

**STATE OF MARYLAND EXECUTIVE SUMMARY REPORT
FOR
2021 HEALTHCHOICE PCP SATISFACTION SURVEY**

**Prepared for:
Maryland Department of Health**

**Prepared by:
Center for the Study of Services**

1625 K St. NW, 8th Floor

Washington, DC 20006



November 8, 2021

PCP Satisfaction Survey

Background and Purpose

Center for the Study of Services (CSS) administered the 2021 PCP Satisfaction Survey for Maryland Department of Health on behalf of HealthChoice managed care organizations (MCOs). PCPs were asked to rate their satisfaction with a specified MCO they participate with. The survey included questions on claims, preauthorization, customer service, and provider relations. PCPs participating with each of the following nine MCOs that provide Medicaid services in the HealthChoice program participated in this study.

- Aetna Better Health of Maryland
- AMERIGROUP Community Care
- Jai Medical Systems
- Kaiser Permanente
- Maryland Physicians Care
- MedStar Family Choice
- Priority Partners
- UnitedHealthcare
- University of Maryland Health Partners¹

The HealthChoice MCOs provided the population files of participating PCPs. Prior to sampling, any physician with an address outside of Maryland or states bordering Maryland were marked as ineligible for the sample. The population file was deduplicated such that any physician was only selected for 1 MCO. This was done in a two-step process. First, the physicians were deduplicated using the physician National Provider Identifier (NPI). Then, the remaining eligible physicians were deduplicated using physician name and address. All eligible physicians after the deduplication process were selected for the sample.

The final survey sample included 7,597 physicians from the 9 HealthChoice MCOs.

CSS administered the PCP Satisfaction Survey using a mixed methodology that consisted of mail, email, and fax with telephone follow-up. Survey protocol includes two questionnaire mailings, each followed by a reminder postcard. PCPs with fax number were sent 2 faxes instead of the first survey outreach. The cover letter in the mailed questionnaire and faxed questionnaire, and the reminder postcard contained information on how to complete the survey online. PCPs with email addresses were also contacted by email twice. Non-respondents to the mail, fax and email outreach were contacted by telephone.

¹ University of Maryland Health Partners was rebranded as CareFirst Community Health Plan Maryland on 2/1/2021.

Response Rate

Among all the physicians who met eligibility criteria, 1,049 completed the survey, resulting in the adjusted response rate of 14.59 percent. Any survey where only the physician practice related questions were answered (questions 28 through 33) were marked as partial complete. Additional dispositions at the end of data collection are provided in Exhibit 1.

EXHIBIT 1: 2020 PCP SATISFACTION SURVEY: DISPOSITIONS AND RESPONSE RATE

	Number	% Initial Sample
Initial Sample	7,597	
Disposition		
Complete and Eligible - Mail	257	3.38%
Complete and Eligible - Phone	256	3.37%
Complete and Eligible - Web	255	3.36%
Complete and Eligible - Fax	281	3.70%
Complete and Eligible - Total	1,049	13.81%
Partial Completes	0	0.00%
Does not meet Eligible criteria	192	2.53%
Deceased	4	0.05%
Language Barrier	0	0.00%
Retired, No Longer Working at Office	213	2.80%
Refusals	211	2.78%
Nonresponse after maximum attempts	5,928	78.03%
Adjusted Response Rate *		14.59%

* Adjusted response rate= Complete and Eligible Surveys/[Complete and Eligible + Refusal + Nonresponse after maximum attempts]

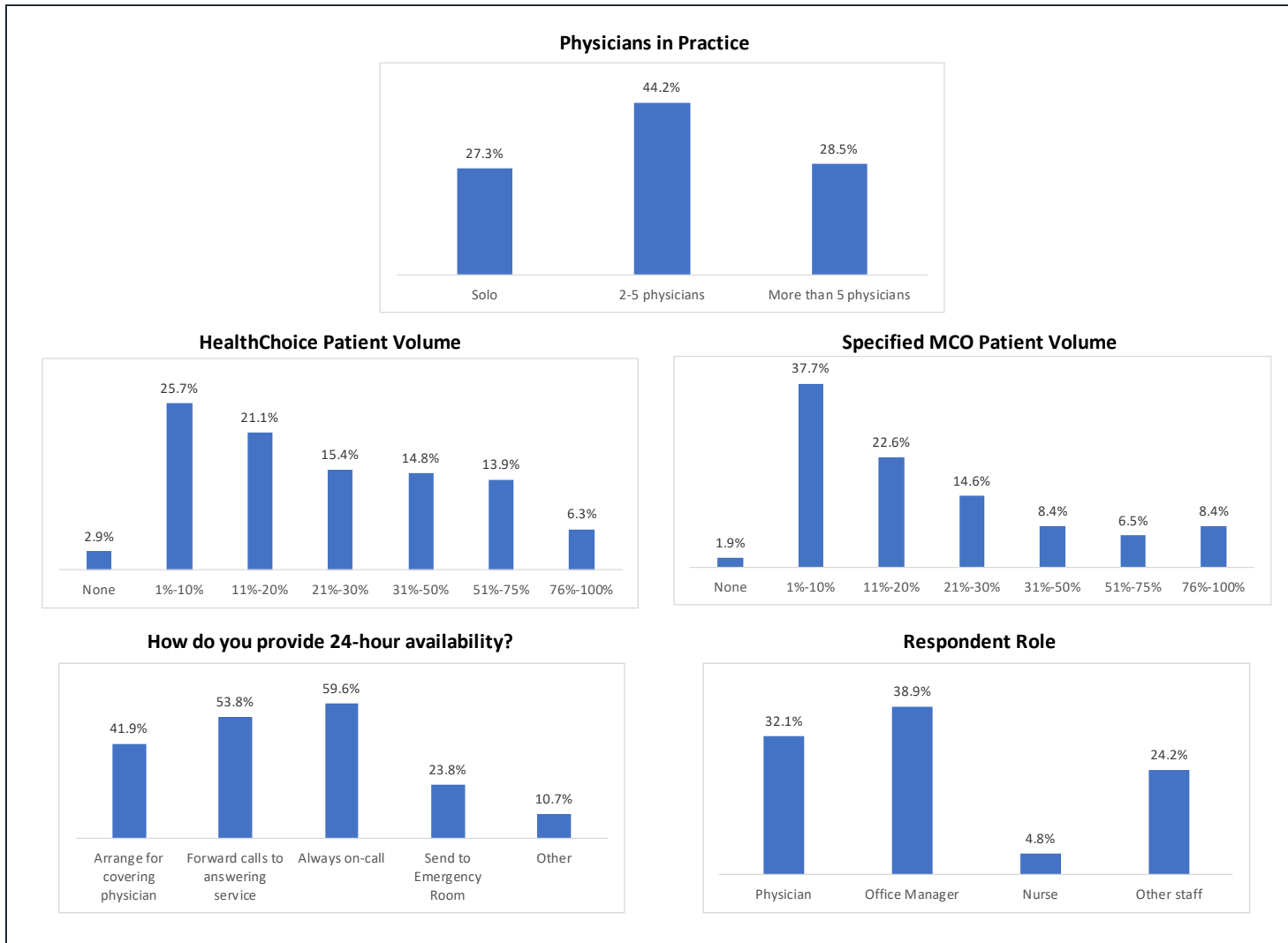
The following table shows the unadjusted response rate by MCO.

EXHIBIT 2: 2020 PCP SATISFACTION SURVEY: RESPONSE RATE BY MCO

MCO	Sample Size	Number of Completes	Unadjusted Response Rate
Aetna Better Health of Maryland	693	114	16.5%
AMERIGROUP Community Care	1,283	174	13.6%
Jai Medical Systems	148	39	26.4%
Kaiser Permanente	420	52	12.4%
Maryland Physicians Care	1071	158	14.8%
MedStar Family Choice	466	75	16.1%
Priority Partners	1,493	161	10.8%
UnitedHealthcare	1,809	222	12.3%
University of Maryland Health Partners	214	54	25.2%

Respondent Profile

The following charts show the distribution of survey responses to physician practice, patient volume, and respondent role questions:



Survey Results and Analysis

SURVEY MEASURES

The PCP Satisfaction Survey includes four **composite measures**. Composite measures combine results from related survey questions into a single measure to summarize performance in the areas listed below.

Overall Satisfaction combines responses to 3 survey questions about overall satisfaction and recommend MCO to physicians and patients:

- What is your overall satisfaction with *Specified MCO*?
- Would you recommend *Specified MCO* to patients?
- Would you recommend *Specified MCO* to other physicians?

Claims combines responses to 3 survey questions about claims processing:

- Accuracy of claims processing.
- Timeliness of initial claims processing.
- Timeliness of adjustment and appeal claims processing.

Preauthorization combines responses to 6 survey questions about timeliness of authorization process:

- Timeliness of obtaining authorization for medication.
- Overall experience in obtaining **prior authorization** for medications.
- Timeliness of obtaining authorization of **outpatient** services.
- Overall experience in obtaining authorization of **outpatient** services.
- Timeliness of obtaining authorization of **inpatient** services.
- Overall experience in obtaining authorization of **inpatient** services.

Customer Service and Provider Relations combines responses to 8 survey questions about communications from the MCO, customer service interactions, member eligibility information, and adequacy of specialist network:

- Process for obtaining member eligibility information.
- Quality of written communications, policy bulletins, and manuals.
- Ease of contacting the correct customer service representative.
- Timeliness and courtesy of the MCO's customer service and provider relations representative.
- Accuracy of responses and/or ability to resolve problems.
- Accuracy and accessibility of the drug formulary and formulary updates.
- Overall, how would you rate Customer Service/Provider Relations?
- How would you rate the number and quality of specialists in the *Specified MCO* network?

In addition, two, single item measures are reported:

- Overall, how would you rate *Specified MCO* on Coordination of Care/Case Management?
- What percentage of your scheduled *Specified MCO* HealthChoice appointments are “no-show” appointments each week?

- For *Claims, Preauthorization, Customer Service and Provider Relations* composite measures, questions that contribute to the composites and *Coordination of Case/Case Management* measure, results are reported as proportion of members selecting *Excellent or Very good*.
- For the *Overall Satisfaction* composite and questions that contribute to the composite, results are reported as proportion of members selecting *Very satisfied, Somewhat satisfied or, Definitely yes, Probably yes*.
- For *No-Show Specified MCO HealthChoice Appointments*, results are reported as proportion of members selecting *None or 1% - 25%*.

The HealthChoice PCP Satisfaction Survey instrument was updated in 2020. The following questions were updated:

- Ease of contacting the correct customer service representative. (*Customer Service and Provider Relations*)
- Timeliness and courtesy of the MCO’s customer service and provider relations representative. (*Customer Service and Provider Relations*)
- Accuracy of responses and/or ability to resolve problems. (*Customer Service and Provider Relations*)
- How would you rate the number and quality of specialists in the MCO network? (*Customer Service and Provider Relations*)
- Overall experience in obtaining prior authorization of outpatient services. (*Preauthorization*)
- Overall experience in obtaining prior authorization of inpatient services. (*Preauthorization*)

EXHIBIT 3: SUMMARY RATES OF COMPOSITES

	COMPOSITES											
	Overall Satisfaction			Claims			Preauthorization*			Customer Service/ Provider Relations*		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	83.8%	83.6%	85.8%	56.3%	56.4%	54.1%	45.0%	47.2%	---	53.4%	54.5%	51.6%
Aetna Better Health of Maryland	86.9%	84.8%	76.8%	48.5%	48.2%	43.0%	38.5%	57.3%	---	49.2%	51.0%	40.4%
AMERIGROUP Community Care	89.6%	85.9%	90.4%	57.9%	61.5%	60.1%	47.4%	44.0%	---	59.1%	58.4%	58.5%
Jai Medical Systems	88.8%	95.6%	93.6%	85.8% ▲	83.0%	85.3%	90.8% ▲	88.8%	---	82.9% ▲	84.9%	83.9%
Kaiser Permanente	92.5%	96.0%	92.8%	95.9% ▲	96.1%	83.9% ★	90.0% ▲	96.6%	---	90.6% ▲	94.2%	80.0%
Maryland Physicians Care	85.5%	84.1%	88.9%	53.9%	51.3%	55.3%	38.3%	35.5%	---	52.1%	49.3%	50.6%
MedStar Family Choice	94.0% ▲	89.9%	93.2%	60.9%	66.5%	62.5%	61.7% ▲	58.3%	---	65.6%	65.5%	58.6%
Priority Partners	81.8%	84.1%	84.2%	46.4% ▼	43.6%	45.4%	33.0% ▼	36.4%	---	43.6% ▼	43.9%	42.9%
UnitedHealthcare	72.8% ▼	68.6%	73.9%	51.8%	43.6%	37.5% ★	32.5% ▼	32.7%	---	43.5% ▼	41.2%	38.7%
University of Maryland Health Partners	79.4%	94.0% ★	91.1%	53.6%	65.4%	58.5%	36.3%	55.5%	---	41.7%	57.8%	48.7%

All statistical tests are conducted at the 95% confidence level.

Statistically significant differences between current-year MCO rate and the HealthChoice aggregate rate are marked next to the 2021 rate as ▲ when your current-year rate is higher or ▼ when it is lower.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

* Some questions contributing to the composite was updated in 2020 and comparison to 2019 score should be done with caution.

EXHIBIT 4: SUMMARY RATE OF QUESTIONS CONTRIBUTING TO OVERALL SATISFACTION COMPOSITE

	OVERALL SATISFACTION								
	OVERALL SATISFACTION			Recommend MCO to Patients			Recommend MCO to other Physicians		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	78.3%	76.6%	80.7%	86.9%	87.3%	89.1%	86.1%	86.8%	87.6%
Aetna Better Health of Maryland	81.3%	80.0%	69.3%	89.7%	89.7%	82.4%	89.5%	84.6%	78.7% ★
AMERIGROUP Community Care	84.8%	79.4%	87.7%	91.6%	88.9%	91.8%	92.3% ▲	89.4%	91.6%
Jai Medical Systems	92.3% ▲	97.4%	91.9%	87.2%	94.7%	94.6%	86.8%	94.7%	94.4%
Kaiser Permanente	89.8%	93.9%	92.4%	98.0% ▲	97.0%	94.9%	89.8%	97.0%	91.0%
Maryland Physicians Care	81.6%	75.6%	80.8%	88.7%	90.1%	93.3%	86.2%	86.4%	92.6%
MedStar Family Choice	92.6% ▲	86.0%	88.5%	93.9%	92.5%	96.1%	95.5% ▲	91.2%	95.0%
Priority Partners	71.9%	73.1%	76.3%	87.0%	87.5%	89.5%	86.6%	91.7%	86.8%
UnitedHealthcare	65.4% ▼	59.7%	69.7%	76.9% ▼	73.9%	77.2%	76.2% ▼	72.2%	74.9%
University of Maryland Health Partners	73.1%	88.7% ★	85.3%	82.7%	98.3%	93.3%	82.4%	94.9% ★	94.7% ★

** All statistical tests are conducted at the 95% confidence level.

Statistically significant differences between current-year MCO rate and the HealthChoice aggregate rate are marked next to the 2021 rate as ▲ when your current-year rate is higher or ▼ when it is lower.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

EXHIBIT 5: SUMMARY RATES OF QUESTIONS CONTRIBUTING TO CLAIMS COMPOSITE

	CLAIMS								
	Accuracy of claims processing			Timeliness of initial claims processing			Timeliness of adjustment/appeal claims processing		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	59.2%	59.2%	58.8%	60.5%	60.6%	57.4%	49.1%	49.5%	46.0%
Aetna Better Health of Maryland	48.1% ▼	51.3%	44.3%	54.5%	48.7%	46.4%	42.9%	44.7%	38.5%
AMERIGROUP Community Care	61.5%	65.7%	65.3%	63.4%	65.5%	65.2%	48.7%	53.2%	49.7%
Jai Medical Systems	86.1% ▲	81.6%	86.1%	85.7% ▲	83.8%	86.5%	85.7% ▲	83.8%	83.3%
Kaiser Permanente	95.9% ▲	94.1%	84.4% ★	95.9% ▲	100.0%	84.4% ★	95.8% ▲	94.1%	82.8% ★
Maryland Physicians Care	56.5%	53.8%	62.7%	57.9%	56.3%	61.0%	47.2%	43.8%	42.3%
MedStar Family Choice	63.8%	66.3%	64.5%	62.1%	68.5%	65.2%	56.9%	64.8%	57.8%
Priority Partners	49.0% ▼	48.2%	50.6%	51.7% ▼	48.6%	50.0%	38.5% ▼	34.1%	35.5%
UnitedHealthcare	56.6%	47.0%	43.9% ★	55.7%	50.0%	37.4% ★	43.0%	33.9%	31.1% ★
University of Maryland Health Partners	60.8%	68.4%	64.7%	60.8%	67.9%	61.4%	39.1%	60.0% ★	49.2%

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Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

EXHIBIT 6: SUMMARY RATE OF COORDINATION OF CARE AND NO-SHOW HEALTHCHOICE APPOINTMENTS

	OTHER ITEMS					
	Coordination of Case Management			No-Show Specified MCO HealthChoice Appointments		
	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	47.1%	48.5%	43.8%	83.7%	83.9%	85.1%
Aetna Better Health of Maryland	46.9%	58.1%	37.8%	93.9% ▲	82.5%	89.1%
AMERIGROUP Community Care	46.2%	46.4%	44.6%	81.9%	82.7%	85.5%
Jai Medical Systems	88.9% ▲	81.1%	85.7%	28.2% ▼	44.7%	56.8%
Kaiser Permanente	87.5% ▲	94.1%	79.2%	97.8% ▲	97.0%	96.9%
Maryland Physicians Care	46.0%	44.6%	38.5%	83.0%	88.9%	85.0%
MedStar Family Choice	65.5% ▲	54.7%	50.0%	90.3%	84.4%	80.9%
Priority Partners	36.3% ▼	37.8%	32.9%	78.5%	79.4%	83.2%
UnitedHealthcare	31.1% ▼	37.5%	32.1%	88.8%	88.6%	86.8%
University of Maryland Health Partners	36.1%	44.7%	37.3%	87.8%	96.6%	89.7%

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Statistically significant differences between current-year MCO rate and the HealthChoice aggregate rate are marked next to the 2021 rate as ▲ when your current-year rate is higher or ▼ when it is lower.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

EXHIBIT 7: SUMMARY RATES OF QUESTIONS CONTRIBUTING TO PREAUTHORIZATION COMPOSITE

	PREAUTHORIZATION					
	Timeliness of obtaining authorization for medication			Overall experience in obtaining prior authorization for medications		
	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	44.1%	44.8%	38.6% ★	41.3%	42.5%	38.6%
Aetna Better Health of Maryland	42.9%	54.5%	35.6%	40.0%	45.5%	38.6%
AMERIGROUP Community Care	47.4%	42.9%	39.4%	43.8%	40.0%	38.4%
Jai Medical Systems	94.3% ▲	88.9%	88.2%	91.4% ▲	88.9%	88.2%
Kaiser Permanente	90.9% ▲	96.8%	87.3%	90.9% ▲	96.6%	85.5%
Maryland Physicians Care	40.3%	38.2%	35.2%	38.7%	35.5%	34.7%
MedStar Family Choice	58.9% ▲	57.3%	47.8%	50.9%	52.5%	47.2%
Priority Partners	33.1% ▼	34.1%	27.4%	30.6% ▼	32.6%	26.9%
UnitedHealthcare	29.8% ▼	28.9%	25.9%	27.0% ▼	28.9%	27.6%
University of Maryland Health Partners	34.1%	52.9%	28.6%	30.8%	51.0%	30.0%

All statistical tests are conducted at the 95% confidence level.

Statistically significant differences between current-year MCO rate and the HealthChoice aggregate rate are marked next to the 2021 rate as ▲ when your current-year rate is higher or ▼ when it is lower.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

EXHIBIT 8: SUMMARY RATES OF QUESTIONS CONTRIBUTING TO PREAUTHORIZATION COMPOSITE

	PREAUTHORIZATION											
	Timeliness of obtaining authorization of outpatient services			Overall experience in obtaining prior authorization of outpatient services*			Timeliness of obtaining authorization of inpatient services			Overall experience in obtaining prior authorization of inpatient services*		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	43.1%	45.3%	---	42.7%	45.4%	40.1%	49.0%	52.1%	---	49.6%	53.0%	43.8% ★
Aetna Better Health of Maryland	34.7%	58.1% ★	---	36.4%	59.4% ★	33.3%	39.7%	60.9%	---	37.5%	65.2% ★	40.5%
AMERIGROUP Community Care	49.2%	38.3%	---	46.3%	38.9%	38.5%	49.5%	52.7%	---	48.3%	51.4%	39.2%
Jai Medical Systems	86.1% ▲	88.9%	---	86.1% ▲	88.9%	86.1%	93.5% ▲	88.6%	---	93.5% ▲	88.6%	90.9%
Kaiser Permanente	86.7% ▲	96.7%	---	89.4% ▲	96.8%	85.9%	92.3% ▲	96.3%	---	89.7% ▲	96.3%	91.2%
Maryland Physicians Care	37.0%	35.3%	---	37.2%	35.8%	35.6%	38.9%	35.6%	---	38.0% ▼	32.6%	40.7%
MedStar Family Choice	64.6% ▲	52.6%	---	63.3%	51.3%	40.0% ★	64.1%	68.6%	---	68.4% ▲	67.3%	38.5% ★
Priority Partners	32.2% ▼	38.0%	---	31.4% ▼	37.8%	30.7%	33.9% ▼	38.0%	---	36.7%	37.8%	30.4%
UnitedHealthcare	29.1% ▼	32.4%	---	29.2% ▼	32.9%	30.8%	38.6%	34.0%	---	41.0%	39.0%	30.9%
University of Maryland Health Partners	36.4%	59.5%	---	34.4%	54.8%	32.8%	38.5%	55.9%	---	43.5%	58.8%	39.5%

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Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

* Question was updated in 2020 and year-to-year comparison to 2019 score should be done with caution.

EXHIBIT 9: SUMMARY RATES OF QUESTIONS THAT CONTRIBUTE TO CUSTOMER SERVICE/PROVIDER RELATIONS COMPOSITE

	CUSTOMER SERVICE/PROVIDER RELATIONS											
	Process for obtaining member eligibility information			Quality of written communications, policy bulletins, and manuals			Ease of contacting the correct customer service representative*			Timeliness and courtesy of the MCO's customer service and provider relations		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	64.6%	66.1%	64.3%	57.3%	58.6%	52.0% ★	48.7%	51.3%	49.3%	54.8%	57.1%	56.1%
Aetna Better Health of Maryland	58.9%	56.1%	50.7%	53.8%	58.5%	35.6% ★	45.3%	51.2%	45.1%	48.1%	57.5%	44.0%
AMERIGROUP Community Care	72.0%	72.0%	70.5%	65.5% ▲	62.4%	60.4%	56.0%	54.4%	55.5%	61.7%	62.6%	68.0%
Jai Medical Systems	79.5%	86.8%	81.6%	84.2% ▲	86.8%	88.9%	81.6% ▲	84.2%	81.6%	81.6% ▲	84.2%	84.2%
Kaiser Permanente	93.9% ▲	97.1%	81.7%	90.0% ▲	97.1%	81.1%	85.4% ▲	91.2%	73.6%	93.9% ▲	94.1%	79.5% ★
Maryland Physicians Care	66.2%	63.4%	66.3%	53.0%	51.8%	50.0%	50.7%	48.2%	44.4%	54.0%	51.8%	58.2%
MedStar Family Choice	73.8%	73.4%	68.0%	69.7% ▲	71.3%	59.2%	66.2% ▲	64.9%	64.7%	66.2%	63.8%	59.6%
Priority Partners	54.2% ▼	55.9%	59.6%	48.3% ▼	45.3%	42.5%	38.6% ▼	40.6%	40.1%	42.4% ▼	45.8%	46.9%
UnitedHealthcare	58.7%	57.6%	59.4%	50.2%	47.2%	39.7% ★	33.6% ▼	34.2%	34.1%	45.5% ▼	44.3%	41.1%
University of Maryland Health Partners	51.0% ▼	63.9%	50.7%	35.4% ▼	59.0% ★	47.8%	37.3%	59.0% ★	51.4%	51.0%	62.3%	52.1%

All statistical tests are conducted at the 95% confidence level.

Statistically significant differences between current-year MCO rate and the HealthChoice aggregate rate are marked next to the 2021 rate as ▲ when your current-year rate is higher or ▼ when it is lower.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

* Question was updated in 2020 and year-to-year comparison to 2019 score should be done with caution.

EXHIBIT 10: SUMMARY RATES OF QUESTIONS THAT CONTRIBUTE TO CUSTOMER SERVICE/PROVIDER RELATIONS COMPOSITE

	CUSTOMER SERVICE/PROVIDER RELATIONS											
	Accuracy of responses and/or ability to resolve problems*			Accuracy and accessibility of the drug formulary and formulary updates			Overall, how would you rate Customer Service Provider Relations?			How would you rate the number and quality of specialists in the Specified MCO network?*		
	2021	2020	2019	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	52.0%	52.1%	49.9%	50.0%	50.2%	48.7%	54.6%	55.9%	52.7%	45.2%	45.2%	39.7% ★
Aetna Better Health of Maryland	48.1%	52.5%	39.7%	45.6%	43.6%	39.1%	54.7%	48.8%	46.7%	38.8%	40.0%	22.2% ★
AMERIGROUP Community Care	59.0%	56.6%	55.6%	54.6%	52.3%	55.9%	60.2%	61.2%	60.6%	43.5%	46.0%	41.3%
Jai Medical Systems	81.6% ▲	84.2%	83.8%	86.5% ▲	84.2%	83.8%	84.2% ▲	84.2%	81.6%	84.2% ▲	84.2%	86.1%
Kaiser Permanente	86.0% ▲	91.2%	78.1%	90.0% ▲	94.3%	85.1%	91.8% ▲	94.1%	80.8%	94.0% ▲	94.3%	80.5% ★
Maryland Physicians Care	50.3%	46.3%	50.3%	46.9%	37.3%	47.8%	53.7%	51.8%	51.2%	42.1%	43.9%	36.6%
MedStar Family Choice	67.2% ▲	62.4%	58.4%	60.0%	66.3%	55.0%	64.6%	66.0%	58.4%	57.4%	55.7%	45.5%
Priority Partners	37.3% ▼	40.4%	38.7%	43.7%	41.9%	40.2%	43.8% ▼	44.1%	43.2%	40.7%	37.5%	31.6%
UnitedHealthcare	43.8% ▼	37.5%	36.1%	38.9% ▼	36.9%	32.9%	43.9% ▼	41.8%	38.4%	33.5% ▼	29.9%	27.7%
University of Maryland Health Partners	42.0%	57.4%	54.8%	34.0% ▼	52.5%	40.8%	43.1%	62.9% ★	54.1%	40.0%	45.2%	38.2%

All statistical tests are conducted at the 95% confidence level.

Statistically significant differences between current-year MCO rate and the HealthChoice aggregate rate are marked next to the 2021 rate as ▲ when your current-year rate is higher or ▼ when it is lower.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

* Question was updated in 2020 and year-to-year comparison to 2019 score should be done with caution.

Loyalty Analysis

Physician loyalty analysis is performed by examining responses to the following questions:

- Q22. What is your overall satisfaction with *Specified MCO*?
- Q23. Would you recommend *Specified MCO* to patients?
- Q24. Would you recommend *Specified MCO* to other physicians?

All physicians used in this analysis provided a valid response to all 3 questions.

A physician is considered **loyal** if they provided the following 3 combinations of responses:

	Overall Satisfaction with Specified MCO (Q22)	Would Recommend Specified HealthChoice MCO to Patients (Q23)	Would Recommend Specified HealthChoice MCO to Other Physicians (Q24)
1	Very Satisfied	Definitely Yes	Definitely Yes
2	Very Satisfied	Definitely Yes	Probably Yes
3	Very Satisfied	Probably Yes	Definitely Yes

A physician is considered **not loyal** if they provided the following 3 combinations of responses:

	Overall Satisfaction with Specified MCO (Q22)	Would Recommend Specified HealthChoice MCO to Patients (Q23)	Would Recommend Specified HealthChoice MCO to Other Physicians (Q24)
1	Very Dissatisfied	Definitely Not	Definitely Not
2	Very Dissatisfied	Definitely Not	Probably Not
3	Very Dissatisfied	Probably Not	Definitely Not

All other response combinations are categorized as **indifferent**.

Scores are calculated as proportion of respondents selecting the response option combinations described above.

EXHIBIT 11: LOYALTY ANALYSIS RESULTS

	Loyal			Indifferent			Not Loyal		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
HealthChoice Aggregate	39.7%	41.5%	38.8%	58.4%	56.8%	59.2%	2.0%	1.7%	2.0%
Aetna Better Health of Maryland	43.3%	47.4%	35.1%	55.8%	52.6%	59.5%	1.0%	0.0%	5.4%
AMERIGROUP Community Care	44.8%	44.4%	39.9%	53.9%	54.1%	59.6%	1.3%	1.4%	0.4%
Jai Medical Systems	84.2%	86.8%	86.1%	13.2%	13.2%	13.9%	2.6%	0.0%	0.0%
Kaiser Permanente	77.6%	84.8%	66.7%	22.4%	15.2%	30.8%	0.0%	0.0%	2.6%
Maryland Physicians Care	37.7%	42.0%	35.2%	60.9%	56.8%	64.2%	1.3%	1.2%	0.6%
MedStar Family Choice	53.0%	50.0%	42.6%	47.0%	50.0%	57.4%	0.0%	0.0%	0.0%
Priority Partners	31.7%	31.5%	33.5%	68.3%	67.8%	64.4%	0.0%	0.7%	2.1%
UnitedHealthcare	21.1%	20.2%	26.1%	73.0%	74.2%	68.6%	5.9%	5.6%	5.3%
University of Maryland Health Partners	32.0%	48.3%	37.8%	66.0%	51.7%	62.2%	2.0%	0.0%	0.0%

All statistical tests are conducted at the 95% confidence level.

Statistically significant differences between current-year rate and prior year rates are marked next to the prior year rates as ★ when your current-year rate is higher or ★ when it is lower.

Correlation Analysis

Correlation analysis is a tool for identifying program attributes that are strengths and attributes in need of improvement. The attribute importance (correlation) and attribute performance (score) are plotted in a graph and the graph is divided into four quadrants to identify the attributes that are strengths and attributes that are in need of improvement. The four quadrants are:

- LEVERAGE (high importance, high performance);
- MAINTAIN (low importance, high performance);
- MONITOR (low importance, low performance);
- IMPROVE (high importance, low performance)

Correlation analysis was performed between overall satisfaction with the specified MCO question and the program attributes.

Data Analysis and Conclusions

Analysis revealed there were 6 attributes in the IMPROVE quadrant and 4 attributes were identified in the LEVERAGE quadrant for overall satisfaction with specified MCOs at the aggregate level.

ATTRIBUTES IN THE IMPROVE AND MAINTAIN QUADRANT FOR OVERALL SATISFACTION WITH SPECIFIED MCOS

IMPROVE	LEVERAGE
<ul style="list-style-type: none"> • Timeliness to answer questions and/or resolve problems • Overall experience in obtaining prior authorization for medication • Timeliness of obtaining authorization of outpatient services • Overall experience in obtaining prior authorization of outpatient services • Timeliness of obtaining authorization of inpatient services • Coordination of Care/Case Management 	<ul style="list-style-type: none"> • Quality of written communications, policy bulletins, and manuals • Accuracy and accessibility of drug formulary and formulary updates • Customer service/provider relations overall • Overall experience in obtaining prior authorization of inpatient services

Glossary of Terms

Attributes	Areas of MCO performance and PCP experience assessed with the PCP Satisfaction survey.
Confidence Level	A confidence level is associated with tests of statistical significance of observed differences in survey scores. It is expressed as a percentage and represents how often the observed difference (e.g., between the plan's current-year rate and the relevant benchmark rate) is real and not simply due to chance. A 95% confidence level associated with a statistical test means that if repeated samples were surveyed, in 95 out of 100 samples the observed measure score would be truly different from the comparison score.
Correlation	A degree of association between two variables or attributes, typically measured by the <i>Pearson correlation coefficient</i> . The coefficient value of 1 indicates a strong positive relationship; -1 indicates a strong negative relationship; zero indicates no relationship at all.
Denominator (<i>N</i> , or Usable Responses)	Number of valid (appropriately answered) responses available to calculate a measure result. Examples of inappropriately answered questions include ambiguously marked answers, multiple marks when a single answer choice is expected, and responses that violate survey skip patterns. The denominator for an individual question is the total number of valid responses to that question. The denominator for a composite is the average number of responses across all questions in the composite.
Disposition	The final status given to a PCP record in the survey sample at the end of the study (e.g., completed survey, refusal, non-response, etc.). See <i>Response Rate</i> .
Quadrant Map	Scatter plot graph of attribute importance and performance that is divided into four rectangular areas or quadrants. The four quadrants are defined as follows: 1. LEVERAGE (high importance, high performance); 2. MAINTAIN (low importance, high performance); 3. MONITOR (low importance, low performance); 4. IMPROVE (high importance, low performance).
Question Summary Rate	Question Summary Rates (QSRs) express the proportion of respondents selecting the response option(s) of interest (typically representing the most favorable outcome(s) from a given question on the survey). Many survey items use a <i>Never, Sometimes, Usually, or Always</i> response scale, with <i>Always</i> being the most favorable outcome. Results are typically reported as the proportion of PCPs selecting <i>Usually</i> or <i>Always</i> .

Response Rate

Survey response rate is calculated using the following formula:

$$\text{Response Rate} = \frac{\text{Complete and Eligible Surveys}}{[\text{Complete and Eligible} + \text{Incomplete (but Eligible)} + \text{Refusal} + \text{Nonresponse after maximum attempts} + \text{Added to Do Not Call (DNC) List}]}$$

Sample size

Number of PCPs selected for the survey.

Statistically
Significant
Difference

When survey results are calculated based on sample data and compared to a benchmark score (e.g., the NCQA National Average rate, the CSS Book-of-Business average, or the plan's own prior-year rate), the question is whether the observed difference is real or due to chance. A difference is said to be statistically significant at a given confidence level (e.g., 95%) if it has a 95% chance of being true.