



STATE OF MARYLAND

DHMH

**DEPARTMENT OF HEALTH AND MENTAL HYGIENE
MENTAL HYGIENE ADMINISTRATION**

MARYLAND'S PUBLIC MENTAL HEALTH SYSTEM

2011 PROVIDER SURVEY

EXECUTIVE SUMMARY

I. INTRODUCTION

The Mental Hygiene Administration (MHA) contracts with ValueOptions[®] Maryland to provide various administrative services, including evaluation activities, for the Public Mental Health System (PMHS). One of the evaluation activities is the biennial administration of a provider survey. The survey is designed to collect information regarding providers' experiences and satisfaction with MHA, the Core Service Agencies (CSAs), and the Administrative Services Organization, ValueOptions[®]. The survey protocol was reviewed by the Department of Health and Mental Hygiene's (DHMH) Institutional Review Board (IRB) and determined to be exempt.

ValueOptions[®] subcontracted with Fact Finders, Inc. to conduct the 2011 provider survey. Fact Finders, Inc. conducted all programming, processing, analysis, and reporting in-house. This report represents findings of the 2011 provider survey.

II. METHODOLOGY

Database

ValueOptions[®] Maryland forwarded the provider database to Fact Finders. This database included all of the programs and facilities, and all of the individual providers/practitioners who had seen 15 or more PMHS consumers in calendar year 2010.

Questionnaire

The questionnaire text was written by MHA (see Appendix A). In addition to programming the questionnaire for computer assisted telephone interviewing (CATI), Fact Finders formatted the questionnaire for mail and fax administration. The resulting final questionnaire was approved by MHA and reviewed by the IRB.

Data Collection

To encourage participation, providers were offered several options for participation, including:

- Completing the questionnaire in the mailed packet;
- Completing a telephone interview:
 - at the time of the Fact Finders' initial telephone contact,
 - by making an appointment, or
 - by calling Fact Finders' toll-free telephone number; or
- Completing a faxed questionnaire.

Mail: Prenotification packets were mailed on March 17, 2011 to 1619 providers (1119 individual providers/practitioners who had seen 15 or more consumers in 2010 and all of the 500 programs and facilities). Packets included a cover letter introducing the survey, a copy of the survey questionnaire, and a postage-paid return envelope.

Fax: In both the prenotification mailing and subsequent telephone contacts, all providers were given the option of receiving and returning a questionnaire by fax.

Toll-free telephone number: All providers were given the option of calling Fact Finders' toll-free telephone number (800-895-FACT) at any time between 9 a.m. and 9 p.m. EST. Fact Finders supports this number with an immediate warm transfer to an interviewer.

Telephone: All interviews were conducted in-house by Fact Finders' skilled staff interviewers using a CATI system. Two weeks following the prenotification mailing, an initial call to provider offices was made to reference the survey and schedule an appointment for an interview between 9 a.m. and 9 p.m. local time on weekdays; an interviewer then called at the appointed date and time. Commonly, repeated phone calls were required before the provider's schedule permitted completion of the interview, and as many as 8 repeat phone calls were made before a final disposition was assigned. All of the telephone interviews were conducted between March 30 and May 12, 2011.

Response

The total number of providers who participated in this survey is 293; the modes of participation were as follows:

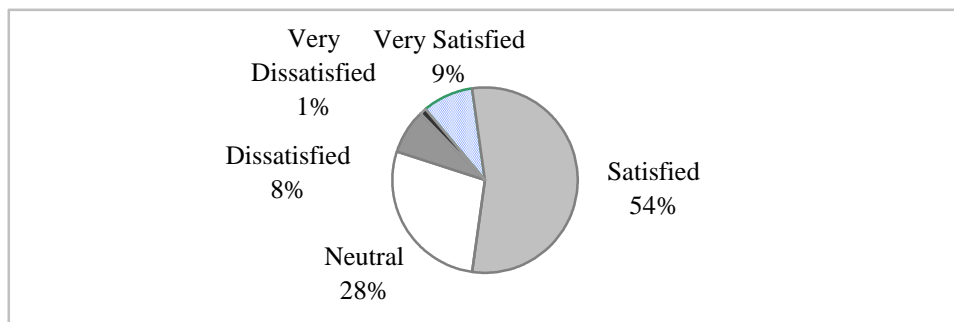
- Telephone interview by appointment/outbound call: 64
- Inbound calls to Fact Finders' toll-free telephone number: 36
- Mailed back completed questionnaire: 127
- Faxed back completed questionnaire: 66

Programs/Facilities			Individual Providers/Practitioners		
Initial Sample/ Mailed Questionnaires	Completed by Phone, Fax, or Mail	Percentage Completed	Initial Sample/ Mailed Questionnaires	Completed by Phone, Fax, or Mail	Percentage Completed
500	149	29.8%	1119	144	12.9%

III. SURVEY RESULTS: PROGRAMS/FACILITIES

Satisfaction with the Mental Hygiene Administration (MHA)

Overall Satisfaction: The majority of programs/facilities (63%) are *very satisfied* or *satisfied* with MHA.



Survey Question: What is your overall satisfaction with the Mental Hygiene Administration, or MHA? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Satisfaction with Services: For 5 of the 9 service items, over half of the programs/facilities are *very satisfied* or *satisfied*. Sizeable percentages of providers (ranging from 20% to 42%) reported being *neutral*, which may reflect limited or no experience with the service item.

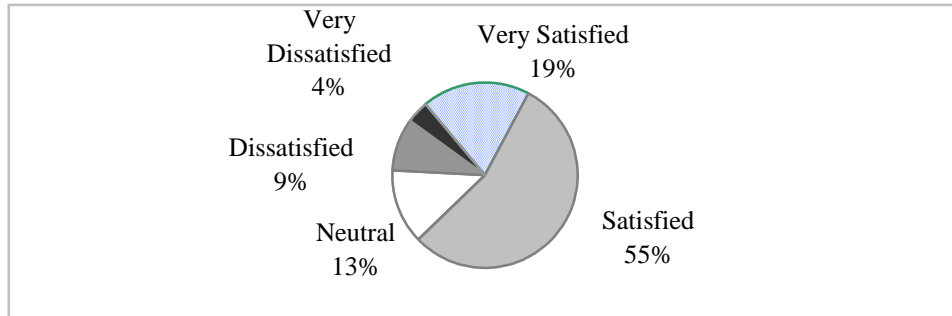
SUMMARY OF MHA SATISFACTION RATINGS BY PROGRAMS/FACILITIES						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	7.1%	60.0%	24.3%	6.4%	2.1%	140
Clarity of Regulations	5.7%	55.7%	25.0%	11.4%	2.1%	140
Medical Necessity Criteria and Referral Guidelines	10.4%	63.0%	20.0%	6.7%	0.0%	135
Timeliness of Communication about the PMHS	9.4%	48.6%	29.7%	9.4%	2.9%	138
Format and Content of Treatment Plans	7.6%	53.4%	31.3%	7.6%	0.0%	131
Reimbursement Rates	2.9%	35.3%	26.5%	27.9%	7.4%	136
Provider Involvement in Policy Making	4.5%	31.6%	42.1%	18.8%	3.0%	133
Provider Training	4.4%	44.9%	29.4%	18.4%	2.9%	136
Technical Assistance	8.9%	37.0%	42.2%	10.4%	1.5%	135
<i>Survey question: The first questions focus on your current level of satisfaction with the Mental Hygiene Administration, or MHA. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?</i>						

Concerns: Thirty-eight percent (38%) of programs/facilities report that they expressed concerns to MHA in the last year; 57% of these providers are *very satisfied* or *satisfied* with how their concerns were addressed.

Suggestions: Programs/facilities offered a range of suggestions for service modifications that could improve levels of satisfaction with the MHA; many providers focused on communication and reimbursement rates. A summary of providers' suggestions can be found in Appendix C.

Satisfaction with the Core Service Agencies (CSAs)

Overall Satisfaction: Three-quarters of programs/facilities (74%) are *very satisfied* or *satisfied* with the CSAs.



Survey Question: What is your overall satisfaction with the Core Service Agency, or CSA? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Satisfaction with Services: For 8 of the 9 service items, over half of the programs/facilities are *very satisfied* or *satisfied*. Sizeable percentages of providers (ranging from 17% to 39%) reported being *neutral*, which may reflect limited or no experience with the service.

SUMMARY OF CSA SATISFACTION RATINGS BY PROGRAMS/FACILITIES						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	13.1%	56.9%	19.0%	9.5%	1.5%	137
Timeliness of Authorizations and Eligibility Determinations	14.4%	51.5%	24.2%	7.6%	2.3%	132
Accessibility to Providers	20.4%	56.2%	16.8%	3.6%	2.9%	137
Timeliness of Communication about the PMHS	14.0%	50.7%	24.3%	8.8%	2.2%	136
Leadership in Solving Local Mental Health Problems	13.2%	40.4%	33.1%	11.0%	2.2%	136
Planning for Local Mental Health Needs	9.6%	44.4%	31.9%	12.6%	1.5%	135
Provider Involvement in Policy Making	6.6%	39.0%	39.0%	12.5%	2.9%	136
Technical Assistance	9.7%	44.0%	33.6%	10.4%	2.2%	134
Interagency Coordination	9.5%	46.0%	29.2%	13.1%	2.2%	137

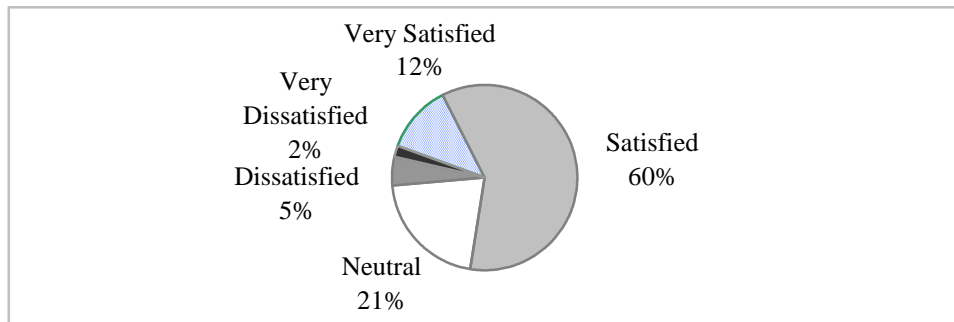
Survey question: This set of questions focuses on your current level of satisfaction with the Core Service Agency, or CSA, with which you most frequently work. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Concerns: Forty-four percent (44%) of programs/facilities report that they expressed concerns to the CSA in the last year; 58% of these providers are *very satisfied* or *satisfied* with how their concerns were addressed.

Suggestions: Programs/facilities offered a range of suggestions for service modifications that could improve levels of satisfaction with the CSA; many providers focused on timeliness and communication. A summary of providers' suggestions can be found in Appendix C.

Satisfaction with ValueOptions[®] Maryland

Overall Satisfaction: A majority of programs/facilities (72%) are *very satisfied* or *satisfied* with ValueOptions[®] Maryland.



Survey Question: What is your overall satisfaction with ValueOptions? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Satisfaction with Services: For 13 of the 18 service items, over half of the programs/facilities are *very satisfied* or *satisfied*. Sizeable percentages of providers (ranging from 10% to 54%) reported being *neutral*, which may reflect limited or no experience with the service.

SUMMARY OF VALUEOPTIONS® MARYLAND SATISFACTION RATINGS BY PROGRAMS/FACILITIES						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Availability of Care Managers During Business Hours	15.6%	63.8%	14.9%	5.0%	0.7%	141
Knowledge of Care Managers During Business Hours	10.0%	60.0%	17.1%	11.4%	1.4%	140
Knowledge of Care Managers After Hours	4.3%	28.4%	54.3%	9.5%	3.4%	116
Online Authorization	26.8%	52.2%	14.5%	5.1%	1.4%	138
Application of Medical Necessity Criteria	9.4%	68.1%	18.1%	3.6%	0.7%	138
Timely Authorization	24.6%	56.3%	10.6%	7.7%	0.7%	142
Medical Necessity Appeals Process	6.4%	34.4%	48.8%	7.2%	3.2%	125
Availability of Customer Service Representatives	16.8%	60.1%	17.5%	4.9%	0.7%	143
Knowledge of Customer Service Representatives	13.3%	45.5%	26.6%	12.6%	2.1%	143
Paper Claims Processing	7.1%	40.2%	42.9%	9.8%	0.0%	112
Electronic Claims Processing	17.4%	56.1%	21.2%	4.5%	0.8%	132
Availability of Claims Customer Service Representatives	18.3%	51.1%	23.7%	5.3%	1.5%	131
Knowledge of Claims Customer Service Representatives	12.3%	45.4%	32.3%	7.7%	2.3%	130
Claims Appeal Process	4.8%	31.5%	50.0%	11.3%	2.4%	124
Clarity of Provider Manual	5.2%	59.0%	27.6%	6.7%	1.5%	134
Online Communication	11.4%	56.8%	23.5%	6.1%	2.3%	132
Provider Training	4.5%	48.9%	33.8%	11.3%	1.5%	133
Provider Auditing and Consultation Process	7.3%	42.3%	47.2%	2.4%	0.8%	123

Survey question: This set of questions focuses on your current level of satisfaction with ValueOptions® Maryland. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

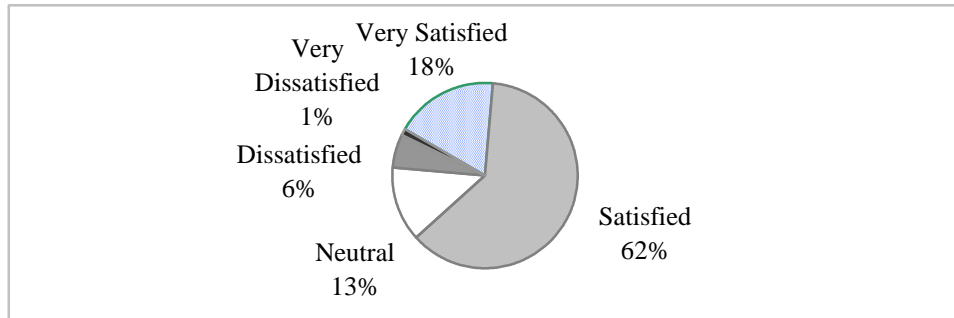
Concerns: Fifty-eight percent (58%) of programs/facilities report that they expressed concerns to ValueOptions® Maryland in the last year; 43% of these providers are *very satisfied* or *satisfied* with how their concerns were addressed.

Suggestions: Programs/facilities offered a range of suggestions for service modifications that could improve levels of satisfaction with ValueOptions® Maryland; many providers focused on

communication, authorization of care, and claims processing. A summary of providers' suggestions can be found in Appendix C.

Ability to Meet Clinical Needs

Overall Satisfaction: Eighty percent (80%) of programs/facilities are *very satisfied* or *satisfied* with their ability to meet the clinical needs of the consumers they serve within the system.

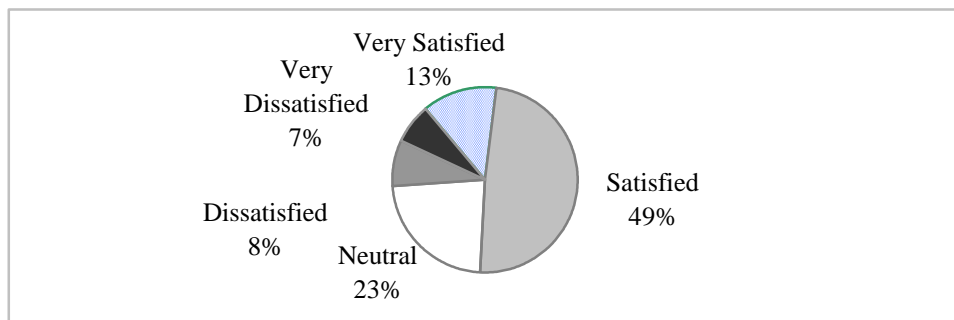


Survey Question: What is your current level of satisfaction with your ability to meet the clinical needs of the consumers you serve within this system? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

IV. SURVEY RESULTS: INDIVIDUAL PROVIDERS/PRACTITIONERS

Satisfaction with the Mental Hygiene Administration (MHA)

Overall Satisfaction: Sixty-two percent (62%) of the individual providers/practitioners are *very satisfied* or *satisfied* with MHA.



Survey Question: What is your overall satisfaction with the Mental Hygiene Administration, or MHA? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Satisfaction with Services: For 5 of the 9 service items, over half of the individual providers/practitioners are *very satisfied* or *satisfied*. Sizeable percentages of individual providers/practitioners (ranging from 20% to 52%) reported being *neutral*, which may reflect limited or no experience with the service.

SUMMARY OF MHA SATISFACTION RATINGS BY INDIVIDUAL PRACTITIONERS						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	18.7%	41.7%	23.0%	10.1%	6.5%	139
Clarity of Regulations	14.3%	38.6%	26.4%	14.3%	6.4%	140
Medical Necessity Criteria and Referral Guidelines	15.8%	38.1%	26.6%	12.9%	6.5%	139
Timeliness of Communication about the PMHS	14.6%	38.7%	30.7%	10.2%	5.8%	137
Format and Content of Treatment Plans	11.1%	36.3%	28.9%	17.0%	6.7%	135
Reimbursement Rates	9.4%	30.4%	19.6%	24.6%	15.9%	138
Provider Involvement in Policy Making	3.7%	16.4%	52.2%	17.2%	10.4%	134
Provider Training	3.8%	29.3%	48.1%	12.8%	6.0%	133
Technical Assistance	18.1%	35.5%	28.3%	9.4%	8.7%	138

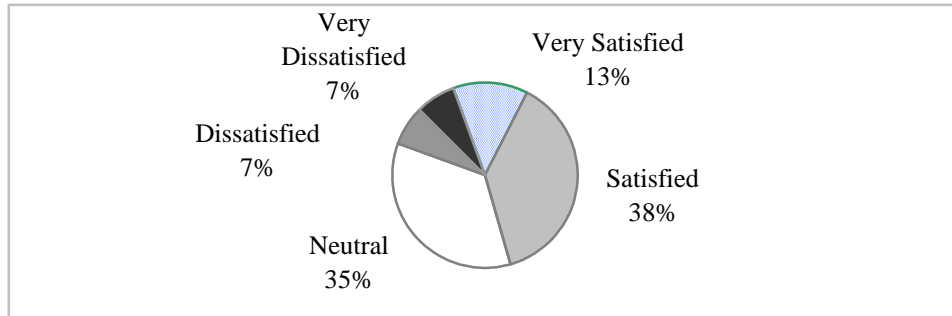
Survey question: The first questions focus on your current level of satisfaction with the Mental Hygiene Administration, or MHA. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Concerns: One-quarter (24%) of individual providers/practitioners report that they expressed concerns to MHA in the last year; 35% of these individual providers/practitioners are *very satisfied* or *satisfied* with how their concerns were addressed.

Suggestions: Individual providers/practitioners offered a range of suggestions for service modifications that could improve levels of satisfaction with the MHA; many individual providers focused on communication and reimbursement rates. A summary of individual providers' suggestions can be found in Appendix C.

Satisfaction with the Core Service Agencies (CSAs)

Overall Satisfaction: Half of individual providers/practitioners (51%) are *very satisfied* or *satisfied* with the CSA.



Survey Question: What is your overall satisfaction with the Core Service Agency, or CSA? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Satisfaction with Services: For 4 of the 9 service items, over half of the individual providers/practitioners are *very satisfied* or *satisfied*. Sizeable percentages of individual providers (ranging from 33% to 49%) reported being *neutral*, which may reflect limited or no experience with the service.

SUMMARY OF CSA SATISFACTION RATINGS BY INDIVIDUAL PRACTITIONERS						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Clarity of Policies, Procedures, and Other Communication	12.0%	40.8%	33.6%	6.4%	7.2%	125
Timeliness of Authorizations and Eligibility Determinations	19.2%	32.8%	37.6%	6.4%	4.0%	125
Accessibility to Providers	18.5%	34.5%	34.5%	3.4%	9.2%	119
Timeliness of Communication about the PMHS	14.8%	35.2%	36.9%	8.2%	4.9%	122
Leadership in Solving Local Mental Health Problems	15.8%	23.3%	39.2%	13.3%	8.3%	120
Planning for Local Mental Health Needs	13.9%	23.8%	41.0%	13.1%	8.2%	122
Provider Involvement in Policy Making	7.4%	19.7%	49.2%	13.9%	9.8%	122
Technical Assistance	9.9%	31.4%	44.6%	7.4%	6.6%	121
Interagency Coordination	10.7%	27.3%	47.1%	8.3%	6.6%	121

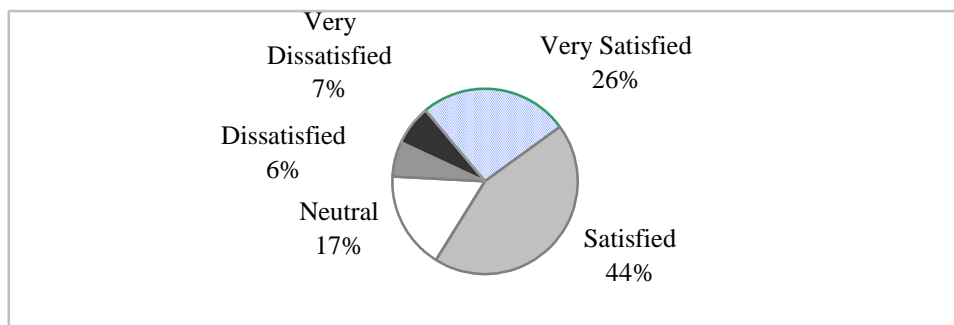
Survey question: This set of questions focuses on your current level of satisfaction with the Core Service Agency, or CSA, with which you most frequently work. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Concerns: Twenty-one percent (21%) of individual providers/practitioners report that they expressed concerns to the CSA in the last year; 38% of these individual providers are *very satisfied* or *satisfied* with how their concerns were addressed.

Suggestions: Individual providers/practitioners offered a range of suggestions for service modifications that could improve levels of satisfaction with the CSA; many individual providers focused on timeliness and communication. A summary of individual providers' suggestions can be found in Appendix C.

Satisfaction with ValueOptions® Maryland

Overall Satisfaction: Seventy percent (70%) of individual providers/practitioners are *very satisfied* or *satisfied* with ValueOptions® Maryland.



Survey Question: What is your overall satisfaction with ValueOptions? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

Satisfaction with Services: For 13 of the 18 survey items, over half of the individual providers/practitioners are *very satisfied* or *satisfied*. Sizeable percentages of individual providers (ranging from 9% to 58%) reported being *neutral*, which may reflect limited or no experience with the service.

SUMMARY OF VALUEOPTIONS® MARYLAND SATISFACTION RATINGS BY INDIVIDUAL PRACTITIONERS						
Survey Item	Very Satisfied %	Satisfied %	Neutral %	Dis-satisfied %	Very Dis-satisfied %	Total (N)
Availability of Care Managers During Business Hours	34.8%	39.1%	15.9%	5.8%	4.3%	138
Knowledge of Care Managers During Business Hours	29.7%	40.6%	18.1%	8.0%	3.6%	138
Knowledge of Care Managers After Hours	10.3%	23.9%	52.1%	6.8%	6.8%	117
Online Authorization	29.9%	35.8%	16.1%	12.4%	5.8%	137
Application of Medical Necessity Criteria	19.1%	40.4%	29.4%	6.6%	4.4%	136
Timely Authorization	28.2%	42.3%	14.1%	12.7%	2.8%	142
Medical Necessity Appeals Process	8.3%	23.3%	57.5%	5.0%	5.8%	120
Availability of Customer Service Representatives	33.6%	44.3%	9.3%	9.3%	3.6%	140
Knowledge of Customer Service Representatives	28.6%	40.7%	12.9%	13.6%	4.3%	140
Paper Claims Processing	20.8%	35.8%	30.0%	6.7%	6.7%	120
Electronic Claims Processing	33.6%	39.8%	17.2%	3.9%	5.5%	128
Availability of Claims Customer Service Representatives	29.0%	47.8%	13.8%	5.8%	3.6%	138
Knowledge of Claims Customer Service Representatives	26.7%	46.7%	14.1%	8.9%	3.7%	135
Claims Appeal Process	9.9%	28.1%	45.5%	9.9%	6.6%	121
Clarity of Provider Manual	9.0%	50.0%	31.3%	3.0%	6.7%	134
Online Communication	18.4%	45.6%	21.3%	8.8%	5.9%	136
Provider Training	10.5%	36.1%	39.1%	8.3%	6.0%	133
Provider Auditing and Consultation Process	9.4%	27.3%	52.3%	4.7%	6.2%	128

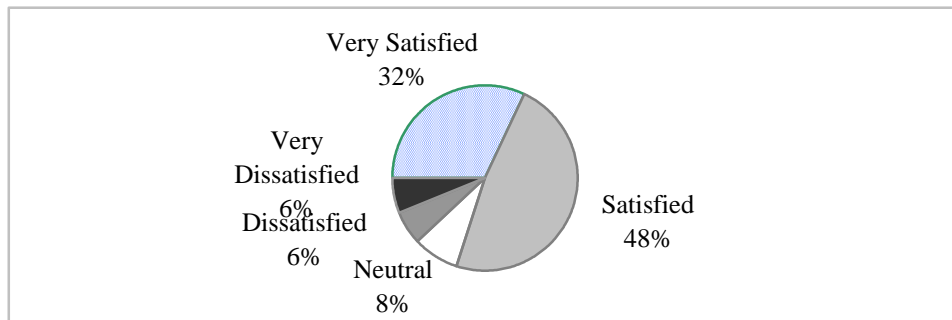
Survey question: This set of questions focuses on your current level of satisfaction with ValueOptions® Maryland. Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied with (survey item)?

Concerns: Thirty-nine percent (39%) of individual providers/practitioners report that they expressed concerns to ValueOptions® Maryland in the last year; 41% of these individual providers are *very satisfied* or *satisfied* with how their concerns were addressed.

Suggestions: Individual providers/practitioners offered a range of suggestions for service modifications that could improve levels of satisfaction with ValueOptions[®] Maryland; many individual providers focused on communication, authorization of care, and claims processing. A summary of individual providers’ suggestions can be found in Appendix C.

Ability to Meet Clinical Needs

Overall Satisfaction: Eighty percent (80%) of individual providers/practitioners are *very satisfied* or *satisfied* with their ability to meet the clinical needs of the consumers they serve within the system.



Survey Question: What is your current level of satisfaction with your ability to meet the clinical needs of the consumers you serve within this system? Are you very satisfied, satisfied, neutral, dissatisfied, or very dissatisfied?

V. LIMITATIONS AND RECOMMENDATIONS FOR FUTURE SURVEYS

Data Collection

There were significant challenges in this data collection effort, with implications for the next administration of the provider survey.

- Of the 1619 providers who were mailed packets, 350 did not have a phone number listed in the database, and another 222 had non-working or incorrect phone numbers.
- Of the 500 Programs/Facilities, 465 (93%) did not have the Program Director’s name listed in the database. Therefore, the mailing was addressed to “Program Director” and not to a specific person.
- Due to the 6-week protocol for conducting the survey, 219 of the providers were not contacted by telephone.

Increasing response rates in provider surveys such as this requires multiple modes of data collection along with multiple contacts for each provider in the sample. For the next survey, Fact Finders recommends the following, if possible:

- Populate the “Program Director” field for all programs and facilities in the database.
- Provide working telephone numbers for the individuals, programs, and facilities.

- Allow 2 months for conducting the telephone data collection. This would give adequate time to follow-up on messages and busy signals, offer appointment dates and times, and give every provider ample opportunity to participate by phone.
- Consider adding an online survey component to the other data collection modes, as another option for survey participation.

Questionnaire

Prior to fielding the next provider survey (in 2013), Fact Finders recommends:

- Reviewing the responses to this survey, procedures that may have changed, suspected weaknesses in service, and terminology to ensure that the survey is sufficiently updated to best meet management and tracking needs.
- Considering elimination of the “Neutral” response category. As noted above, large percentages of providers selected the response option “Neutral.” The response categories did not include an explicit response option for “Not Applicable,” “Did Not Use,” or “Do Not Know.” Therefore, it is not possible to determine whether the response “Neutral” means a neutral rating (neither positive nor negative), or whether it reflects a lack of experience with or knowledge of the service item. Additionally, including the “Neutral” responses in the analysis makes comparison between survey items difficult. In using the survey data for management purposes, readers may want to understand which items are viewed most negatively or most positively. The large and varying proportions of “Neutral” responses may obscure the relative ranks of items, making such comparative analysis difficult.
- Providing greater clarity in the final section of the survey, so that providers can correctly identify their provider type and professional affiliation (see Appendix A, Survey Questionnaire). This would allow better analysis of survey responses by provider discipline or program type.

VI. APPENDICES

Appendices to this report are posted on the Mental Hygiene Administration and ValueOptions[®] Maryland Websites (www.dhmd.state.md.us/mha and <http://maryland.valueoptions.com>).

Appendix A: Provider Survey Letter and Questionnaire

Appendix B: Additional Survey Analyses

Appendix C: Summary of Provider Suggestions for Improvement



Martin O'Malley, Governor

Anthony G. Brown, Lt. Governor

Joshua M. Sharfstein, M.D., Secretary,
Department of Health and Mental Hygiene

Renata J. Henry, Deputy Secretary,
Behavioral Health and Disabilities

Brian Hepburn, M.D., Executive Director,
Mental Hygiene Administration

Contact Information

Mental Hygiene Administration
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Catonsville, Maryland 21228
410-402-8300

www.dhmf.state.md.us/mha

The services and facilities of the Maryland Department of Health and Mental Hygiene (DHMH) are operated on a non-discriminatory basis. This policy prohibits discrimination on the basis of race, color, sex, or national origin and applies to the provisions of employment and granting of advantages, privileges, and accommodations.

The Department, in compliance with the Americans with Disabilities Act, ensures that qualified individuals with disabilities are given an opportunity to participate in and benefit from DHMH services, programs, benefits, and employment opportunities.