



Accreditation of Medi-Cal, Healthy Kids
and Healthy Families Program.

“Using Provider Satisfaction to Identify Areas For Improving Access and Treatment for Patients with Disabilities in Managed Care.”

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Section: Disability

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L.A. Care

Presenter Disclosures

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(1) The following personal financial relationships with commercial interests relevant to this presentation existed during the past 12 months:

I am employed as a Senior Biostatistician at L.A. Care Health Plan – the Local Initiative Health Authority of Los Angeles County, California.

L.A. Care is a public entity competing with commercial insurers in the Medicaid and S-CHIP markets in L.A. County.

Notes:

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Outline



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- I. Learning Objectives
- II. Background – L.A. Care Health Plan
- III. Overview of the 2012 L.A. Care Provider Satisfaction Survey
- IV. Primary Care Physician Survey – Respondent Demographic Profile
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- VI. PCPs' Satisfaction with Utilization Management and Case Management Processes
- VII. PCPs' Satisfaction with L.A. Care Training and Support Programs
- VIII. Discussion and Implications
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- X. Actionability of the Findings

I. Learning Objectives

- A. Identify elements of managed care that stand out as areas for improvement for physicians who see more members with disabilities.
- B. Compare which elements of the L.A. Care managed care process cause greatest difficulty for providers who see more members with disabilities versus those providers who service members with fewer disabilities.
- C. Determine whether physicians' satisfaction or dissatisfaction with the managed care process at L.A. Care varies by product lines heavily used by members with disabilities.
- D. Compare provider satisfaction for L.A. Care products lines in attempt to improve member assignment for the disabled (SPD).
- E. Direct quality improvement interventions toward dissatisfied care providers.



II. Background – L.A. Care Health Plan

Large, diverse membership in Los Angeles, California:

- Mostly Medicaid, urban, 2/3rd pediatric, often Spanish-speaking.
- Roughly 21% of Medicaid managed care population in California.
- Roughly 2.1% of Medicaid managed care population in the U.S.
- Roughly 1-in-14 L.A. County residents is an L.A. Care member.
- Mostly Medicaid, some S-CHIP, SNP, and special programs.
- Serves 10 distinct language concentrations ("threshold languages"): Spanish, English, Armenian, Korean, Cambodian, Chinese, Russian, Vietnamese, Farsi, Tagalog.
- Mostly urban and suburban; 1 semi-rural region in the high desert.



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III. Overview of L.A. Care provider satisfaction survey.



A. Sampling Scheme

- Four surveys were administered to Primary Care Physician (PCP), Specialist, Participating Physician Groups (PPG), and Clinics within the L.A. Care provider network. The L.A. Care provider network comprises over 2,300 PCP, 1560 Specialist, 129 Clinics, and 70 PPG.
- Two thousand (2,000) PCP, and one thousand (1,000) Specialist were selected at random to participate in the survey. All 129 Clinics and 70 PPG were sampled.

B. Survey Methodology

- Mail, Internet, and phone methodologies were used to gather survey data for all of the provider satisfaction surveys. The following tables outline the data collection methodology.

C. Responds Rates

Provider Type	Sample Size	Returns	Raw Response Rate
PCP	2,000	645	32.3%
Specialist	1,000	199	19.9%
Clinic	129	26	20.2%
PPG	70	13	18.6%
Total	3,200	883	27.6%

IV. Primary Care Physician Survey – Respondent Demographic Profile



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A. TOTAL NUMBER OF PHYSICIANS IN THE PRACTICE (Q23)

Total	Percent (%)
1	51.0
2 – 5	35.6
6 – 10	7.4
11 – 20	2.3
21 +	3.7

B. LENGTH OF PARTICIPATION IN MEDI-CAL MANAGED CARE PROGRAM (Q24)

Total	Percent (%)
0 - 25%	21.2%
26 - 50%	33.9%
51 – 75%	26.6%
76 – 100%	18.3%

(Note: Each responding PCP's responses are weighted by the number of unique L.A. Care members that they provide care to within the manage care network).

IV. Continued.....

C. SURVEY RESPONDENT

Respondent	Percent (%)
Physician	31.7
Physician's Assistant	1.5
Nurse Office	3.1
Manager	44.7
Other	19.0



D. PERCENTAGE OF MEDI-CAL PATIENTS AFFILIATED WITH L.A. CARE HEALTH PLAN

Range (%)	Percent (%)
0 – 25	21.2
26 – 50	33.9
51 – 75	26.6
76 - 100	18.3

V. PCPs Health Plan Experience by Percentage of Disabled Members



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- A. Respondents report servicing approximately 15% \pm 18.2% S.D., SPD members enrolled in the L.A. Care network.**

Quartile	Lower (%)	Upper(%)
1	0	2.6
2	2.61	8.3
3	8.31	21.7
4	21.71	100.0

- B. The following rating scale was employed to capture variation in provider response:**

Response categories	Reverse Score
Very Satisfied	5
Satisfied	4
Neither Satisfied nor Dissatisfied	3
Dissatisfied	2
Very Dissatisfied	1

V. Continued....



C. What is your overall satisfaction with the L.A. Care programs that you participate?

- Overall, most PCP are satisfied or very satisfied with L.A. Care product lines, as indicated by the high mean score of 4 for all product lines.
- The modest negative correlation between percentage of SPD members and PCPs' overall level of satisfaction for Medi-Cal and Medicare Advantage product lines is evidence that PCP with larger percentage of SPD members are more dissatisfied than those with fewer SPD members.

Product Line	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P-value
Medi-Cal	4.16 ± 0.75	4.24 ± 0.72	4.13 ± 0.75	3.96 ± 0.84	-0.19876	<.0001
Healthy Kids	4.18 ± 0.77	4.15 ± 0.73	4.12 ± 0.59	4.08 ± 0.59	-0.10966	0.0231
Healthy Families	4.18 ± 0.80	4.19 ± 0.67	4.13 ± 0.60	4.09 ± 0.62	-0.08994	0.0259
Medicare Advantage (SNP)	4.23 ± 0.72	4.12 ± 0.78	4.06 ± 0.80	4.03 ± 0.65	-0.18234	0.0004
CHP Healthy Families	4.18 ± 0.64	4.18 ± 0.68	4.09 ± 0.64	4.04 ± 0.74	-0.11013	0.0259

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V. Continued....

D. How satisfied are you with your patients' access to timely urgent care?

- Most PCP are satisfied or very satisfied with their patients' access to timely urgent care (Mean satisfaction score = 4.05).
- The modest negative correlation between percentage of SPD members and PCPs' level of satisfaction below, indicates that PCP that participate in L.A. Care's Medi-Cal product with large percentages of SPD members are more dissatisfied than those PCP having fewer SPD members.



Product Line	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P-value
Medi-Cal	4.06 ± 0.70	4.06 ± 0.83	3.99 ± 0.74	3.90 ± 0.75	-0.12392	0.0022
Healthy Kids	4.10 ± 0.70	4.11 ± 0.71	4.04 ± 0.66	3.90 ± 0.67	-0.05295	0.2778
Healthy Families	4.11 ± 0.69	4.15 ± 0.72	4.09 ± 0.68	3.99 ± 0.69	-0.08185	0.0629
Medicare Advantage (SNP)	4.07 ± 0.65	4.14 ± 0.78	4.04 ± 0.78	4.01 ± 0.67	-0.00741	0.8881
CHP Healthy Families	4.01 ± 0.78	4.19 ± 0.66	4.04 ± 0.71	3.94 ± 0.71	-0.00934	0.8528

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V. Continued....

E. How satisfied are you with your patients' access to timely non-urgent primary care?



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- Most PCP are satisfied or very satisfied with their patients' access to timely non-urgent primary care (Mean satisfaction score = 4.15).
- The modest negative correlation between percentage of SPD members and PCPs' level of satisfaction below, indicates that PCP that participate in L.A. Care's Medi-Cal and Medicare Advantage product lines with large percentages of SPD members are more dissatisfied than those PCP having fewer SPD members.

Product Line	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P-value
Medi-Cal	4.22 ± 0.64	4.16 ± 0.78	4.15 ± 0.64	3.99 ± 0.65	-0.17806	<.0001
Healthy Kids	4.25 ± 0.59	4.21 ± 0.68	4.15 ± 0.62	4.06 ± 0.57	-0.09279	0.0568
Healthy Families	4.26 ± 0.59	4.20 ± 0.70	4.15 ± 0.64	4.08 ± 0.58	-0.10500	0.0160
Medicare Advantage (SNP)	4.16 ± 0.64	4.22 ± 0.70	4.10 ± 0.67	4.07 ± 0.56	-0.13723	0.0092
CHP Healthy Families	4.19 ± 0.64	4.19 ± 0.71	4.06 ± 0.66	3.99 ± 0.66	-0.08815	0.0768

V. Continued....

F. How satisfied are you with your patients' access to timely non-urgent specialty care?

- Most PCP are satisfied or very satisfied with their patients' access to timely non-urgent specialty care (Mean satisfaction score = 3.98).
- The modest negative correlation between PCPs' percentage of SPD members and PCPs' level of satisfaction below, supports evidence that PCP who participate in L.A. Care's Medi-Cal product line with large percentages of SPD members are more dissatisfied than those PCP having fewer SPD members.



Product Line	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P- value
Medi-Cal	3.89 ± 0.83	3.97 ± 0.80	3.83 ± 0.83	3.77 ± 0.92	-0.13423	0.0008
Healthy Kids	3.97 ± 0.81	4.02 ± 0.71	3.94 ± 0.73	3.89 ± 0.72	-0.08146	0.0931
Healthy Families	3.94 ± 0.83	3.98 ± 0.77	3.93 ± 0.68	3.85 ± 0.72	-0.09273	0.0325
Medicare Advantage (SNP)	3.98 ± 0.80	3.98 ± 0.80	3.92 ± 0.82	3.92 ± 0.69	-0.07196	0.1643
CHP Healthy Families	3.98 ± 0.79	4.04 ± 0.73	3.90 ± 0.82	3.83 ± 0.79	-0.04126	0.4076

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V. Continued....

G. How satisfied are you with your patients' access to timely non-urgent ancillary diagnostic and treatment services?



- Most PCP are satisfied or very satisfied with their patients' access to timely ancillary diagnostic and treatment services (Mean satisfaction score = 3.93).
- The modest negative correlation between PCPs' percentage of SPD members and PCPs' level of satisfaction is evidence that PCP who participate in L.A. Care's Medi-Cal product line, having higher percentages of SPD members, are more dissatisfied than those PCP having fewer SPD members.

Product Line	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P-value
Medi-Cal	4.01 ± 0.72	4.08 ± 0.65	4.01 ± 0.69	3.92 ± 0.81	-0.12823	0.0014
Healthy Kids	4.05 ± 0.74	4.10 ± 0.64	4.02 ± 0.66	4.01 ± 0.68	-0.06215	0.2047
Healthy Families	4.02 ± 0.76	4.12 ± 0.64	4.01 ± 0.64	3.99 ± 0.68	-0.05515	0.2054
Medicare Advantage (SNP)	4.17 ± 0.79	4.04 ± 0.77	4.07 ± 0.75	4.07 ± 0.65	-0.08939	0.0864
CHP Healthy Families	4.00 ± 0.75	4.08 ± 0.69	4.00 ± 0.70	3.98 ± 0.70	-0.04298	0.3889

VI. PCPs' Satisfaction with Utilization and Case Management Processes

- PCPs' satisfaction with pre-authorized clinical reasonable decisions was positively correlated with increase percentage of SPD.
- PCPs' case management and utilization management satisfaction decreased as percentage of SPD increased within the L.A. Care provider network.



Process Type	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P-value
Utilization Management	3.98 ± 0.84	4.12 ± 0.78	3.96 ± 0.77	3.86 ± 0.94	-0.18555	<.0001
Pre-authorization and timely decisions	3.75 ± 0.94	3.72 ± 0.87	3.81 ± 0.83	3.63 ± 0.91	-0.13689	0.0007
Pre-authorization and clinical reasonable decisions	3.76 ± 0.87	3.83 ± 0.77	3.77 ± 0.79	3.60 ± 0.90	-0.17335	<.0001
Specialty referral and timely appointments	3.63 ± 0.93	3.65 ± 0.87	3.61 ± 0.86	3.54 ± 0.96	-0.10055	0.0133
Mental health referral and timely care	3.46 ± 1.08	3.62 ± 1.01	3.50 ± 0.98	3.59 ± 0.94	-0.00909	0.8375
Case Management	3.99 ± 0.75	3.93 ± 0.78	3.81 ± 0.76	3.76 ± 0.81	-0.21112	<.0001
Coordination of inpatient care	3.88 ± 0.94	4.05 ± 0.77	3.91 ± 0.82	3.80 ± 1.00	-0.10605	0.0142
PPG Knowledge	3.96 ± 0.85	4.03 ± 0.72	4.01 ± 0.73	3.85 ± 0.93	-0.08314	0.0481
PPG Courtesy	4.01 ± 0.89	4.09 ± 0.70	4.07 ± 0.72	3.88 ± 0.94	-0.07947	0.0582
Responsiveness	3.90 ± 0.99	3.93 ± 0.84	3.94 ± 0.79	3.69 ± 0.96	-0.15689	0.0002

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VII. PCPs' Satisfaction with L.A. Care Training and Support Programs



A. What is your overall level of satisfaction with the following L.A. Care training and support programs?

- PCP satisfaction with L.A. Care's training and support programs was negatively correlated with PCPs' percentage of SPD. PCPs' treating a higher percentage of SPD were more dissatisfied with L.A. Care training and support programs than those treating fewer SPD.
- Correlations between PCPs' level of satisfaction and PCPs' percentage of SPD were statistically significant at $\alpha = 0.05$ level of significance, for those training and support programs itemized in the survey.
- PCPs' with higher percentage of SPDs exhibited greater dissatisfaction for disease management and pay for performance incentive programs than those treating fewer SPDs.

Training & Support	1 st Quartile (0 - 2.6%) Mean± S.D.	2 nd Quartile (>2.6 - 8.3%) Mean± S.D.	3 rd Quartile (>8.3 - 21.7%) Mean± S.D.	4 th Quartile (>21.7-100%) Mean± S.D.	(Weighted) Spearman Correlation with SPD	P-value
Customer Services	3.91 ± 0.73	4.00 ± 0.74	4.04 ± 0.67	3.73 ± 0.905	-0.15840	0.0003
Interpretation Services	3.92 ± 0.71	4.01 ± 0.79	4.05 ± 0.65	3.76 ± 0.80	-0.12058	0.0086
Disease Management Programs	3.92 ± 0.77	3.95 ± 0.74	3.99 ± 0.67	3.64 ± 0.85	-0.22907	<.0001
Pay for Performance Incentive	3.89 ± 0.88	3.97 ± 0.79	4.05 ± 0.59	3.49 ± 1.01	-0.21357	<.0001
Provider Portal	4.21 ± 0.62	4.22 ± 0.72	4.24 ± 0.54	4.11 ± 0.64	-0.11648	0.0499
Formulary	3.75 ± 0.84	3.94 ± 0.76	3.81 ± 0.73	3.57 ± 0.93	-0.17001	<.0001

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VIII. Discussion and Implications

- Overall, PCPs are satisfied with manage care processes that they participate with for L.A. Care members.
- PCPs treating higher percentages of L.A. Care SPD patients were increasingly satisfied with pre-authorization process results in clinically reasonable decisions.
- Disease management, Pay for performance Incentive, Case management, and Utilization Management processes had greatest negative impact on satisfaction for PCPs with higher percentages of SPD patients.
- Medi-Cal was the least satisfied product line among the PCPs surveyed.
- There is room for improvement with the previously mentioned processes.
- It's unclear whether dispersing SPD members within the L.A. Care provider network will increase or decrease PCPs satisfaction.
- Limiting PCPs percentage of SPD patients to fifteen percent (15%) and providing physicians with training to better support SPD patients may improve PCPs satisfaction.



IX. Re-cap of Learning Objectives

- A. Identify elements of managed care that stand out as areas for improvement for physicians who see more members with disabilities.**
- Disease management, Pay for performance Incentive, Case management, and Utilization Management processes are area of improvement for physicians who see higher percentages of SPD.
- B. Compare which elements of the L.A. Care managed care process cause greatest difficulty for providers who see more members with disabilities versus those providers who service members with fewer disabilities.**
- PPCs with higher percentage of SPD members were least satisfied with pre-authorization process results for both timely decisions and clinically reasonable decisions.
 - There was also low satisfaction with specialty referral process results in timely appointments and referral processes for mental health services resulting in timely care.
- C. Determine whether physicians' satisfaction or dissatisfaction with the managed care process at L.A. Care varies by product lines heavily used by members with disabilities.**
- PPC with higher percentage of SPD members were least satisfied with the Medi-Cal product line.
- D. Compare provider satisfaction for L.A. Care products lines in attempt to improve member assignment for the disabled (SPD).**



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IX. Continued.....

- PCPs with higher percentage of SPD were most satisfied with Healthy Families, Healthy Kids, followed by CHP Healthy Families, and Medicare Advantage (SNP).
- E. Direct quality improvement interventions toward dissatisfied care providers.**
- Seventy-nine percent (79.3%) of PCPs were “Very Satisfied/Satisfied” with their PPGs Knowledge, Courtesy (80.8%), but only seventy-one percent (71%) were “Very Satisfied/Satisfied” with their PPGs Responsiveness.
 - PCPs with higher percentage of SPD were significantly less satisfied with their PPGs responsiveness than those have fewer SPD patients.



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X. Actionability: Potential Actions By Process Owners

In an economic environment of tight resources (staff, budgets), actions should focus first on targets of opportunity. Improvements may be more feasible when piggybacked on projects and processes that will be occurring anyway.

Touchpoints for providers:

- Contracting; incentive programs.
- Peer comparisons among product lines, medical plans, PPG, and clinics.
- Report statistics on provider satisfaction through provider newsletters, committees.
- Training programs for clinic staff, and PCP.
- PCP Webinars.



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Mission Statement

To provide access to quality health care for Los Angeles County's vulnerable and low income communities and residents and to support the safety net required to achieve that purpose.

