DSRIP Independent Assessor

Mid-Point Assessment Report

Finger Lakes PPS

Appendix 360 Survey

Appendix 360 Survey - Finger Lakes 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
Finger Lakes PPS sample size to be surveyed was calculated to be 46 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 41 (89%) survey samples were received. Respondents' answers overall were positive with 74% 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	73	14.84%
Agree	291	59.15%
Disagree	98	19.92%
Strongly Disagree	15	3.05%
N/A	15	3.05%
	492	100.01%

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:

- *"All too slow"*
- *"Seems like a lot of the requirements are geared to large organizations vs small individual practices. Small practice resources are extremely limited as is our time."*
- *"Believe in the spirit of DSRIP and excited to be a part of this transformational opportunity to increase quality of services. Important for various PPSs to collaborate, as it is very unclear how to navigate and work within two different PPSs."*
- *"The DSRIP requirements are many, the communications and support could be improved."*
- *"We look forward to the day when contracts/ reporting requirements are sent out prior to the reporting period."*
- *"Sustainability and IT are still very questionable overall and how it affects my organization"*
- *"I appreciate the work and dedication of our DSRIP PPS leaders. They are incredibly dedicated to the mission and goals of DSRIP efforts. It is a difficult task to lay the groundwork for this transformation, and I appreciate all they are doing to make this possible. It is such important work, and I feel fortunate to be part of it."*

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:

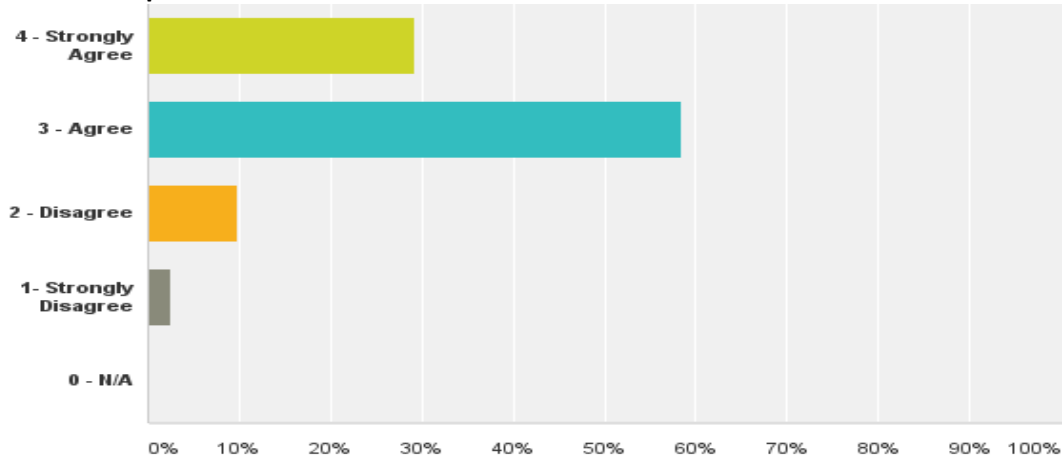|		Survey Recipients	Survey Responders
1	Hospital	5	5
2	Nursing Home	4	4
3	Clinic	5	5
4	Hospice	1	0
5	Substance Abuse	9	7
6	Pharmacy	1	1
7	Mental Health Practitioner:	4	4
8	Primary Care Provider (PCP)	3	3
9	Non-Primary Care Provider	0	0
10	Case Manager / Health Home	5	5
11	Community Based Organization	4	4
12	All Other	5	3
		46	41

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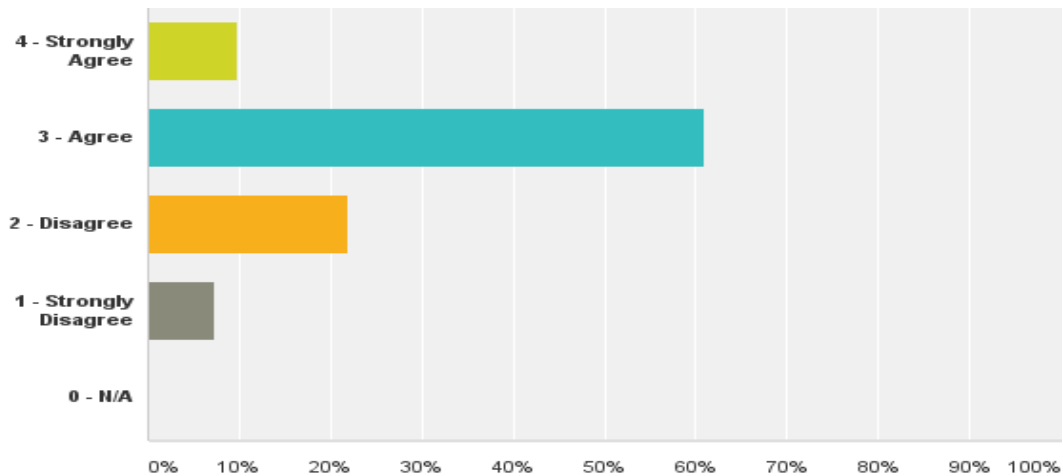
Q1: Governance: The PPS engaged you in its governing board, committees and/or solicited input from you as a network partner.

Sample of comments for question 1:
- *"It took some advocating at first for the PPS to understand the value of social service agencies instead of focus strictly on hospitals. However, I feel now that the PPS engages our agency well."*
- *"I made repeated requests to be involved in aspects of the DSRIP and my e-mails and verbal requests went unanswered."*
- *"To some extent. Most activities have been very large meetings with information pushed out to audience and questions allowed."*
- *"Yes, they have done a great job of requesting feedback on our processes and taking this into account when establishing protocols and policies."*
- *"We have a representative from our agency on the NOCN and Finance Committee"*
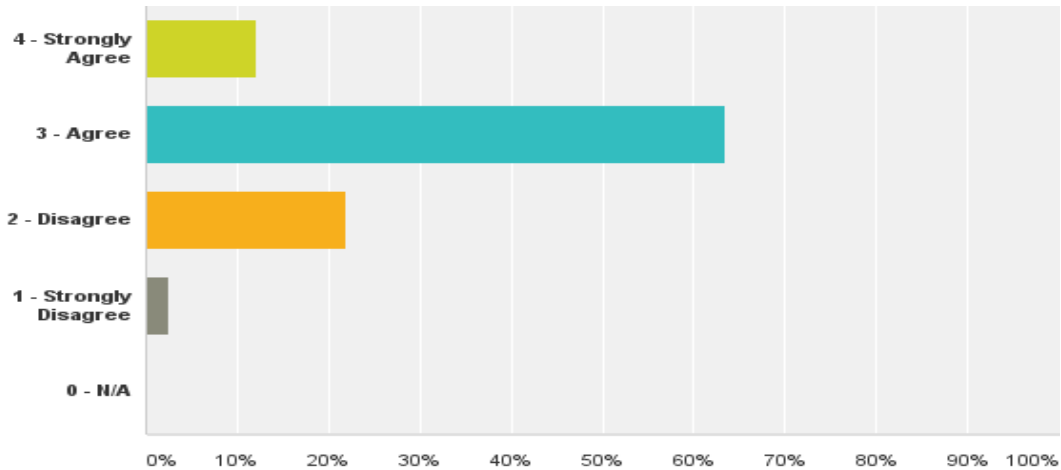
Q2: Contracting and/or Funds Flow: The PPS engaged you in the development of your contract and/or the funds flow/budgeting process.

Sample of comments for question 2:
- *"Our agency was not included in the development of our contract. We were also not included in the budgeting process."*
- *"The contract problems were resolved."*
- *"We are still waiting to hear about how the funds flow model will be structured."*
- *"Take it or leave it was the clear message from PPS. Around the same time, we heard from the DOH that all Medicaid providers had to participate in the PPS. Not really any room for negotiations and/or not time for understanding from the PPS side. We were given sufficient time to review the contract."*
- *"We do not have any direct input into the content of the contracts nor the funds allocated to the achievements. A greater proportion of funds flow really needs to be directed to the safety net organizations, such as FQHCs, which provide the primary care that will replace the unnecessary ED visits."*
- *"The contracting/funds flow/budgeting process is not transparent. We are still awaiting a contract for the current funding period. We often don't know what the requirements will be until the period is over."*
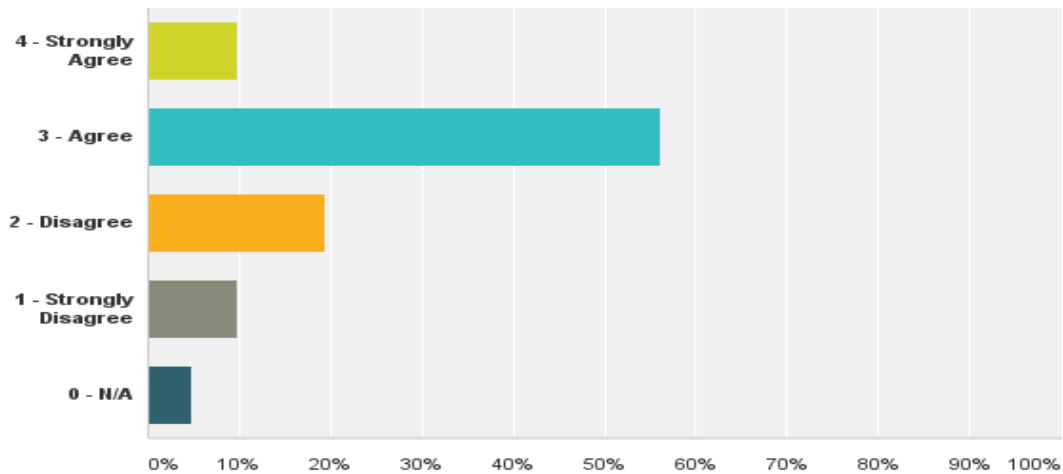
Q3: Performance Management: The PPS engaged you in project implementation efforts (planning and execution) for the projects in which you participate as a network partner.

Sample of comments for question 3:

- *"I and my leadership staff are on project committees-but a lot happens outside of that"*
- *"Feel as though we engaged the PPS in helping the PPS understand the role that we can play."*
- *"The PPS Project leads have requested our participation on clinical quality committees and participate in regional meetings to drive progress forward on a local level."*
- *"We are invited to planning meetings but the move toward execution has been slow."*
- *"We are a provider of services to the intellectually/developmentally disabled, and believe that FLPPS is still trying to determine exactly how we fit into any of the projects"*
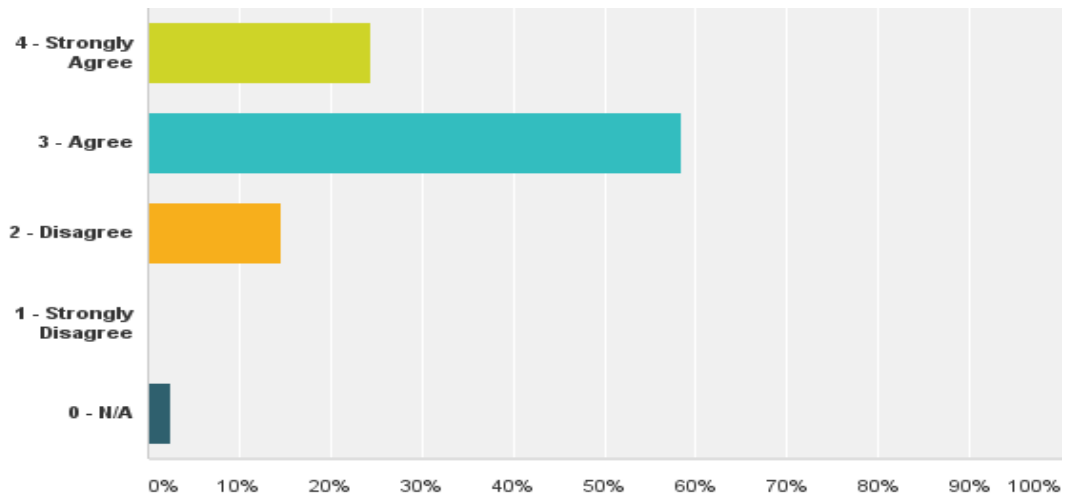- *"We have to reach out to FLPPS to find out how to be involved in projects. Communication is poor."*

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 do not believe the PPS knows what our IT capabilities are at this point."*
- *"IT issues have not come up yet"*
- *"Yes, we have complete IT assessments that have been requested to better understand our IT capabilities."*
- *"There has been some discussion over data provision but this has not yet progressed into an actionable state."*
- *"The RHIO has taken a keen interest in our field, and has been exceptionally helpful in getting our organization familiar with and involved in the RHIO patient portal."*
- *"We haven't had the need to review/trouble shoot any Tech issues."*
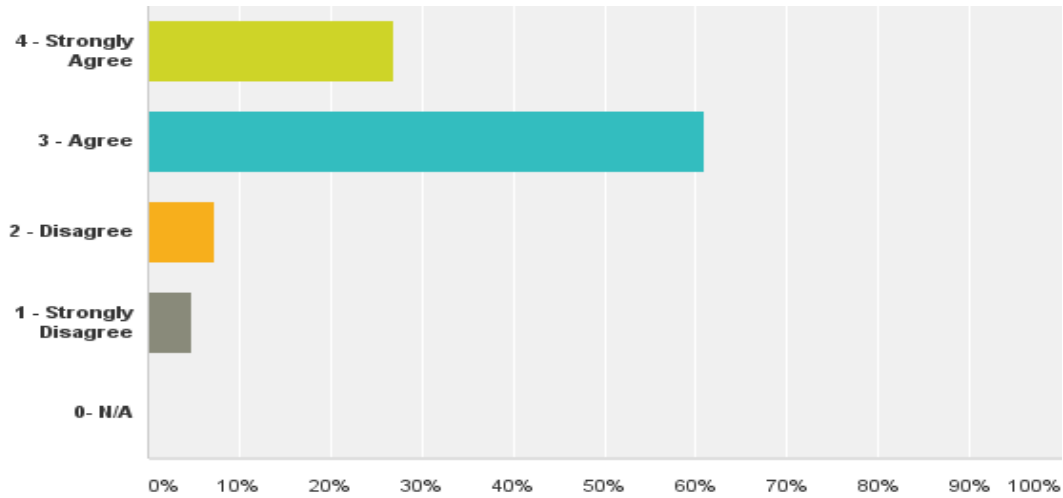- *"There was a survey about IT capabilities, but no additional engagement."*

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:
- *"Many staffing changes at the PPS have made keeping up with this difficult."*
- *"Yes, we have been made aware of changes that have occurred and been informed when restructuring was anticipated."*
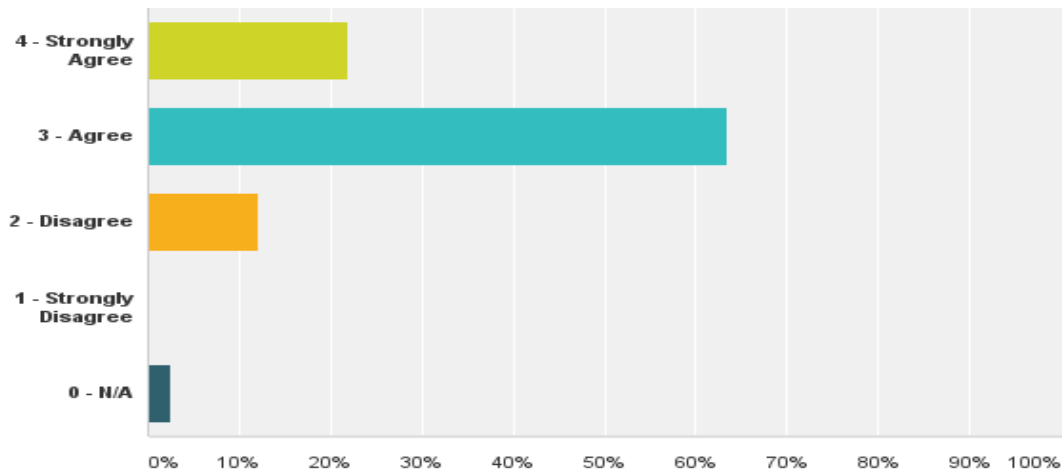
Q6: Contracting and/or Funds Flow: The PPS communicated its funds flow distribution plan and described how this plan pertains to network partners and their involvement in projects.

Sample of comments for question 6:

- *"What we heard continuously is 'we are still working on figuring out funds flow.'"*
- *"We have been waiting for a very long time to hear how funds flow will be structured. We have many CBO partners in our region who want to be more involved, but without direction on how this is being structured, it is difficult to inform them of how they can best participate in the projects."*
- *"The payments have certainly not met the cost of time and resources to complete the work"*
- *"We have been provided with documentation on AVs but would like to have more input on the payouts we would receive for achieving specific milestones. We are not aware of associated payout until contracts are issued and this process is often quite delayed."*
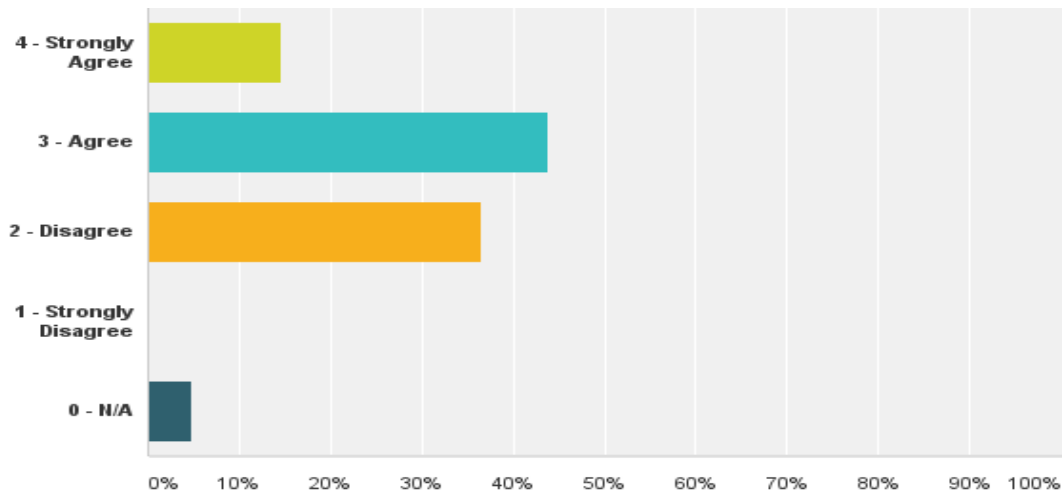
Q7: Performance Management: The PPS communicated it's plans to share performance data with you as its network partner.

Sample of comments for question 7:
- *"We have been given several demonstrations of the performance data available, and have been kept informed as a strategy for sharing this information is being developed."*
- *"The PPS has recently implemented a portal where performance data will be shared in the future. This is in its infancy."*
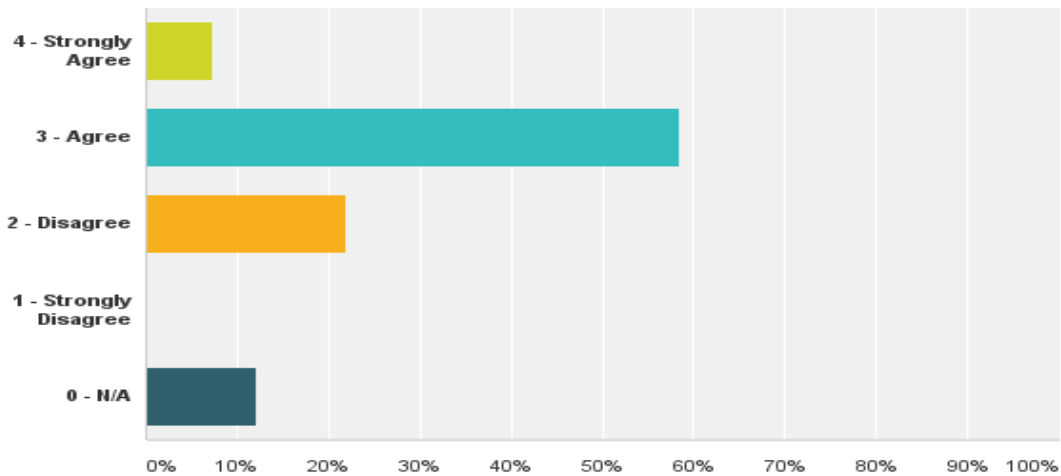
Q8: IT Solutions: The PPS communicated the availability of resources or support for IT solutions to address network partner needs.

Sample of comments for question 8:

- *"The communication was to 'reach out to your RHIO deployment coordinator.'"*
- *"IT issues have not come up yet."*
- *"The bulk of communication has been about filling out surveys, sending data and information on large regional meetings where they give updates about what they are doing."*
- *"We have not been informed of any resources available to support IT needs except for access to the RHIO."*
- *"We have been promised information about how FLPPS will help us connect to the RHIO. That was to have occurred in July. We are in August and there is still no concrete information."*
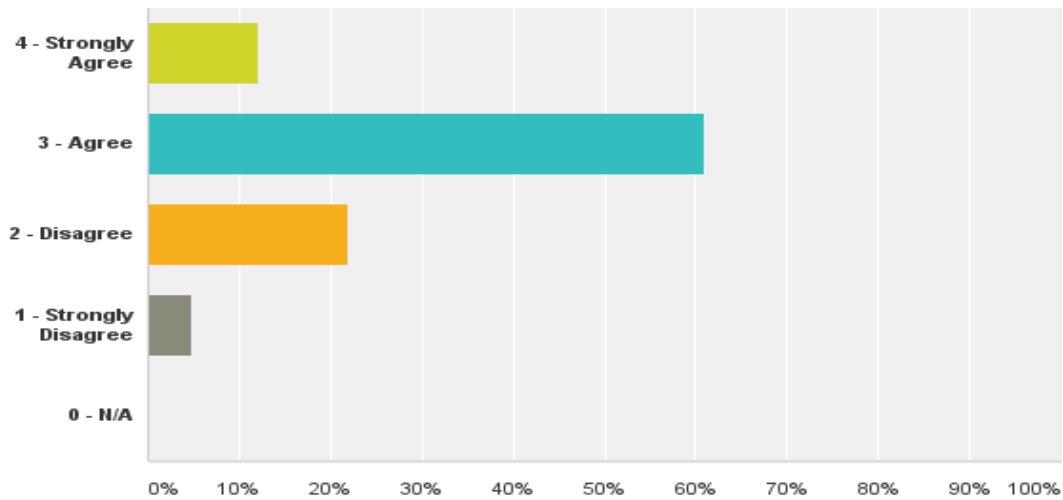
Q9: Governance: The PPS governance structure is effective in facilitating your progress towards meeting the DSRIP goals.

Sample of comments for question 9:
- *"Feel as though our PPS is making good progress toward meeting DSRIP goals, and this progress is due to an effective governance structure."*
- *"Too soon to tell. I have not had any one-on-one communication with anyone about projects or goals or my agency's role."*
- *"The communication as a whole is happening but there is no specific communication with us on data that needs to be collected, how we will afford this etc."*
- *"I think that they have done a great job of including representatives from diverse specializations across the entire region on their governance committees."*
- *"We don't believe that FLPPS or its governance structure have any idea how to effectively facilitate us, or including our industry in the progress toward meeting the DSRIP goals"*
- *"The focus has been in hospital-based programs; community-based agencies have not been a big part of these initiatives."*
- *"It has not been explained how the governance structure helps meet DSRIP goals."*
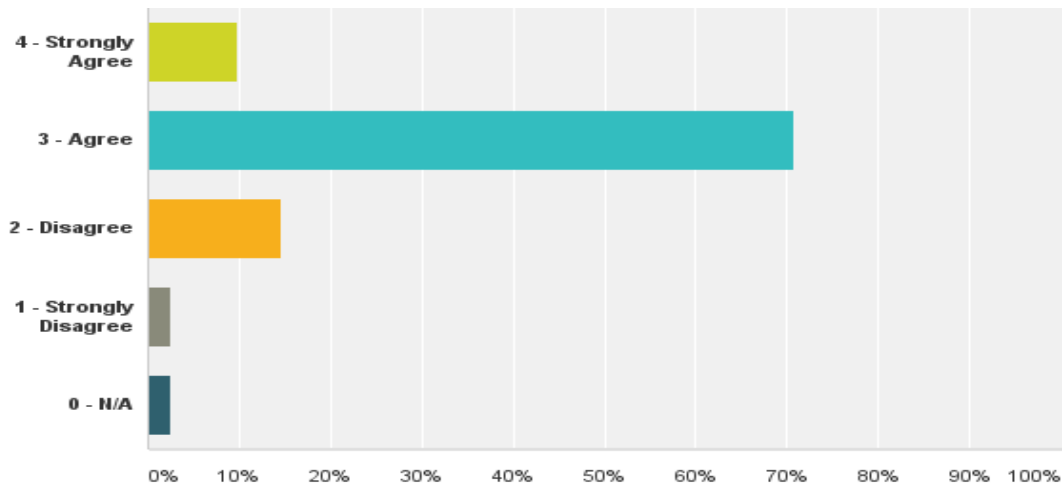
Q10: Contracting and/or Funds Flow: The PPS has been effective in establishing contracts and/or flowing funds to you as a network partner.

Sample of comments for question 10:

- *"Contracts established. A little bit of money has been sent."*
- *"We have had continued difficulty with getting FLPPS to make corrections to the contract that reflect the projects in which we are participating."*
- *"We have received payments to date, but there has not been a well- communicated structure to how funds are being allocated, making it challenging to plan for future investment in achievement of project goals and objectives."*
- *"This process is extremely slow. Delays are experienced in both the issue of contracts and funds flow"*
- *"Late payments and the payment system remains very complicated and cumbersome"*
- *"We often aren't told what the performance period requirements will be until the period is over. There is not yet a contract for the previous period."*
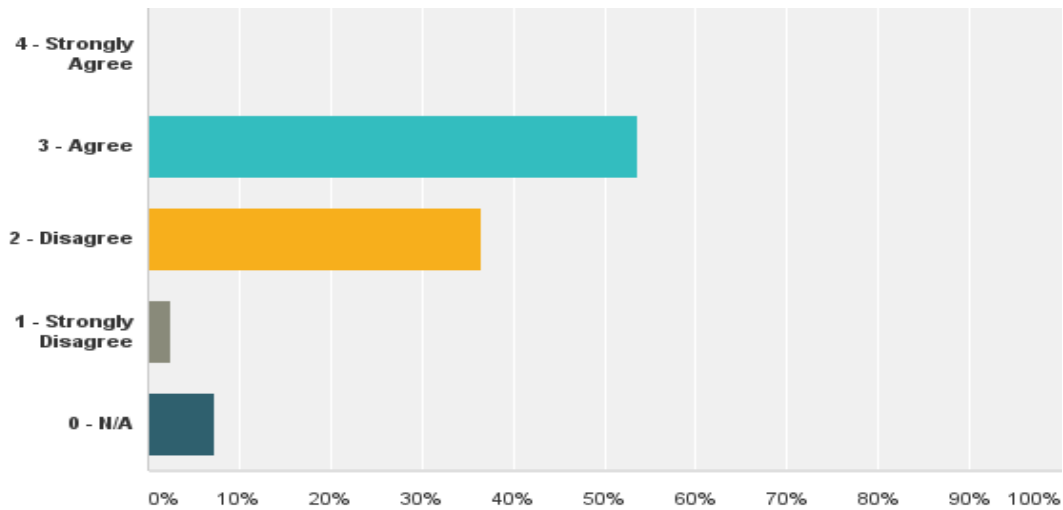
Q11: Performance Management: The PPS has been effective in detailing how it will monitor the performance of its network partners against metrics and facilitating quality improvement efforts.

Sample of comments for question 11:
- *"Communication regarding this has been positive."*
- *"The PPS has requested the submission of surrogate data from us so that they can monitor progress and make improvements before it is too late."*
- *"I would like the reporting process to be easier."*
- *"Examples of reporting have been provided however there is concern that data used for reporting is very outdated."*
- *"It does detail how it will monitor, but as with the metrics worksheets for completion and submission, these too are usually also behind schedule, it seems as though I have to track the metrics sheet down at most times so that I know I am submitting my data in a timely fashion."*
- *"Information has not been shared on how performance will be measured and what the QI effort will look like."*

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:

- *"IT has not been at the table, and would benefit from increased communications regarding solutions and support."*
- *"Do not feel as though the PPS has really worked with our agency with regard to identifying IT solutions/supports."*
- *"There have been many meetings, WebEx's, conference calls and other requirements, but I have not seen a lot of 'support' or 'solutions' provided."*
- *"We have not requested any such support"*
- *"We have not received IT support."*
- *"Again, very early to make a determination but FLPPS is getting engaged with RHIO to support the interoperability needs."*
- *"We are still waiting to hear how FLPPS will help with the RHIO connectivity."*