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Ensuring Good Member Experience

As the healthcare community reacts both to the Affordable Care Act and shifts in demographic and disease trends, increased attention has been placed on providing care that is “patient-centered.”¹ In response to this charge, the Thresholds evaluation department recently administered a “patient” experience survey to a randomly selected group of 594 Thresholds members. Administering this survey extends the spirit of consumer-centered, recovery based care that has always guided Thresholds. The survey will provide the agency with useful data on members’ experience of care across dimensions such as communication with clinicians, timeliness and accessibility of care, and perceived improvement of mental health conditions. Findings from the survey will inform quality improvement activities across the agency and will soon be publicly available. While hospitals have been administering similar surveys for nearly the past ten years,² they remain uncommon in behavioral healthcare settings.

Improved Staff Experience = Improved Member Experience

An engaged, satisfied, and *stable* workforce is integral to ensuring good care experience for our members. Thresholds evaluation department is conducting two projects designed to inform decisions about maintaining a robust and satisfied workforce.

The first project is a longitudinal survey study assessing new staff experience of their first year at Thresholds (see more information below). Thresholds evaluation, talent management, and workforce development departments teamed up to design three surveys that would result in actionable data for identified stakeholder groups.

The second project is a completed focus group study conducted for Thresholds Workforce Development department. Thresholds evaluation department staff designed and moderated a series of four focus groups with Thresholds team leaders. The focus group questions were designed to elicit ideas about how to better support and train team leaders from the people who know best! As recent management research advises “Pay closer attention to your middle managers. They may have a greater impact on company performance than almost any other part of the organization.”

In sum, good work experience, stable staffing, and care delivery interact to produce positive member experience.

¹ Institute for Healthcare Improvement. “IHI Triple Aim Initiative.” Accessed 23 October 2014. Available at: <http://www.ihi.org/Engage/Initiatives/TripleAim/pages/default.aspx>

² Centers for Medicare and Medicaid Services. “The HCAHPS Survey – Frequently Asked Questions.” Accessed 23 October 2014. Available at: <http://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-Instruments/HospitalQualityInits/downloads/HospitalHCAHPSFactSheet201007.pdf>

New Staff Opinion Survey

The staff opinion survey project seeks to understand the trajectory of Thresholds employees' during the first year of employment and to solicit and document employees' opinion about aspects of the work environment. The workforce is the agency's largest resource investment and employee turnover has a direct effect on the provision of services that impact member care. This project provides a direct means of assessing employee opinions and attitudes that would otherwise be unreported and aims to provide agency leadership with dialogue driven data that can be actionable. Opinion data will reveal trends in employees' perceptions about the work environment contribute to the understanding of the trajectory of first year employee and identify predictors of burnout and intent to leave. The project is currently in the data collection phase with a projected end date of November 2015.

<http://www.theberylinstitute.org/?page=EmployeeEngagement>