 4:
- *"No contact regarding IT capabilities"*
- *"We've had some information from the PPS but as of yet have not had discussion about our system"*
- *"Surveyed our capabilities and addressed these with IT staff"*
- *"Initial requests for information on IT requirements were well supported by Millennium staff who were readily available for questions regarding formats and data clarifications"*
- *"We are the weaker ones here, not the PPS. There were some changes we needed to make to become stronger, but the PPS provided us with TA, assessments of where we were and ongoing support."*

Q5: Governance: The PPS communicated its governance activities and/or changes to the governance plan to you as a network partner.
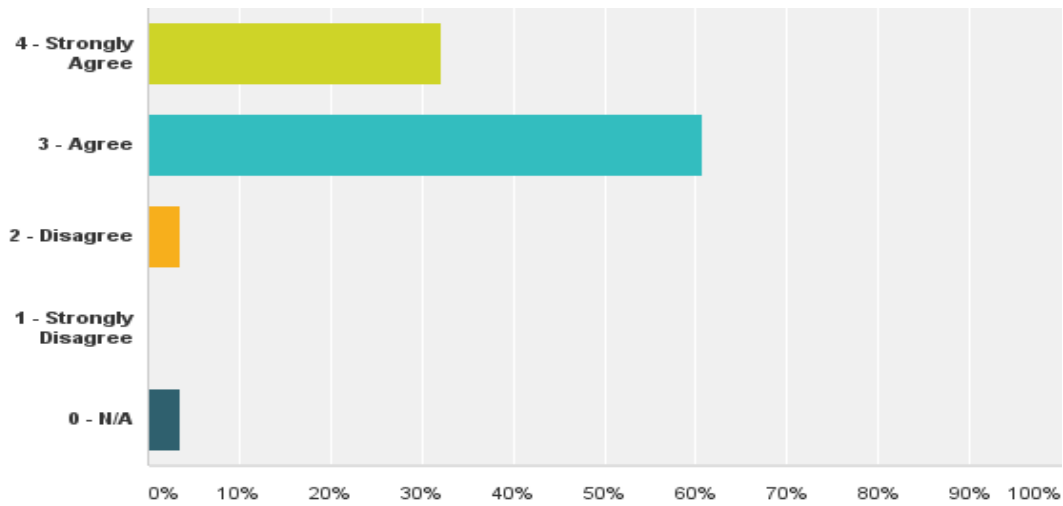
Sample of comments for question 5:

- *"In addition to conducting multiple meetings which provide detailed updates, Millennium also publishes a newsletter outlining recent developments. Both communication vehicles are outstanding and demonstrate the PPS's commitment to keeping partners informed."*
- *"Millennium Collaborative Care has been very active around the concept of communication. They've engaged us singularly, as committee members, as members of the safety net community and as members of its Southern Tier Council. Additionally, MCC has provided server list push-outs electronically and access to a consistently updated website."*
- *"Multiple communications on structure, committee lists...."*

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.
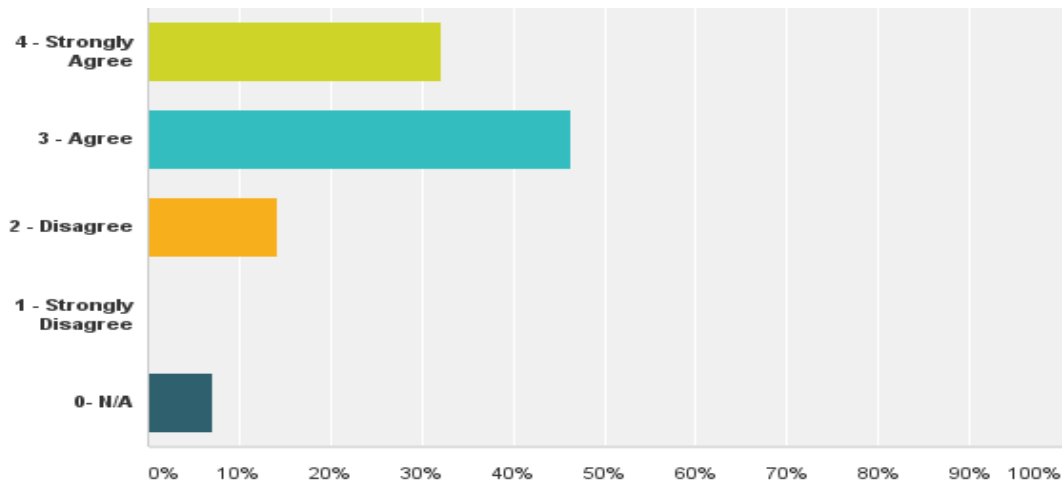
Sample of comments for question 6:

- *"They did this as part of the contracting process"*
- *"Initial communication re: contracting and fund flow in March 2016. Then this was put on hold as upon inquiry we were told that we are in Phase II, and that this would occur in mid Aug-Sept 2016"*
- *"There has not been a clear, direct funds flow distribution plan. We have been told that Behavioral Health follows behind the larger primary care partners."*
- *"I was informed about the flow of funds"*
- *"Less in year one but more in year 2."*
- *"MCC communicates its funds flow process very clearly once it has formulated a plan. With the fairly consistent changes in the process, it's been hard on the PPS to keep up with state changes."*
- *"Various provider type presentations and webinars on funds flow."*

Q7: Performance Management: The PPS communicated it's plans to share performance data with you as its network partner.
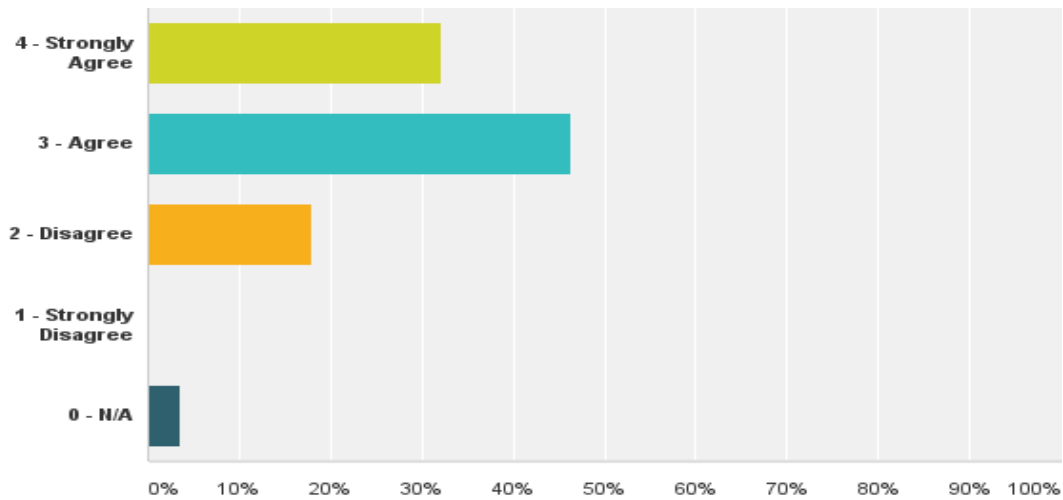
Sample of comments for question 7:
- *"Clinical domain standards outline the expectations for data reporting and identify benchmarks for performance for partners. In most cases these are very clearly defined. A broader schematic for performance was also clearly articulated in the MPA; meetings were convened to allow partners to inquire about specific aspects of performance, potential risks, and metrics."*
- *"There has been a lot of discussion about this. Because the data needs so much work, it's very hard for the PPS or their partners to rely on it."*
- *"Dashboards created and shared regularly with partners."*
- *"Not to my recollection"*

Q8: IT Solutions: The PPS communicated the availability of resources or support for IT solutions to address network partner needs.
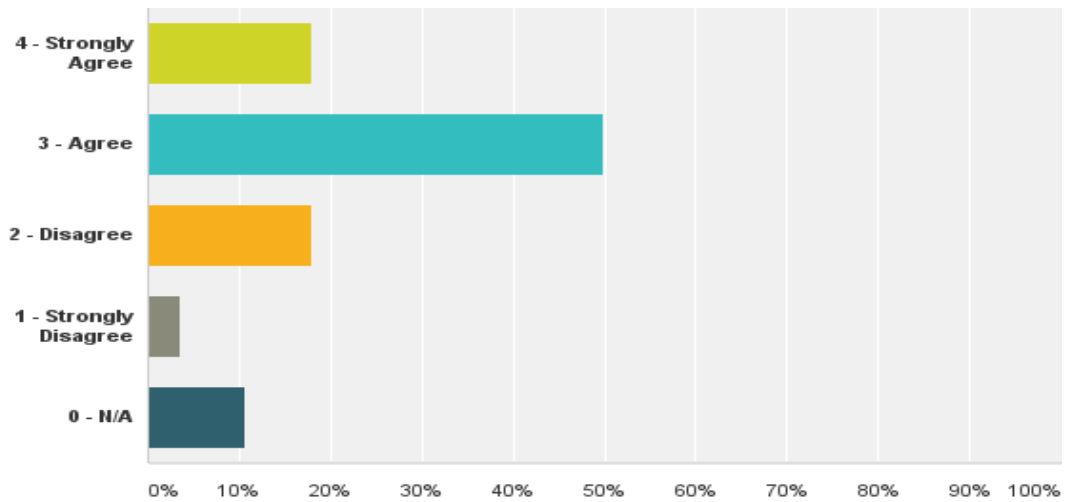
Sample of comments for question 8:
- *"This support has been very evident at the Practice Engagement Team level."*
- *"The PPS has provided us with targeted technical assistance through a contract with P2 Collaborative and we have received regular assistance from the staff member assigned to us."*
- *"As noted above, process slowed as no NYSDOH funding commitment."*

Q9: Governance: The PPS governance structure is effective in facilitating your progress towards meeting the DSRIP goals.
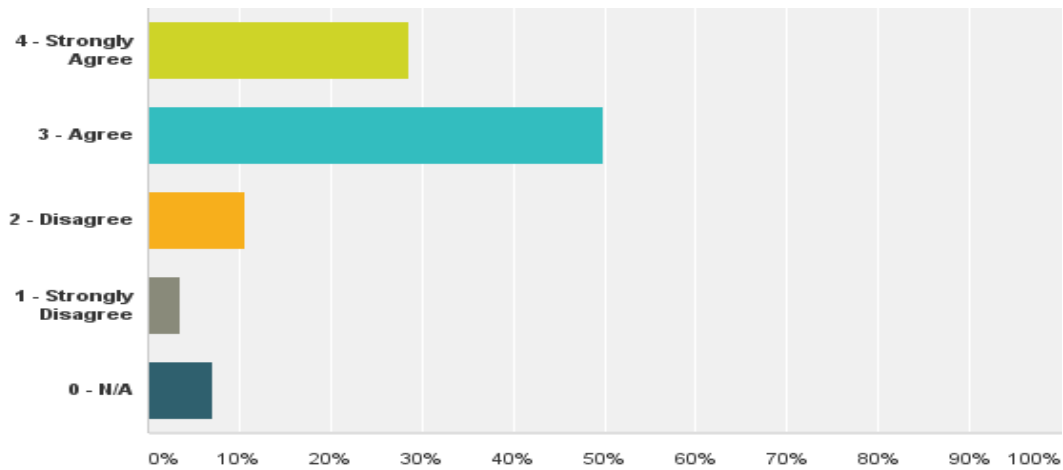
Sample of comments for question 9:

- "I think it is extremely challenging to move such a large system"
- "The governance structure seems cumbersome and there is some level of uncertainty about where or who is responsible for decision-making."
- "MCC has a very inclusive governance structure."
- "Refined the structure (streamlined) just this month to generate less paperwork and more succinct work plans...."

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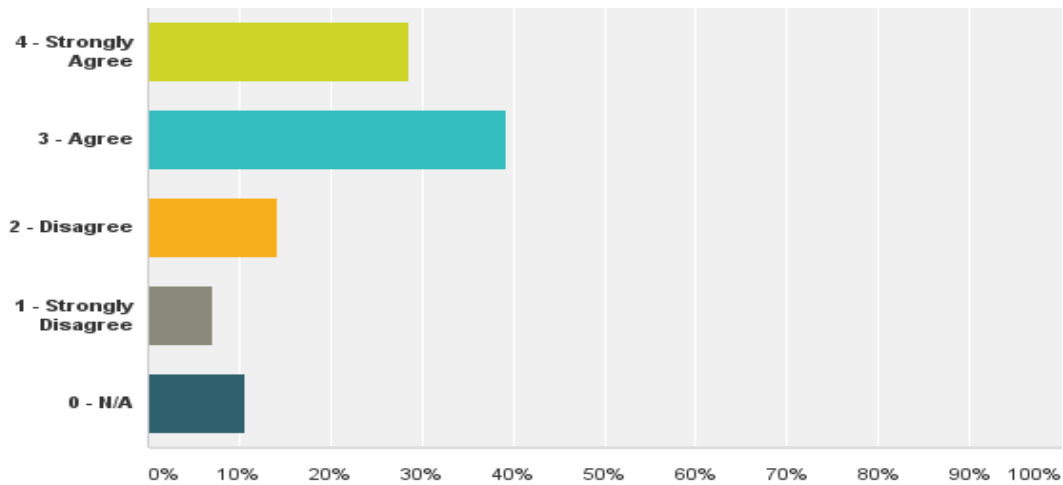
Sample of comments for question 10:

- *"To some degree this has been effective"*
- *"I was very satisfied with the distribution of funds"*
- *"I think they have done a good job. MCC has done a good job of protecting and valuing its safety net providers."*
- *"DY 1 plan implemented and funds flowed. DY2 plan developed and gaining requisite approvals. Should be done by end of August 2016."*
- *"Our only "funds flow" has been through a subcontract on a small grant, for which we were chosen as a community-based partner by a contractor awarded funds by the PPS. We receive a small amount of funding and no admin support through that grant. I'm not sure the PPS even knows we are involved in it."*

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.
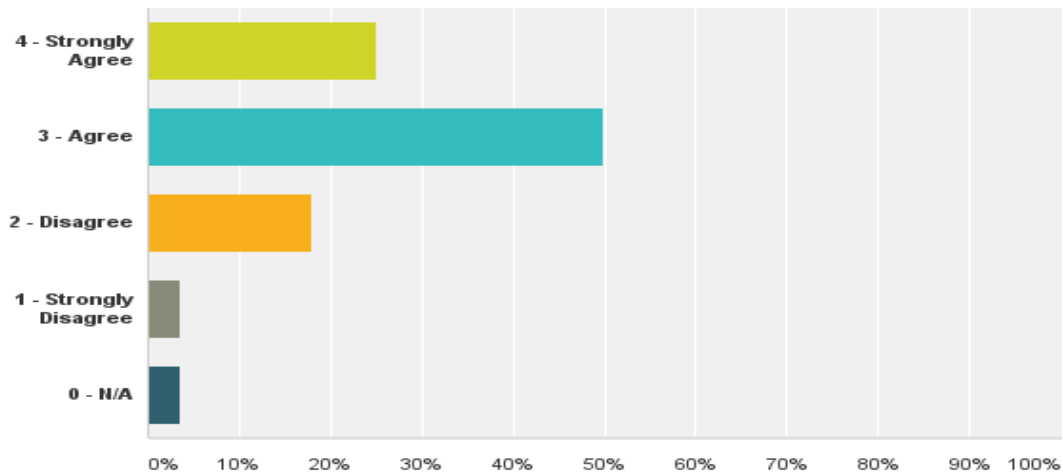
Sample of comments for question 11:

- *"I think there has been some effort to do this, but the metrics are not clear yet"*
- *"This has not occurred yet. We have discussed some project milestones, many of these are process milestones. But we have not discussed any specific network partner metrics or quality improvement efforts."*
- *"I would like to see more effort directed toward creating concurrence amongst the myriad of data reporting requirements and those emerging from the domains."*
- *"In general, I have a strong sense of what the PPS has been tasked with doing. I have no idea what my organization is supposed to be doing to help."*

Q12: IT Solutions: The PPS has been effective in providing solutions or support to ensure DSRIP goals are met.
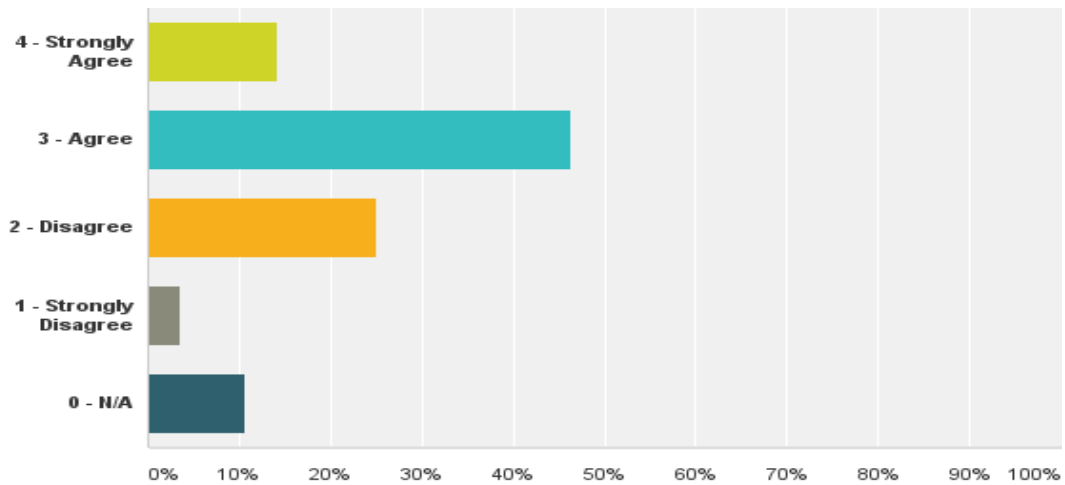
Sample of comments for question 12:
- *"This has not occurred yet relative to our organization."*
- *"This is particularly evident at the domain level where information is discussed and feedback sought from PPS partners."*
- *"Solutions are being identified but not really available yet."*
- *"Again, the targeted TA has been very helpful."*