



Health Resources and Services Administration Bureau of Primary Health Care

2015 BPHC Stakeholder
Satisfaction Study



Table of Contents

Introduction	3
How This Report is Organized	4
How to Interpret and Use the Results	5
Program Overview and Methodology	6
Stakeholder Respondent Profile	7
Executive Summary	10
Stakeholder Detailed Results	19
Appendix	36

Introduction

How This Report is Organized

This report is divided into the following general sections:

- This **Introduction** section discusses the organization of the report, how the information in this report can be used, and provides definitions of key words needed to understand the findings.
- The **Executive Summary** section presents an overall summary of findings and a discussion of the satisfaction model, scoring trends and an examination of satisfaction for key segments of interest
- The **Detailed Stakeholder Results** section includes a more specific discussion of the results for model components, including supporting analyses.

How to Interpret and Use the Results

In general, the results presented in this report serve as a decision tool for use in conjunction with other customer/Stakeholder and management information available to HRSA BPHC. Use the results to assist with:

- Determining those areas on which to focus quality improvements.
- Monitoring changes in Stakeholder perceptions, attitudes, and behavior over time.
- Evaluating the success of ongoing quality improvement efforts (long term).

The Executive Summary section provides a snapshot of the HRSA BPHC overall grantee/customer performance results, identifies high-leverage areas where improvements will have significant impact on satisfaction, and provides specific areas where Stakeholders would like to see improvements.

Within the Stakeholder Detailed Results section is a review of the components and additional analysis relevant toward understanding the results. This section also pinpoints specific areas for improvement.

Program Overview and Methodology

Background, Objectives, & Data Collection Overview

- CFI and HRSA have partnered on a number of satisfaction measures since 2002.
- 2015 is the ninth year CFI has measured BPHC stakeholder satisfaction
- The survey was fielded from August 3 to September 15, 2015.
- The program objective to measure overall BPHC stakeholder satisfaction and identify the critical factors related to their satisfaction.

Sample Size

- 1,727 surveys were sent and 583 were completed, resulting in a response rate of 34 % (compared to 40% in 2014).
- After data cleaning, 25 respondents were dropped from the final analysis, due to less than 50% response to survey questions.

Stakeholder Respondent Profile

Type of HRSA Grant(s) and Stakeholder Tenure

Types of HRSA Grants~	2011	2012	2013	2014	2015	2015 CSI
Health Center Program Grantee	91%	82%	86%	88%	80%	69
Free Clinic Only	0%	0%	0%	0%	10%	74
State/Regional Primary Care Association	4%	5%	6%	5%	6%	75
Health Center Program Look-Alike	1%	8%	6%	4%	4%	61
Health Center Controlled Networks	2%	2%	2%	2%	3%	72
National Cooperative Agreement	1%	1%	1%	2%	1%	--
Native Hawaiian Health Care Improvement Team	0%	0%	0%	0%	0%	--
Other type of grant	3%	5%	4%	2%	1%	--
Number of Respondents	683	779	778	652	558	

More than a majority of the 2015 respondent base is composed of Health Center Program stakeholders, which is consistent with previous years.

~Multiple selections allowed

Tenure as a BPHC participant	2012	2013	2014	2015	2015 CSI
Less than 1 year	8%	4%	6%	4%	71
1 year to less than 5 years	14%	14%	12%	20%	69
5 years to less than 10 years	17%	18%	17%	17%	69
10 years to less than 20 years	22%	24%	22%	20%	71
20 years or more	38%	40%	42%	38%	69
Don't know	2%	1%	0%	1%	--
Number of Respondents	779	778	652	558	

Division Breakdown

Division	2013	2014	2015	2015 CSI
North Central Health Services Division (NCHSD)	13%	14%	16%	71
Southwest Health Services Division (SWHSD)	12%	14%	15%	64
Southeast Health Services Division (SEHSD)	13%	15%	14%	73
Northeast Health Services Division (NEHSD)	16%	13%	13%	71
North Midwest Health Services Division (NMHSD)	13%	13%	12%	71
South Central Health Services Division (SCHSD)	13%	11%	11%	69
Northwest Health Services Division (NWHSD)	11%	10%	10%	70
South Plains Health Services Division (SPHSD)	9%	10%	10%	67
Number of Respondents	778	652	553	

The respondent based is mostly equally distributed according to Division.

Executive Summary

2015 Successes

Stakeholder satisfaction is stable in 2015, with a score of 70. This consistency of score highlights how steadily and effectively BPHC employees assisted stakeholders during the reorganization.

Satisfaction scores improve among stakeholders with a tenure of 1 year to less than 5 years, as well as among the more seasoned stakeholders who have 10 years to less than 20 years of tenure.

Scores are comparatively higher for Customer Service—Staff, again highlighting that a critical strength of BPHC is its employees.

Stakeholders report high levels of satisfaction with the Primary Care Digest.

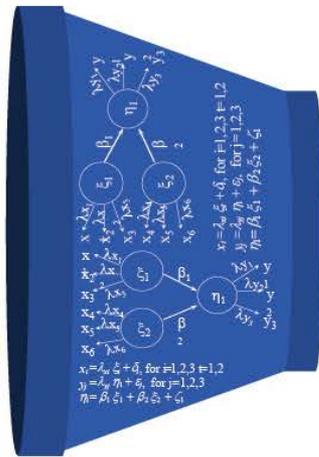
2015 data reveals what the top influencers are for stakeholder satisfaction and how refining them may lead to enhanced perceptions of BPHC's helpfulness.

DATA

ANALYSIS

TOP INFLUENCERS

RESULTS



- BPHC Program Policy Communications
- Program Participant-Project Officer Relationship



Compliance Helpfulness

Quality Helpfulness



Key Findings & Actionable Suggestions

Key Findings

Actionable Suggestions

BPHC Program Policy Communications

- BPHC Program Policy Communications is a top influencer of stakeholder satisfaction, but is comparatively lower scoring.
- Specific pain points revolve around the thoroughness and clarity of the information. Verbatim comment reveal that stakeholders also desire more cohesiveness on the website when it comes to PINs and PALs.

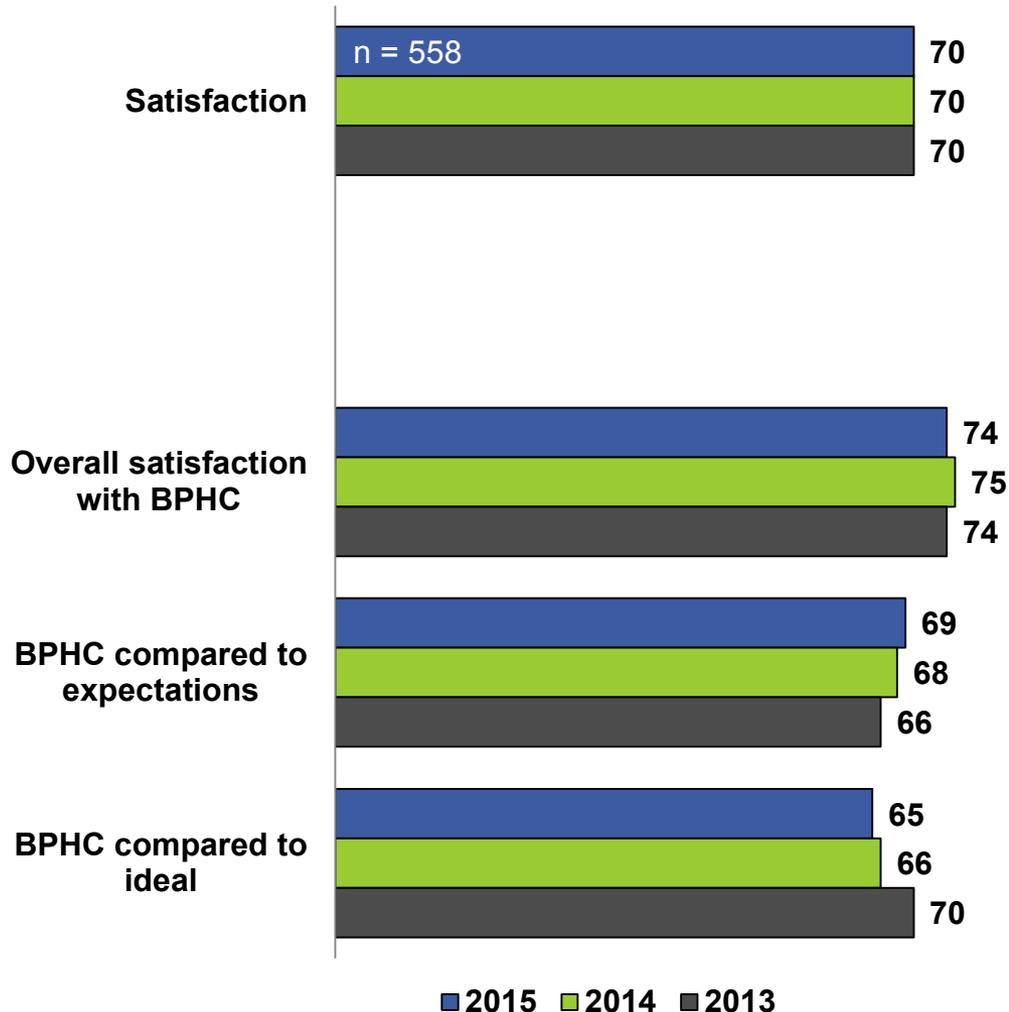
- As stakeholders feel communications are often subject to interpretation and therefore, sometimes unclear, it is recommended that BPHC provide staff with a 'refresh' on policies so that staff members assisting stakeholders are consistent with information.
- Consider providing a central repository for all PINs and PALs, ordered chronologically or by subject matter to assist stakeholders in locating what they need in a quicker and more efficient manner.

Program Participant-Project Officer Relationship

- As a top influencer of stakeholder satisfaction, Program Participant-Project Officer is a suggested area of focus
- While scores are comparatively strong in 2015, some stakeholders express concerns with the responsiveness of POs and some growing pains resulting from the restructuring.

- Frequent communications with POs strengthens their relationship with stakeholders. Because some stakeholders have voiced their wishes to have more responsive POs and more interactions with them, it is recommended that more frequent contacts (by phone and email) be established. Quarterly face-to-face meetings are also recommended.

Overall Customer Satisfaction Index (CSI) & Attributes

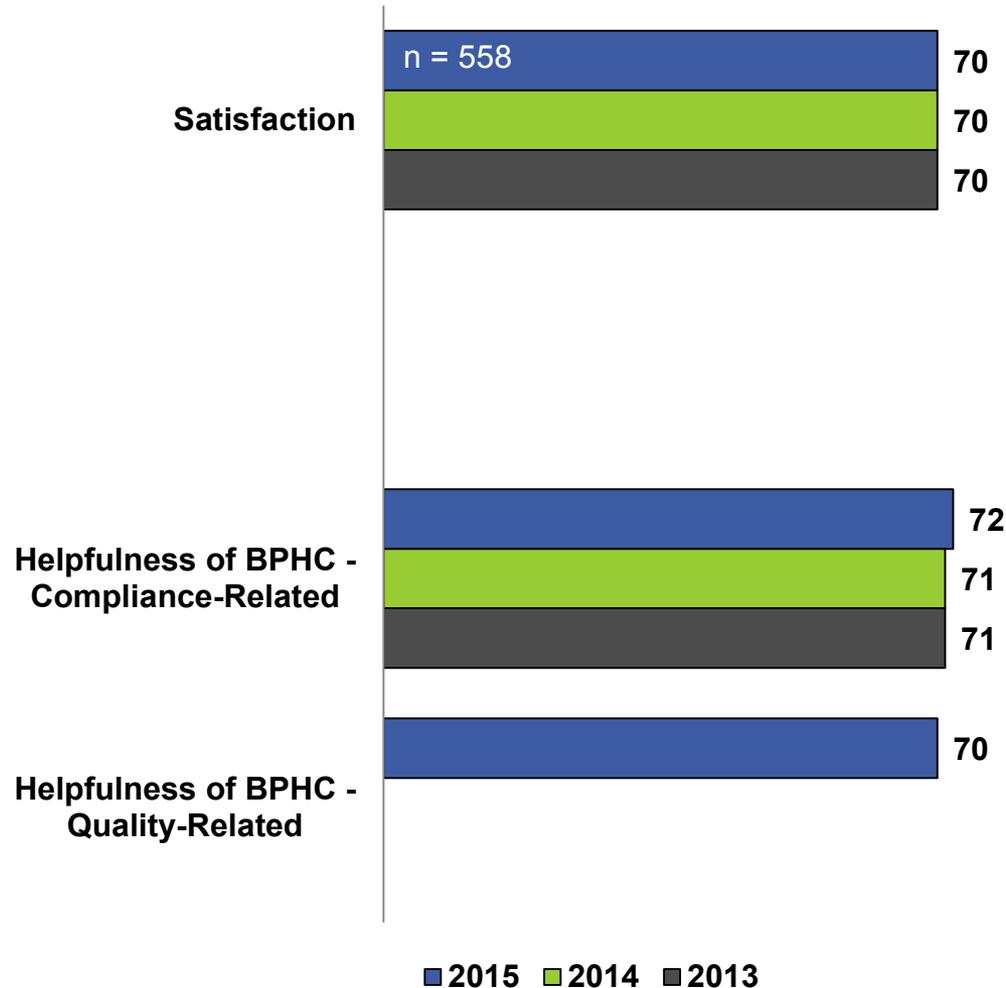


Stakeholder CSI is stable in 2015 compared to 2014.

Additionally at 70, BPHC stakeholder CSI score is well above the Federal Government average of 64.

While all factors of Overall CSI are mostly stable year-over-year, it should be noted 'BPHC compared to ideal' has fallen by 10 points since 2011.

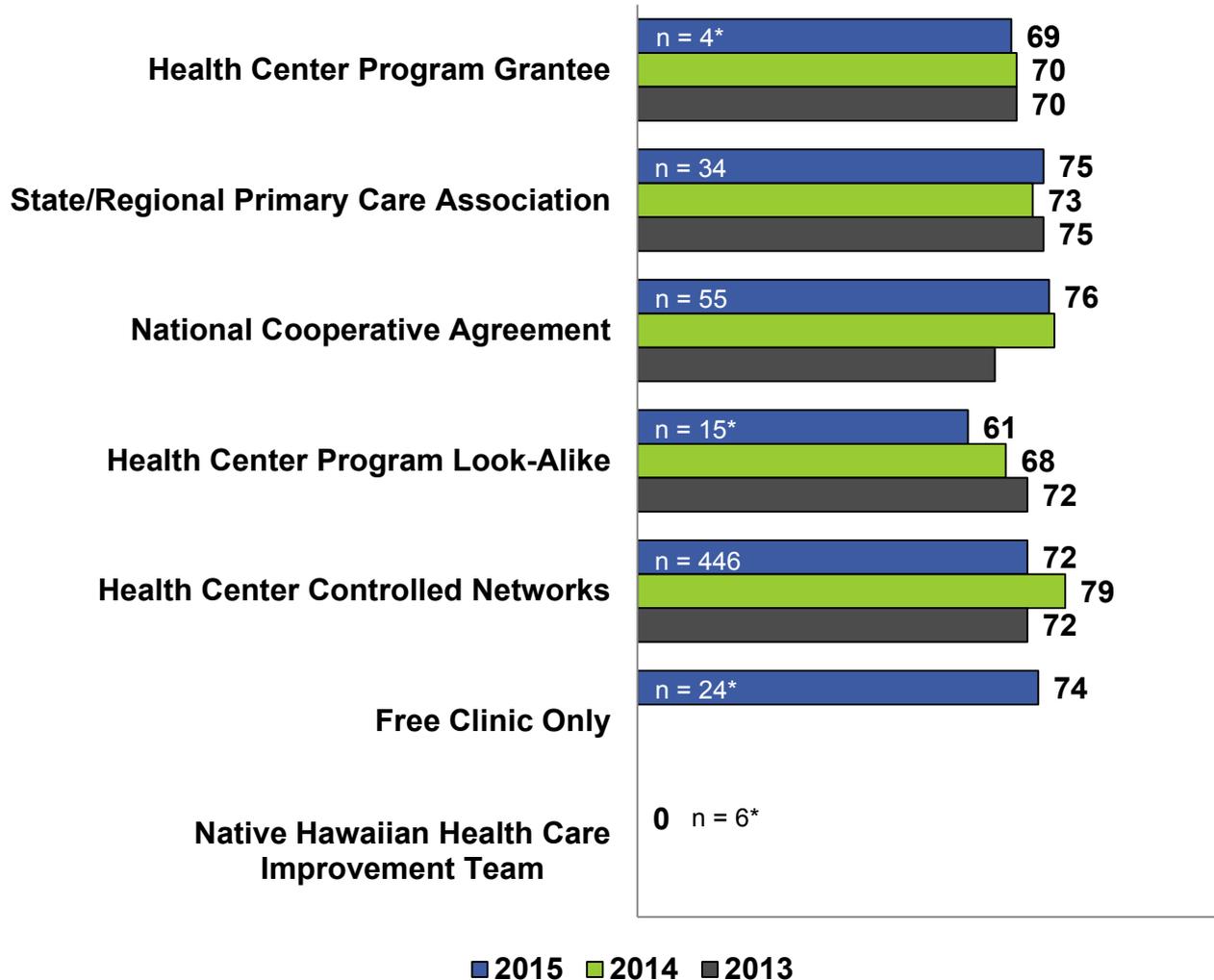
Overall Customer Satisfaction Index (CSI) and Desired Outcomes



Stakeholders still exhibit solid satisfaction with the helpfulness of BPHC for compliance-related issues.

A new outcome, 'Helpfulness of BPHC—Quality—Related' was introduced in 2015 and its inaugural score is 70.

Satisfaction by Grant Type

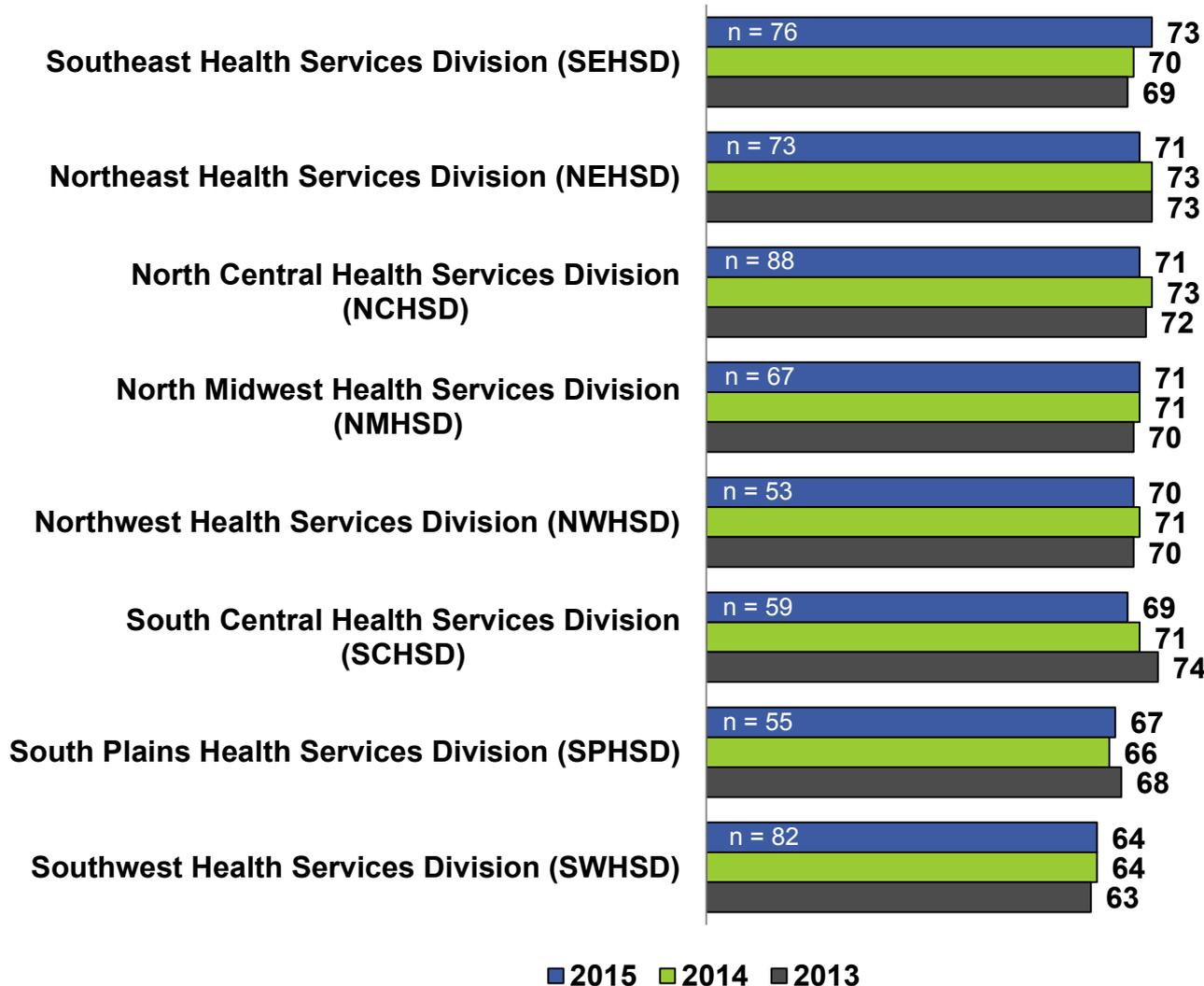


CSI among the largest group of respondents, Health Center Program stakeholders, is mostly consistent with the previous year.

While satisfaction declines among Health Center Controlled Networks, Health Center Program Look-Alikes, and Other types of grants, results should be interpreted with caution due to low sample sizes.

*Caution, small sample size
 **Native Hawaiian Health Care Improvement Team omitted due to lack of sample

Stakeholder Satisfaction by Division

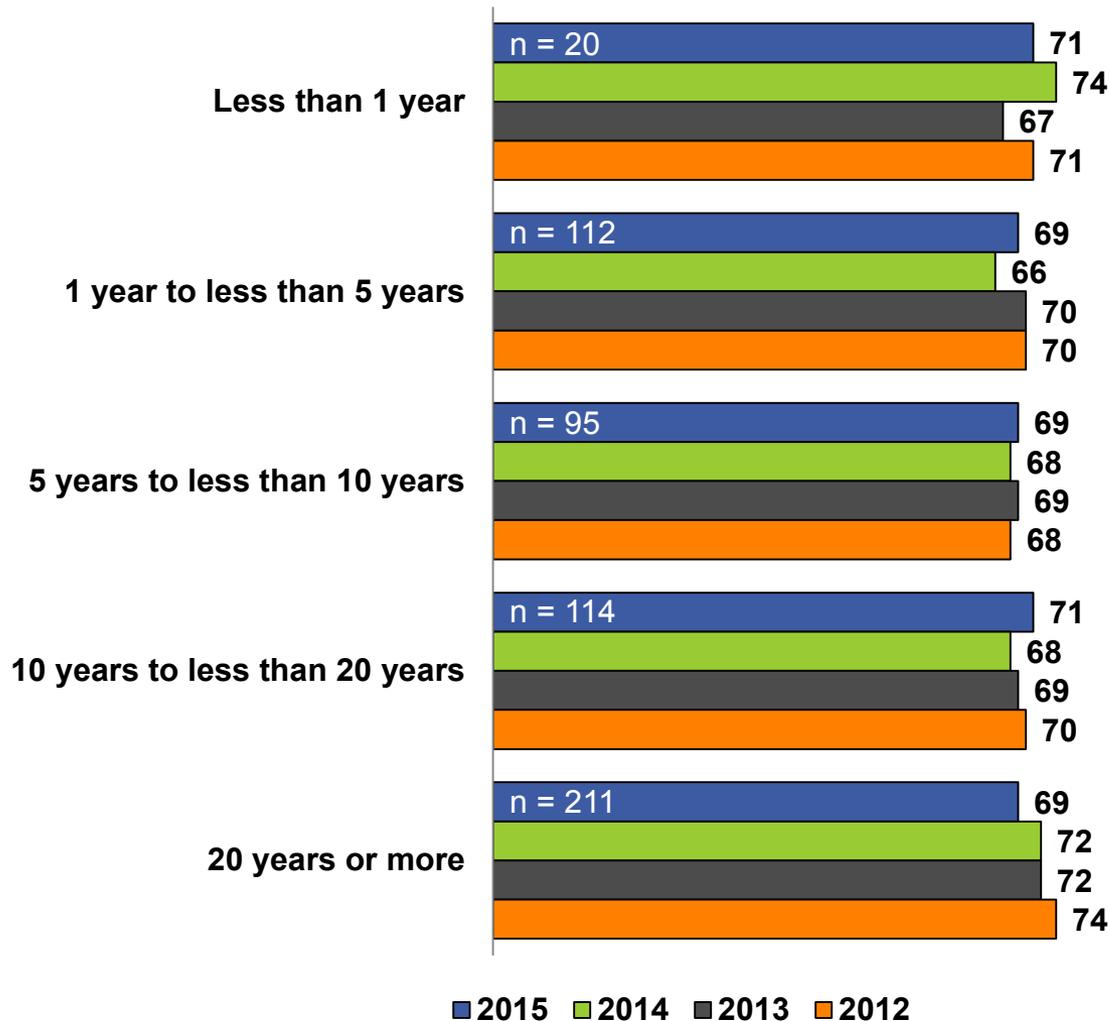


The Southeast Health Services Division is the most satisfied compared to other divisions in 2015. Moreover, its score improves directionally by 3 points.

Very modest score fluctuations are noted for the other divisions.

The most notable score changes are the 2 point score declines among respondents located in the Northeast Health Services Division, the North Central Health Services, Division, and the South Central Health Services Division.

Stakeholder Satisfaction by Tenure



Stakeholders with the shortest tenure continue to be the most satisfaction, but due to low sample size, results should be interpreted with caution.

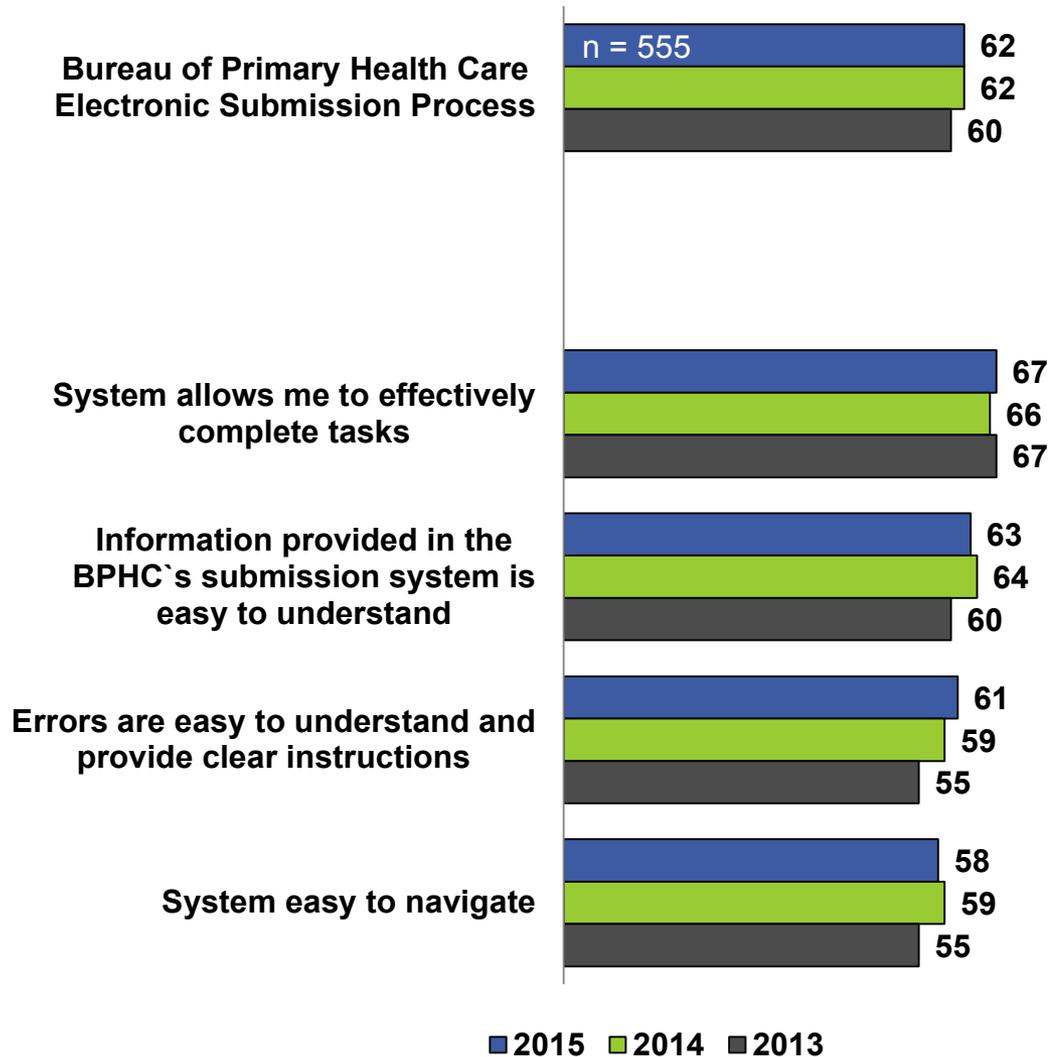
Satisfaction among stakeholders with a tenure of 1 year to less than five years and those with tenure 10 years to less than 20 years improve in 2015 (3 points each).

Conversely, the newer tenured stakeholders (less than 1 year) and the longest tenured (20 years or more) post softening satisfaction scores. Both decline by 3 points year-over-year.

- "Don't know" not shown due to insufficient sample

Stakeholder Detailed Results

2015 Electronic Submission Process Scores

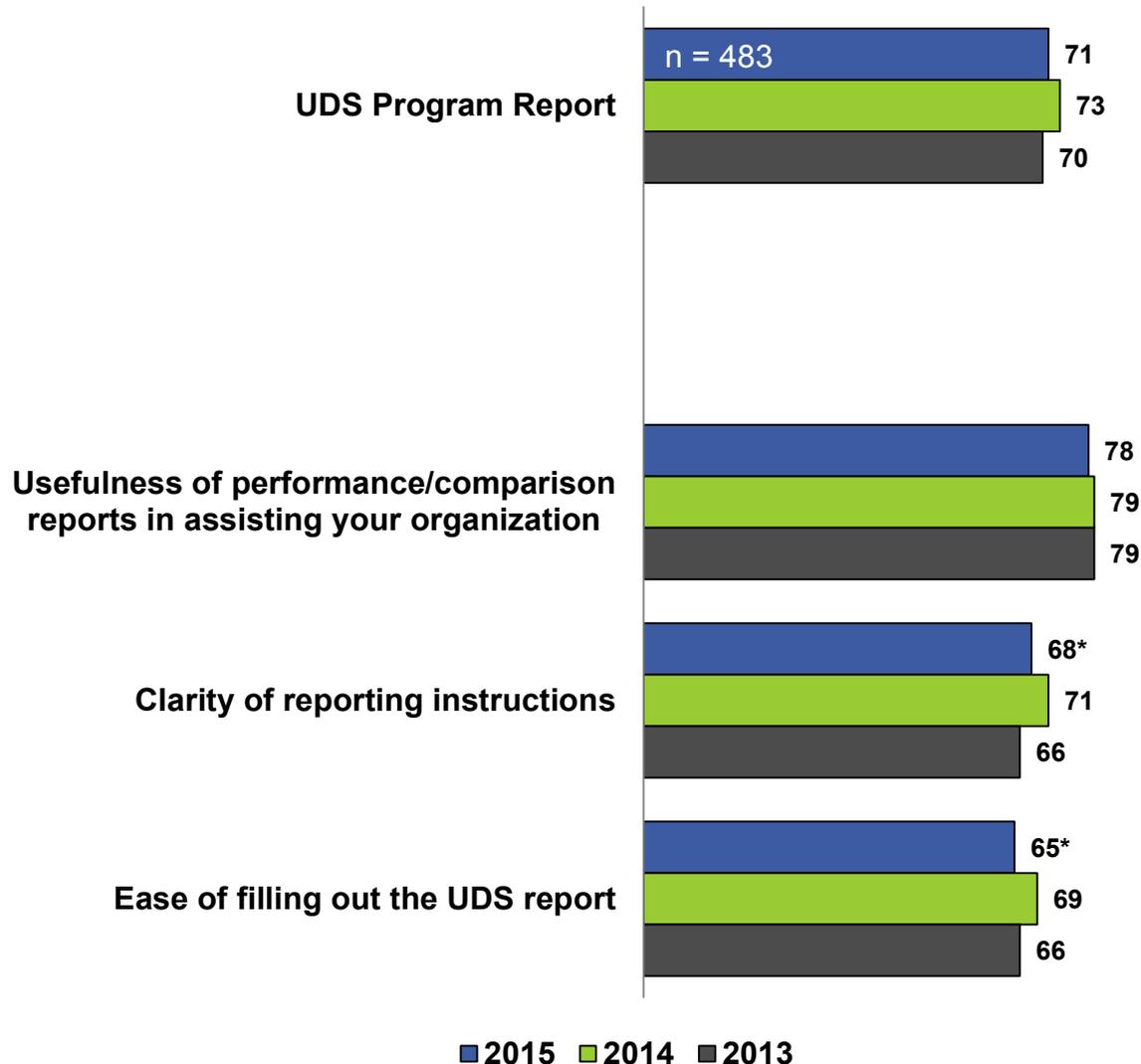


Satisfaction with the Electronic Submission Process is stable in 2015.

Additionally, the other scores exhibit relatively stability in 2015.

The exception is 'Errors are easy to understand and provide clear instructions,' which improves by 2 points-year-over-year. The 2015 score also represents a 3-year high.

2015 UDS Program Report Scores



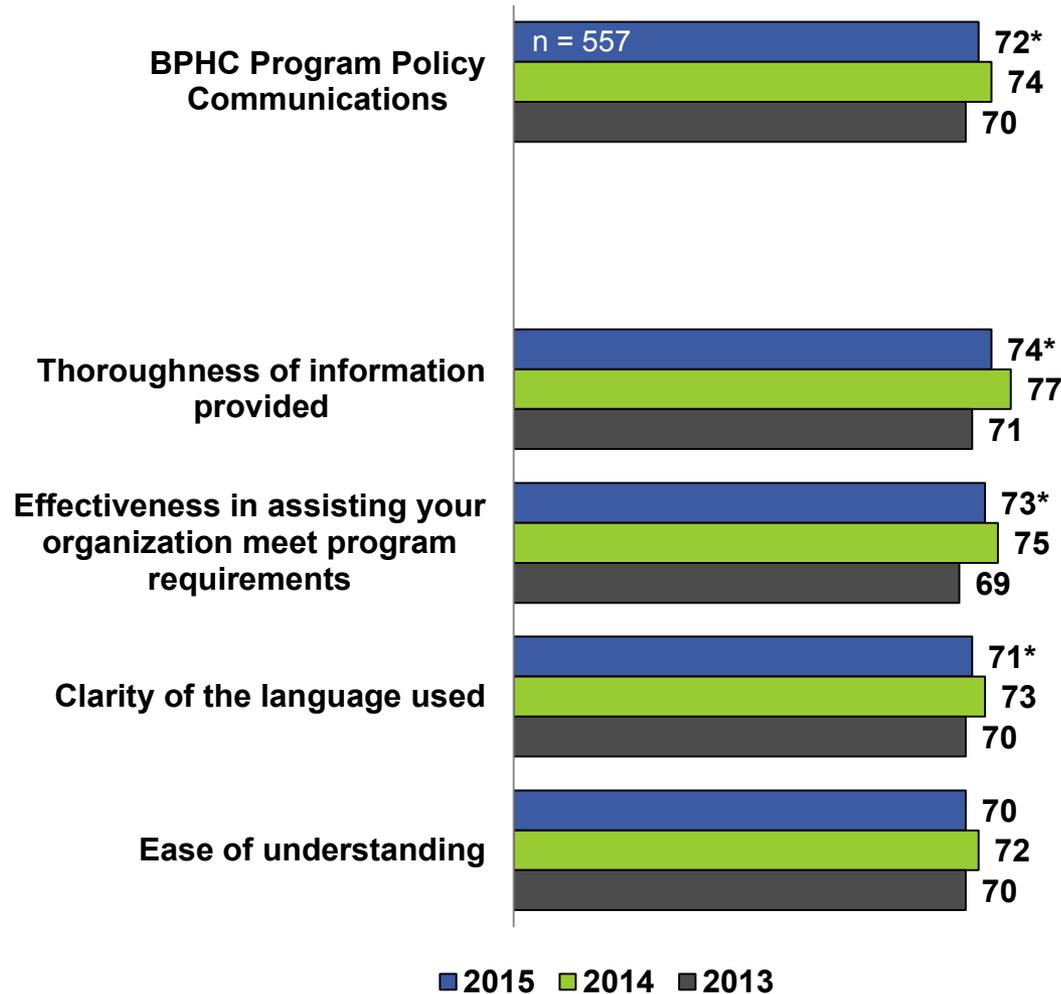
Scores for the UDS Program Report decline by 2 points in 2015.

The 2 point score decrease for UDS Program Support is fueled by significant score declines for two attributes.

'Clarity of reporting instructions' falls by 3 points and 'Ease of filling out the UDS report' declines by 5 points.

* Indicates a significant difference between scores at a 90% level of confidence.

2015 Program Policy Communications Scores



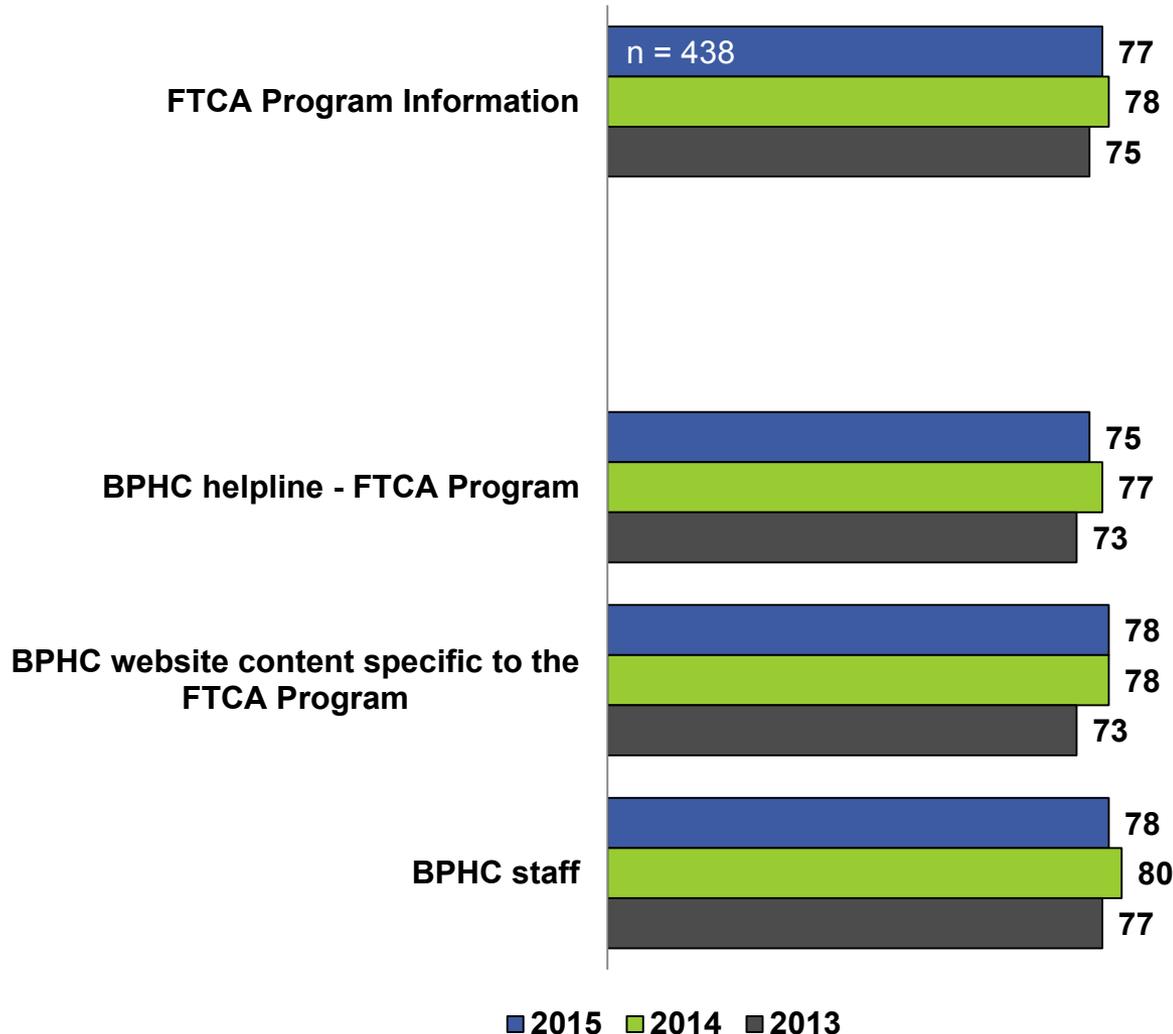
2015 scores for BPHC Program Policy Communications post significant declines compared to the previous year.

Stakeholders report eroding levels of satisfaction with three particular areas of Program Policy Communications.

Specifically, three areas post significant score declines in 2015: 'Thoroughness of information provided (3 points),' 'Effectiveness in assisting your organization meet program requirements (2 points),' and 'Clarity of the language used (2 points).'

* Indicates a significant difference between scores at a 90% level of confidence.

2015 FTCA Program Information Scores



FTCA Program Information emerges as one of the highest scoring drivers of stakeholder satisfaction in 2015.

However, slight, directional score declines are noted for 'BPHC helpline—FTCA Program' and 'BPHC staff.' Both fall by 2 points year-over-year.

2015 Program Participant-Project Officer Relationship Scores



The Participant-Project Officer Relationship is one of the strongest drivers of a Grantee's overall satisfaction and continues to post a comparatively strong score.

However, 2015 scores have declined directionally in some areas.

Stakeholders are not as satisfied this year with the timeliness with which Pos respond to questions or issues, being kept informed about changes affecting their program, and PO's ability to answer questions.

This could be the result of the reorganization, which took place in early 2015. Project Officers may still be transitioning into the new organization and this could be impacting their ability to respond to stakeholder questions and issues.

Frequency of Communication—Stakeholder and Project Officer

Frequency of communicating with BPHC PO in past 12 months	2011	2012	2013	2014	2015	2015 CSI Score
Weekly	10%	10%	9%	7%	6%	73
Monthly	50%	45%	46%	43%	43%	72
Quarterly	32%	35%	39%	44%	43%	68
Twice	5%	7%	3%	5%	8%	62
Once	2%	2%	1%	1%	1%	--
Not at all	1%	1%	1%	1%	0%	--
Number of Respondents	683	779	778	652	503	

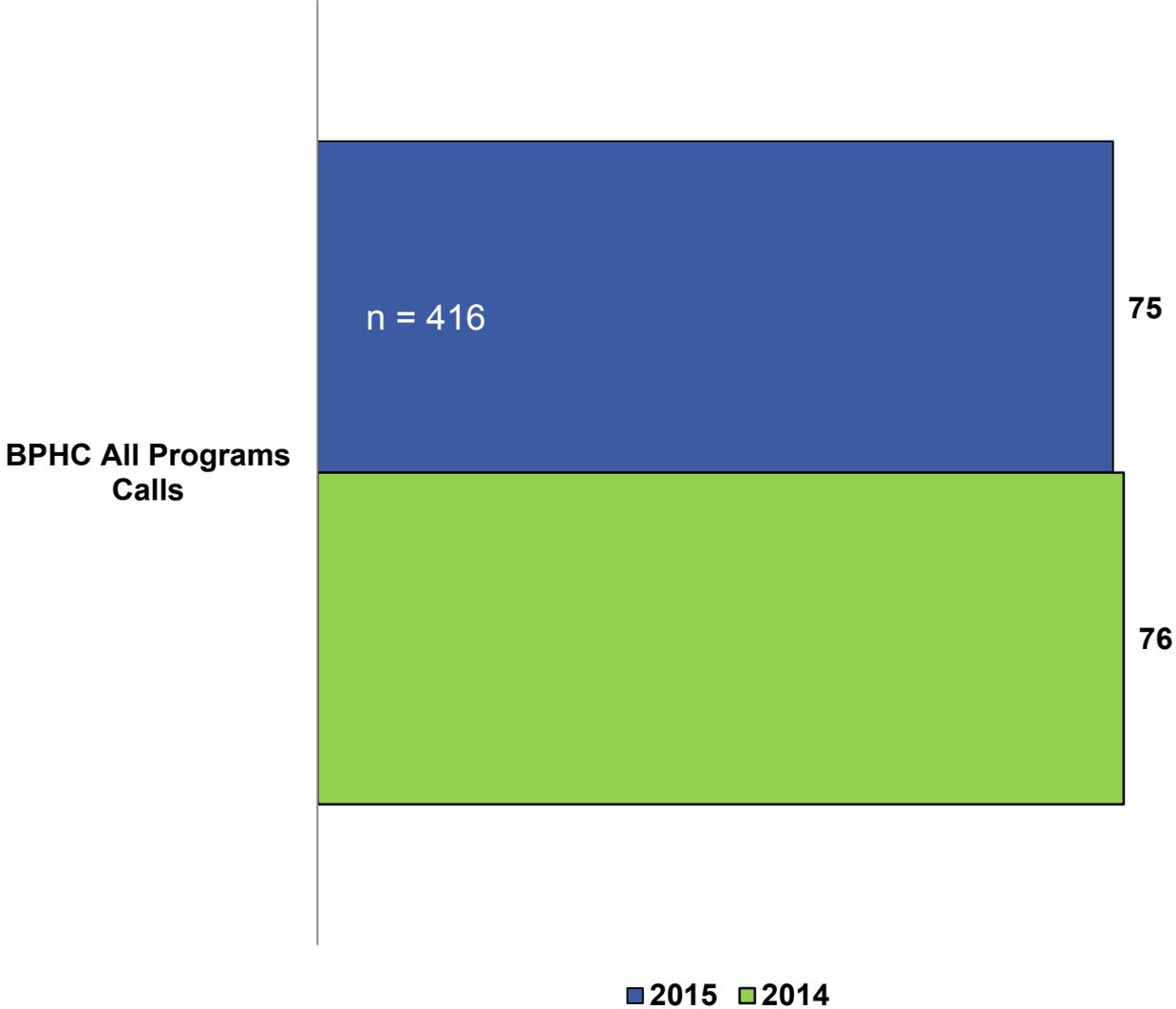
Frequent communication with Project Officers strengthens the Participant-Project Officer relationship.

Not surprisingly, CSI scores will fall as communication between Participant and Project Officers becomes less frequent.

In 2015, nearly half of Stakeholders state they communicate with their PO monthly or quarterly.

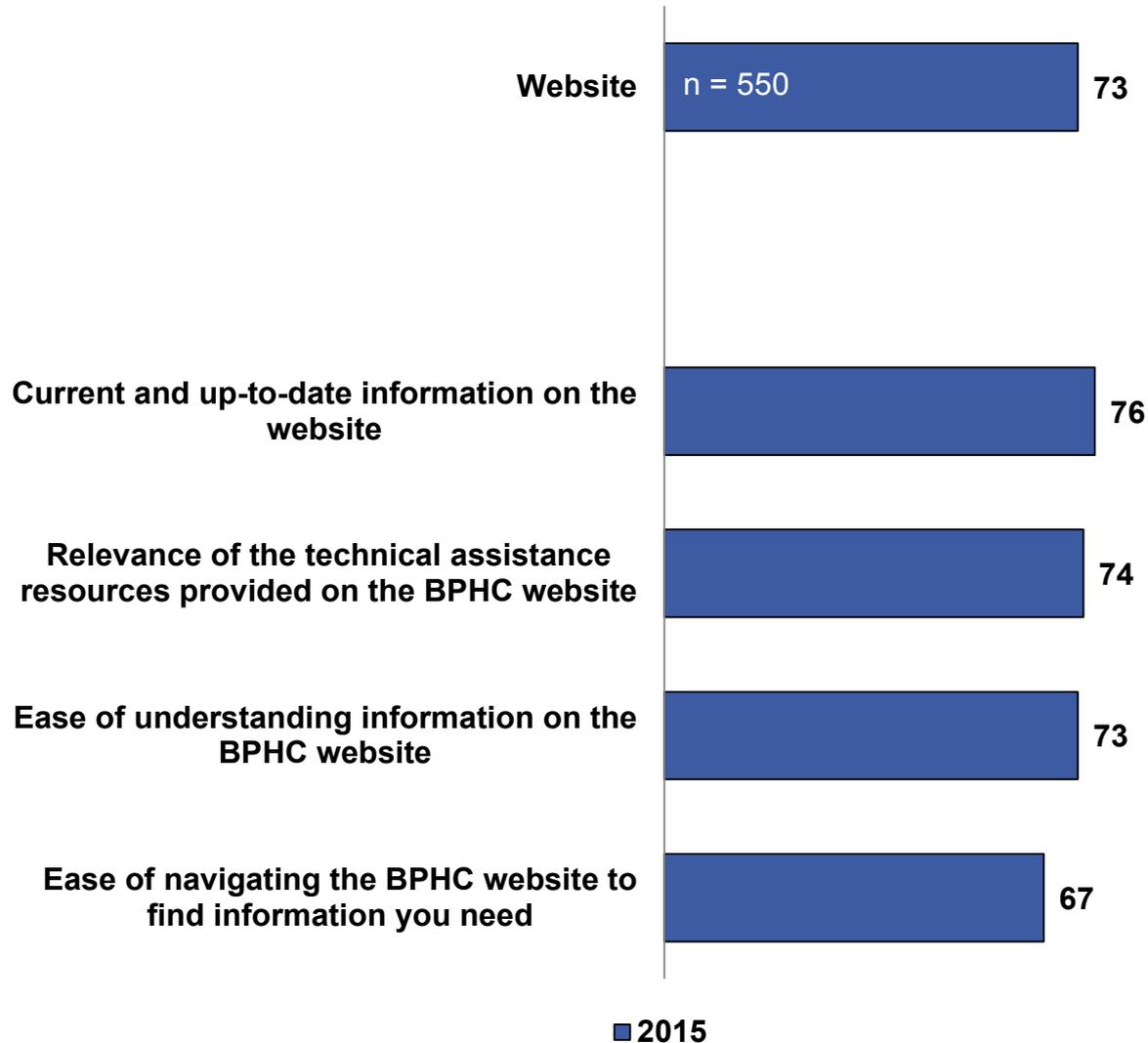
Verbatim comments indicate stakeholders' desires to not only have more frequent communication, but believe face-to-face contact would improve the dynamic between them and their POs.

2015 BPHC All Program Calls' Score



A new driver in 2014, BPHC All Programs Calls' score is relatively consistent in 2015.

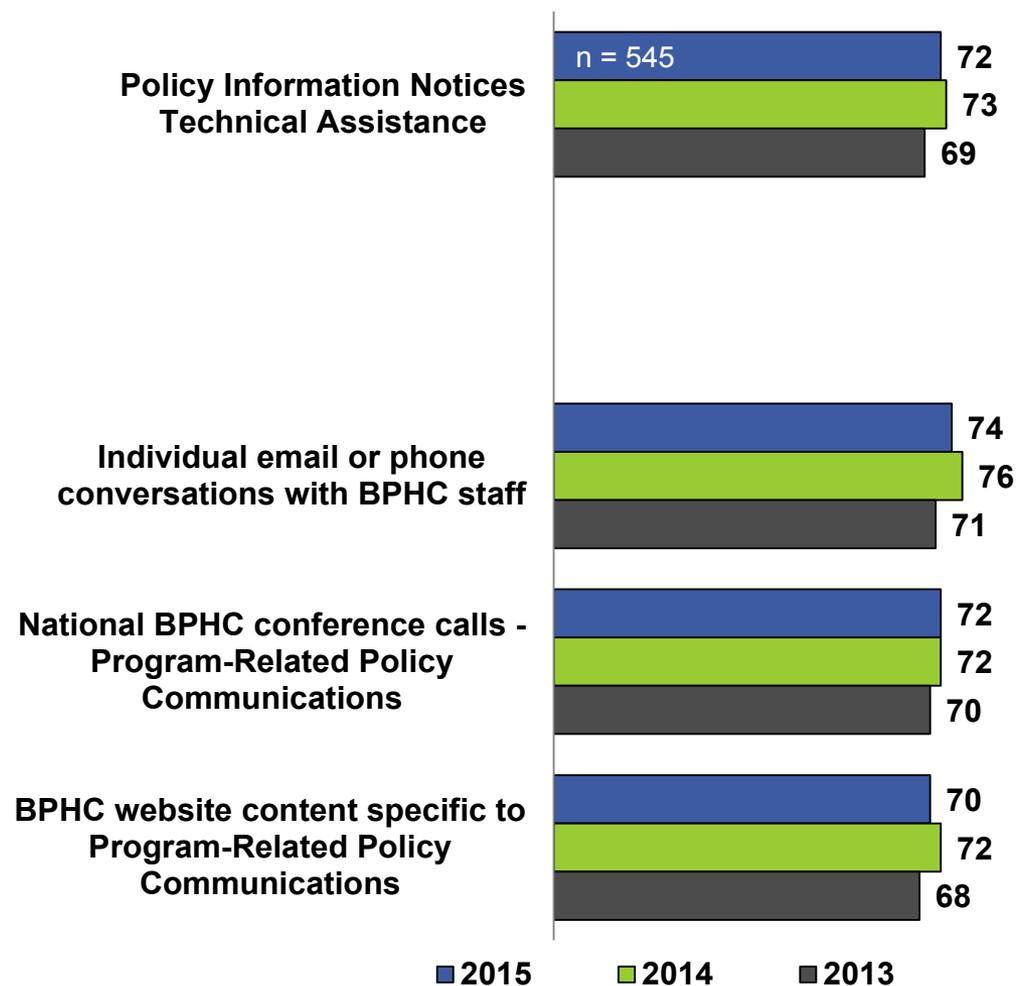
2015 BPHC Website Score



The BPHC website scores a 73 during its first year of measurement.

In spite of solid inaugural scores, stakeholders do report some frustrations with navigating the website and as such, it can take more time than desired to find the information they need.

2015 Policy Information Notices Technical Assistance Score

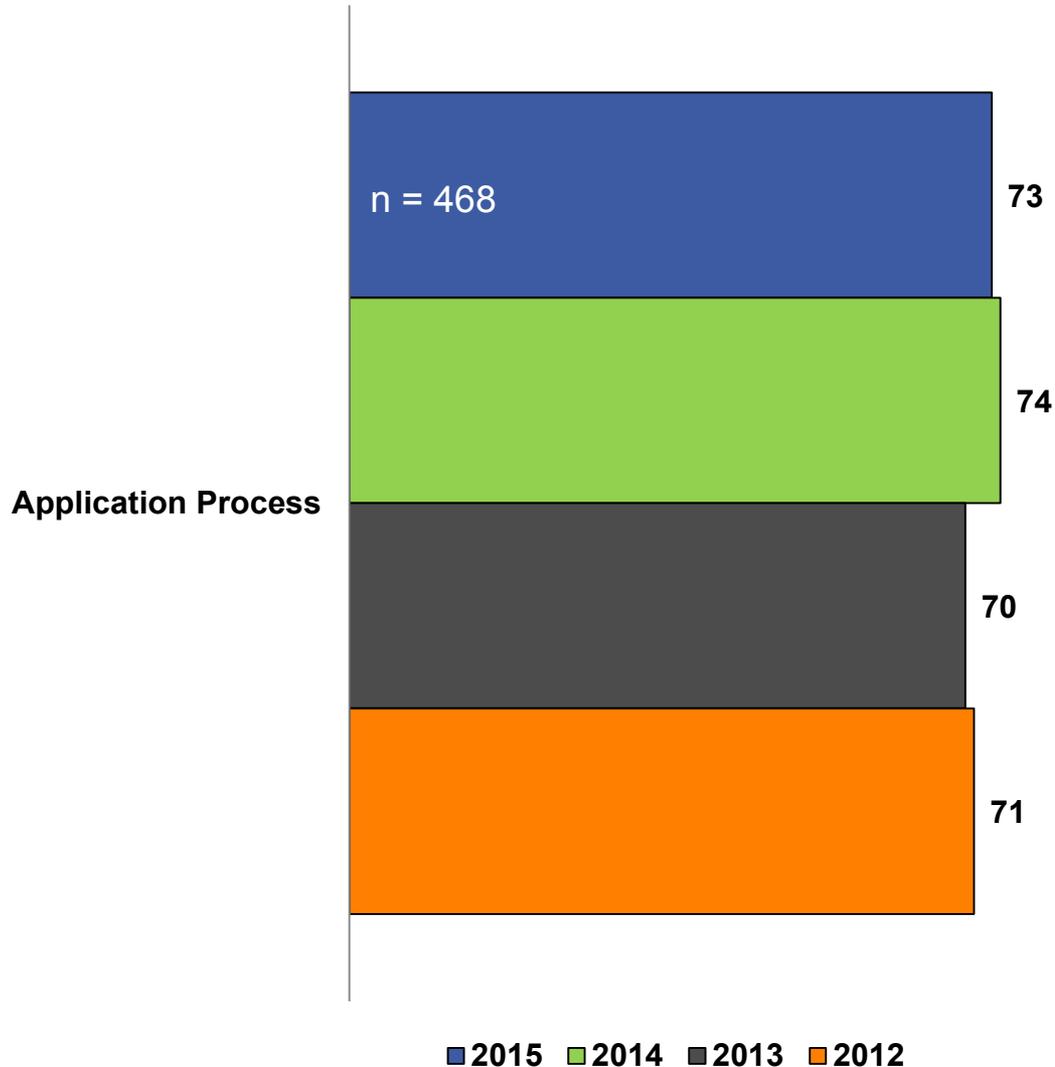


The Policy Information Notices TA score is mostly stable in 2015.

'Individual email or phone conversations with BPHC staff' falls by 2 points, but it remains the highest scoring aspect of PIN TA.

'BPHC website content specific to Program-Related Policy Communications' also declines by 2 points in 2015.

2015 Application Process Score



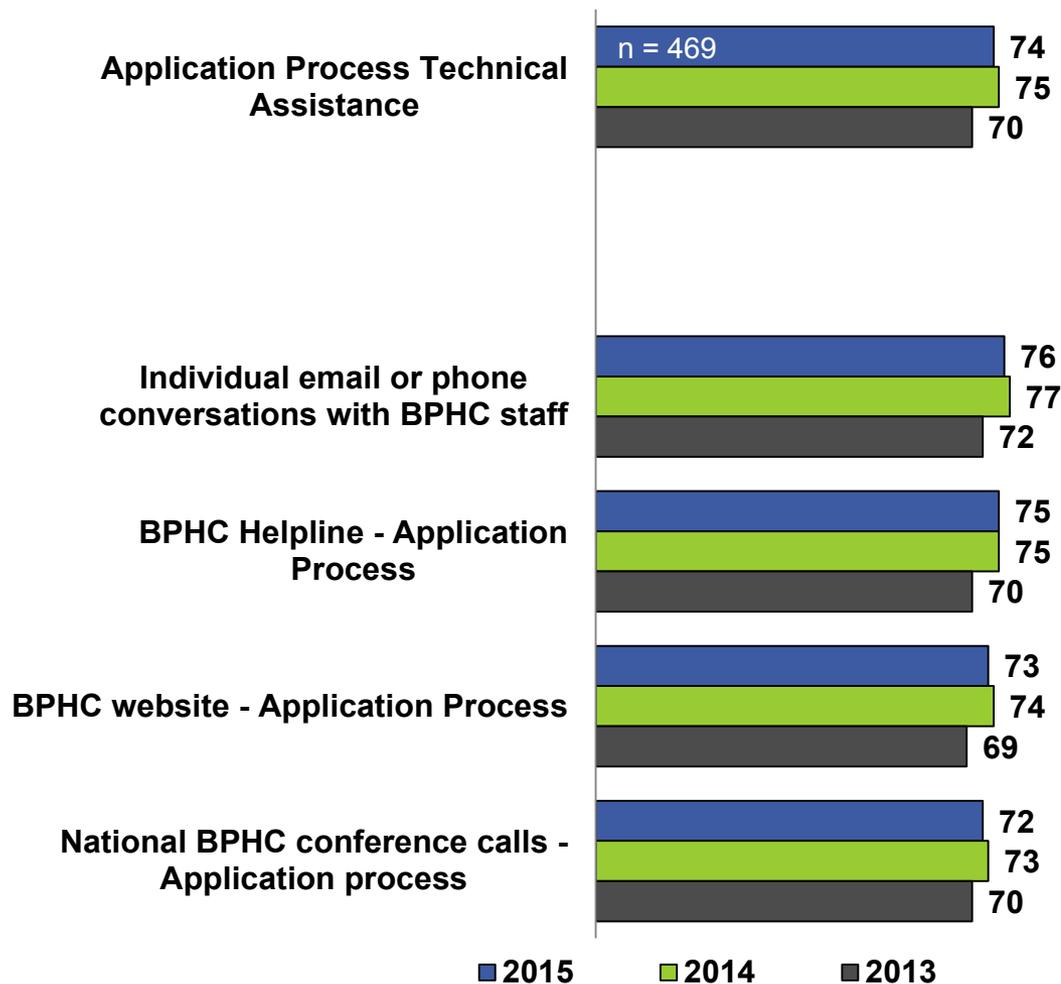
While the Application Process score is mostly stable year-over-year, stakeholders still desire more simple instructions and a more streamlined process for submitting applications. These are themes present in verbatim comments.

Most Recently Submitted Application Process

Application submitted most recently	2012	2013	2014	2015	2015 CSI
Health Center Budget Period Renewal Application	61%	65%	50%	57%	69
Health Center Service Area Competition Application	19%	21%	29%	22%	70
State/Regional Cooperative Agreement Non-Competing Continuation Application	0%	0%	4%	5%	75
National Cooperative Agreement Competing/Non-Competing Application	0%	0%	2%	3%	77
Health Center Controlled Network Non-Competing Continuation Application	0%	0%	2%	3%	71
Look-Alike Annual Certification Application	5%	4%	2%	2%	66
Look-Alike Renewal of Designation Application	3%	2%	2%	2%	59
None of the above	12%	8%	8%	6%	64
Number of Respondents	779	778	652	502	

More than half of stakeholders submitted a Health Center Budget Period Renewal Application most recently.

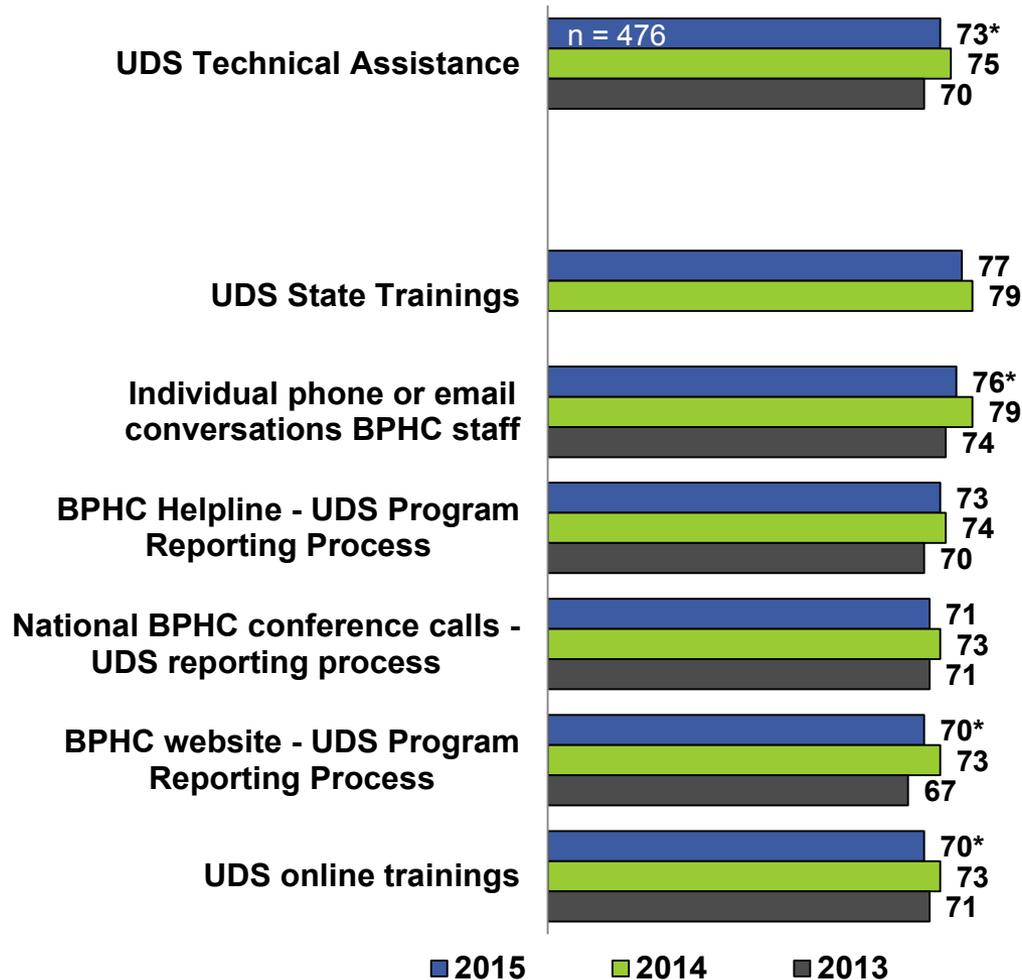
2015 Application Process Technical Assistance Scores



Application Process Technical Assistance scores are mostly stable year-over-year.

Grantee's remain satisfied with the individual email or phone conversations they have with BPHC staff regarding the technical assistance with the application process.

2015 UDS Technical Assistance Scores



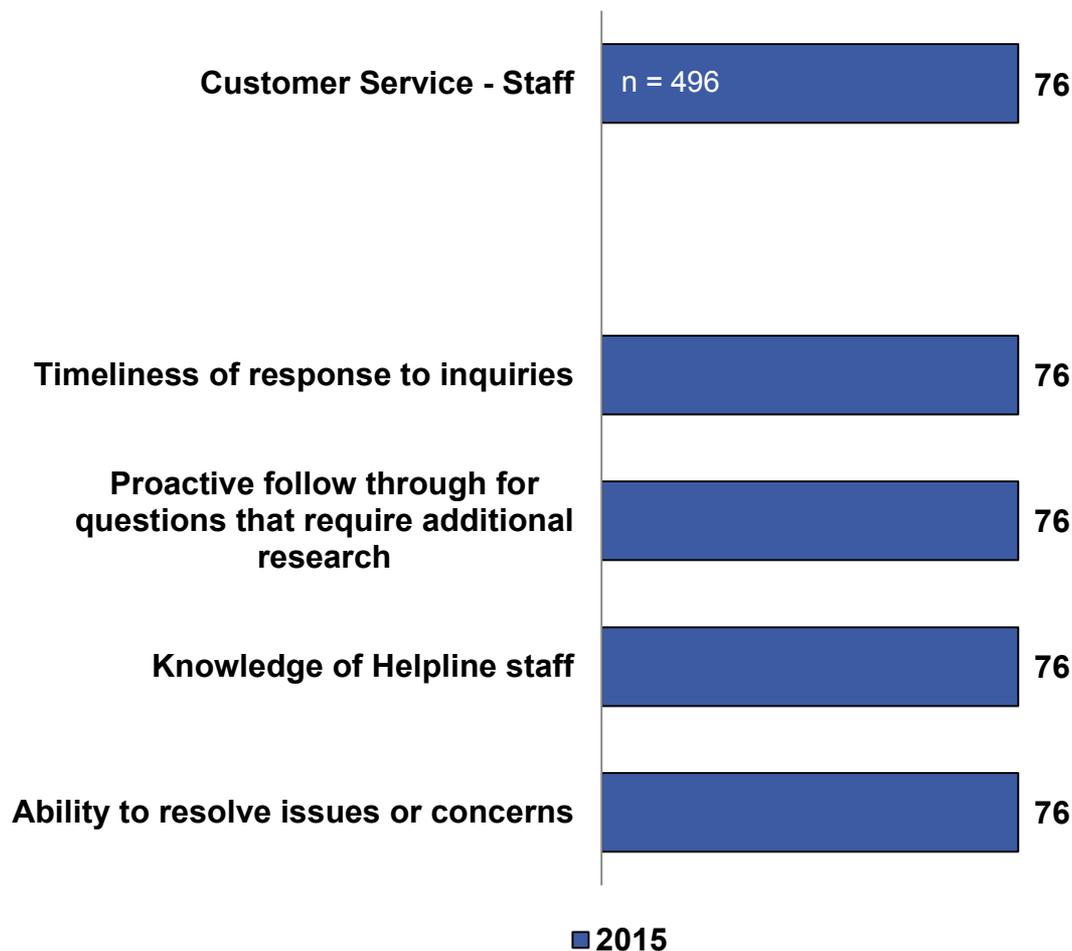
UDS Technical Assistance declines significantly in 2015, falling 2 points.

‘Individual phone or email conversations with BPHC staff’ score is still solid, but falls by a significant 3 points.

Likewise, ‘BPHC website—UDS Program Reporting Process’ and ‘UDS online trainings’ also post a significant 3-point drop.

* Indicates a significant difference between scores at a 90% level of confidence.

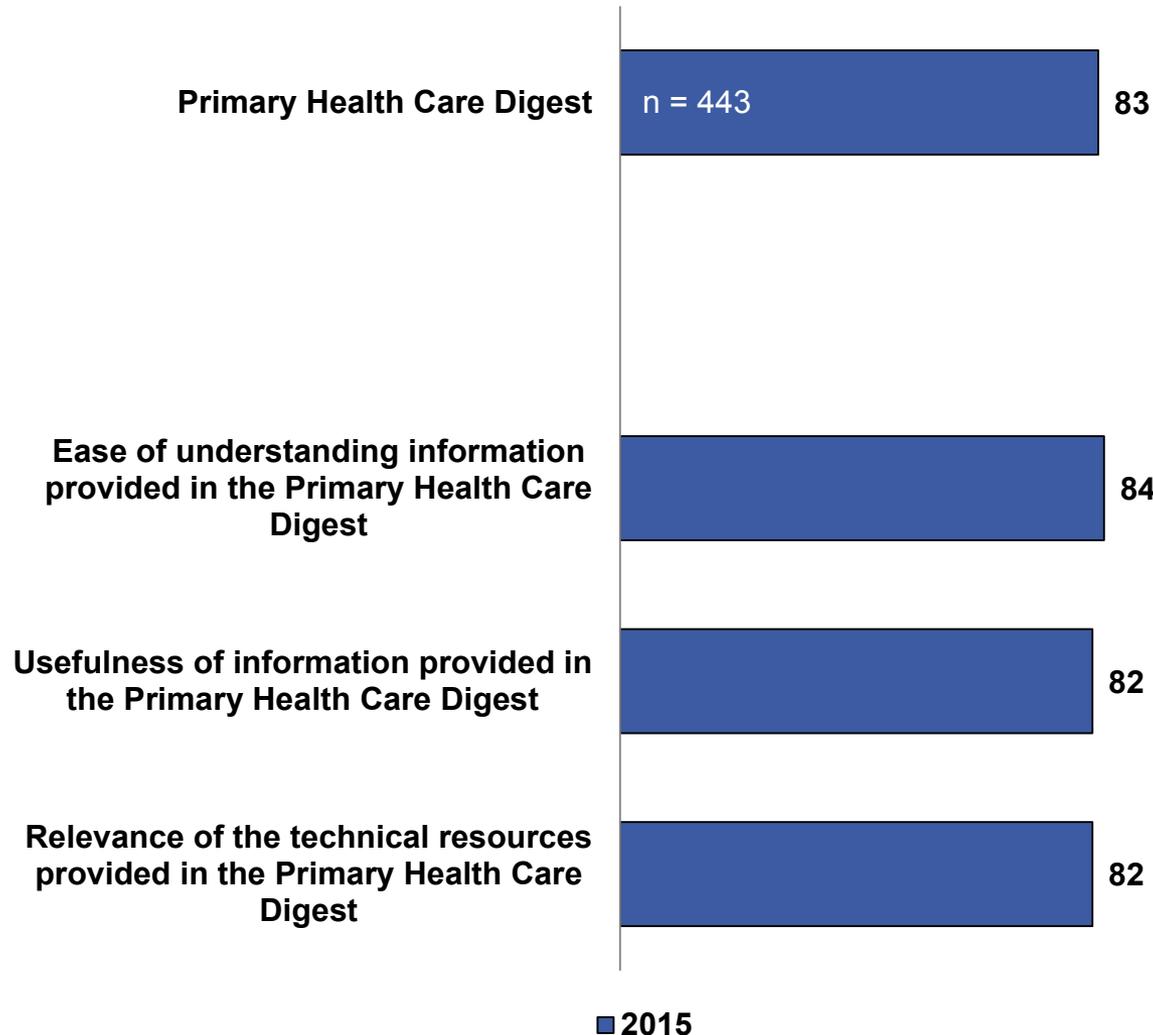
2015 Customer Service—Staff Scores



2015 marks the first year stakeholders were asked to score the customer service at BPHC.

Customer Service-Staff scores are strong, highlighting that a critical strength of BPHC is its employees.

2015 Primary Health Care Digest Scores



Primary Health Care Digest is also a new driver in 2015.

With a score of 83, Primary Care Digest is the highest scoring driver of stakeholder satisfaction in 2015.

Clinic Areas of Interest for Free Clinics and Native Hawaiian Health Care Improvement Programs—On-site Coaching or Assistance

Clinic interested in receiving on-site coaching or tech assistance	2015	2015 CSI Score
Interested	55%	75
Not Interested	45%	72
Number of Respondents	55	

More than half of clinics are interested in on-site coaching, with more than a majority being most interested in credentialing and quality assurance.

Areas Clinic Interested in Receiving Assistance~	2015	2015 CSI Score
Credentialing and Privileging	77%	75
Quality Assurance or Quality Improvement Plans and Resources	70%	75
Electronic Application Assistance	40%	69
Other Area	3%	--
Number of Respondents	30	

Appendix

ACSI Methodology

All scores and ratings presented in this report are calculated using the methodology of the American Customer Satisfaction Index (ACSI). The ACSI, established in 1994, is a uniform, cross-industry measure of satisfaction with goods and services available to U.S. consumers, including both the private and public sectors. ACSI has measured more than 100 programs of federal government agencies since 1999. Developed by Dr. Claes Fornell at the University of Michigan, the methodology for the ACSI has become the standard measure for other national indices as well.

CFI Group, a management consulting firm that specializes in the application of the ACSI methodology to individual organizations, uses the ACSI methodology to identify the causes of satisfaction and relates satisfaction to business performance measures such as propensity to recommend a product or service, trust, compliance, etc. The methodology measures quality, satisfaction, and performance, and links them using a structural equation model. By structurally exploring these relationships, the system overcomes the inherent inability of people to report precisely the relative impact of the many factors influencing their satisfaction. Using CFI Group's results, organizations can identify and improve those factors that will improve satisfaction and other measures of business performance.

Please contact CFI Group at 734-930-9090 with any questions regarding the report.