

Depression Management in the Workplace

Pre-Presentation

Subject ID: _____

Date of Interview: _____

Completion time in minutes: _____

Thank you for your willingness to help us learn more about how organizations make health benefit design decisions. Remember that everything you report on this survey will be kept completely confidential.

This survey is *not* a test of your knowledge. If you do not know the exact answer to the question, we encourage you to give us your educated guess rather than skip the question. As we will remind you throughout this survey, administrators sometimes have to make decisions with imperfect information. Your educated guess provides valuable insight. However if you do not feel comfortable giving us your educated guess, you can skip the question.

I. Eligibility to Participate in Study

In order to participate in this survey, your organization:

- (1) must be a public or private company that purchases health benefits for at least 100 U.S. employees;
- (2) does not intend to leave the business coalition in the next two years, and,
- (3) has not purchased a depression product in the last two years.

By depression product, we mean a depression disease management program to assure all employees with depression have the opportunity to get high quality care for the condition by confidentially providing education, monitoring and clinician feedback. By depression product, we do not mean a disease management program for chronic illness that advertises it provides care management for depression to the physically ill employees it serves. Disease management programs for chronic illness do not reach the vast majority of an organization's depressed employees.

1. Does your organization meet these criteria?
 - Yes
 - No (please talk with the director of your coalition before proceeding with the survey)
 - Don't know (please talk with the director of your coalition before proceeding with the survey)
2. I have been informed about participating in this project, and I agree to participate.
 - Yes
 - No

II. Your Organization

The second section of questions asks you about your organization.

3. In how many U.S. sites does your organization employ full-time non-unionized employees?

By site, we mean a physical location where employees report on a regular basis for work. Sites are generally separated from other sites by 50 miles or more.

_____ sites

don't know

4. How many of these U.S. sites employ 100 or more full-time non-unionized employees?

_____ sites

don't know

5. Approximately how many full-time non-unionized employees are currently employed in all U.S. sites in your organization?

_____ employees

don't know

6. Which of the following terms best describes your organization?

for-profit

not-for-profit

public sector

other (please specify) _____

don't know

7. How many years has the oldest component of your organization been in operation? Do not regard changes in your organization through mergers, acquisitions, or consolidations.

_____ years

don't know

8. Does your organization have a concrete way of measuring the following workforce characteristics?

	yes, for all employee groups	yes, for some employee groups	no	don't know
a. absenteeism rate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. productivity rate for employees at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

III. Benefits in Your Organization

The third section asks about the benefits your organization offers its employees. When we use the term employees, we mean full-time non-unionized employees in U.S. sites.

9. Did your organization offer and contribute to the following benefits last year?
Please select a response for each item (a) through (g).

By contribution, we mean that the organization paid some or all of the cost of these benefits.

	did not offer	offered but did not contribute	offered and contributed	don't know
a. defined retirement plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. long-term disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. short-term disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. medical benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. prescription benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. mental health benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Approximately how many employees are enrolled in medical benefits through your organization?
Please do not include partners or dependents.
_____employees
 don't know

11. How many different carriers offered medical benefits to your employees this year?
_____carriers
 don't know

12. What type of medical benefits did these carriers offer?
Please check all that apply.

- Fee-for-Service/indemnity health insurance
- HMO (health maintenance organizations)
- PPO (preferred provider organizations)
- POS (point of service)
- Consumer-directed/health reimbursement savings accounts
- Other (please specify) _____
- Don't know

13. Medical benefits in your organization are:
- fully insured only
 - a mixture of fully-insured and self-insured
 - self-insured only
 - don't know

14. How do you expect your organization's medical benefit costs to change next year?
- Increase by _____% (limit range from 0 to 99 and allow decimals)
 - Stay the same
 - Decrease by _____%
 - Don't know

15. Some organizations "carve out" their mental health benefits.
 What percent of employees in your organization had their mental health benefits "carved out"?

By "carve out", we mean that mental health benefits are administered separately from medical benefits by a vendor other than your health plan(s).

- 0%
- 1 - 20%
- 21 - 50%
- 51 - 80%
- 81 - 99%
- 100%
- Don't know

16. Did your organization offer and contribute to the cost of the following health programs last year?
 Please select a response for each item (a) through (k).

By contribution, we mean your organization paid some or all of the cost of these benefits.

	did not offer	offered but did not contribute	offered and contributed	don't know
a. employee assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. return-to-work program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. chronic disease management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. stress reduction program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. smoking cessation program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. obesity program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. prenatal or well-baby program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. grief recovery program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. fitness facilities or membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. onsite flu vaccinations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. health risk appraisals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

IV. Health Benefit Decision Making in Your Organization

The fourth section of questions asks about how health benefit decisions are made in your organization.

17. Which of the following statements best describes where health benefit design decisions are made for employees in your organization?
- at my site, because benefit decisions for the entire organization are centralized at my site
 - at my site, because benefit decisions are made locally
 - at another site, because benefit decisions for the entire organization are centralized
 - at another site
 - other (please specify) _____
 - don't know
18. Which of the following best describes who makes final health benefit design decisions in your organization?
- me only (**skip to Question 21**)
 - a group including me
 - a group not including me
 - don't know (**skip to Question 21**)
19. How many employees (do not count yourself) regularly participated in this group during the last year?
- _____ employees
- don't know
20. Do finance people in your organization participate in this group?
- Yes
 - No
 - Don't know
21. How much influence do you generally have on health benefit design decisions in your organization?
- no influence
 - minimal influence
 - moderate influence
 - significant influence
 - complete influence
 - don't know

22. In most organizations, some individuals have more influence than others in benefit decision-making.

For example, one person may make a final decision without looking for substantial input because s/he is in a position where people are expected to make final decisions (influence because of position).

Alternatively, one person can influence a final decision because the decision-maker particularly values his/her opinion (influence because of “who you know”).

During the past 12 months, were differences in influence in benefit decision-making in your organization due to differences in:

- position primarily
- position more than “who you know”
- “who you know” more than position
- “who you know” primarily
- don’t know

23. What month/year will your organization make a final decision about adding a new health benefit in your next cycle?

- | | |
|-------------------------------------|-------------------------------------|
| <input type="checkbox"/> Jan | <input type="checkbox"/> 2009 |
| <input type="checkbox"/> Feb | <input type="checkbox"/> 2010 |
| <input type="checkbox"/> March | <input type="checkbox"/> 2011 |
| <input type="checkbox"/> April | <input type="checkbox"/> 2012 |
| <input type="checkbox"/> May | <input type="checkbox"/> don’t know |
| <input type="checkbox"/> June | |
| <input type="checkbox"/> July | |
| <input type="checkbox"/> August | |
| <input type="checkbox"/> September | |
| <input type="checkbox"/> October | |
| <input type="checkbox"/> November | |
| <input type="checkbox"/> December | |
| <input type="checkbox"/> Don’t know | |

24. Please select the response that best reflects your opinion for each item (a) through (c).

	strongly agree	agree	disagree	strongly disagree	don’t know
a. Our organization has sufficient financial resources to purchase additional health benefits next year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. After paying for existing programs, our organization has no money left to purchase additional health benefits next year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. There are too many additional health benefits competing for too few dollars next year.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Please select the response that best reflects your opinion for each item (a) through (f).

	strongly agree	agree	disagree	strongly disagree	don't know
a. Our organization's health benefits philosophy is that in the long run we get ahead playing it slow, safe, and sure.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Our organization has built its health benefits program by taking calculated risks at the right time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Decision making about health benefits in our company is too cautious for maximum effectiveness.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Health benefits managers in our organization are willing to take a chance on a good idea.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. It is necessary to take some pretty big risks occasionally to keep our health benefits ahead of our competitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. My willingness to take a chance on a promising health benefit is greater than my organization's.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

V. Depression in Your Organization

The fifth section of questions asks you for your opinion about depression in full time, nonunionized U.S. employees in your organization. We understand that many respondents will not have exact answers to these questions, so we encourage you again to give us your educated guess.

By depression, we mean an extended episode of depressed mood often accompanied by difficulties in concentration and constructively communicating with others.

26. What is your best estimate of the proportion of employees in your organization who suffered from depression in the last 12 months?

- 0 - 5%
- 6 - 10 %
- 11 - 15%
- 16% or greater
- don't know

27. Organizations can experience difficulties when an employee develops a health problem.
 What is your impression of how often your organization experiences the following difficulties when an employee develops depression?

Please select a response for each item (a) through (d).

	never	sometimes	often	almost always	don't know
a. depressed employee unable to meet responsibilities at work over the short term (the first 6 weeks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. depressed employee unable to meet responsibilities at work over the long term (the first 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. friction develops between depressed employee and his/her coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. treatment costs contribute to increased health premiums the next year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

28. A family can also experience difficulties when an employee develops a health problem.
 What is your impression of how often a family experiences the following difficulties when an employee in your organization develops depression?

Please select a response for each item (a) through (d).

	never	sometimes	often	almost always	don't know
a. depressed employee unable to meet responsibilities at home over the short term (the first 6 weeks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. depressed employee unable to meet responsibilities at home over the term (the first 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. friction develops between depressed employee and his/her family/friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. treatment costs not covered by insurance contribute to financial strain in family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

VI. Helping Employees with Depression

The last set of questions asks about efforts that organizations make to help employees with depression.

Organizations can purchase depression products to help employees with depression. By depression product, we mean a depression disease management program to assure all employees with depression have the opportunity to get high quality care for the condition by confidentially providing education, monitoring and clinician feedback. By depression product, we do not mean a disease management program for chronic illness that advertises it provides care management for depression to the physically ill employees it serves.

29. Do you know a vendor that sells depression products?

By vendor, we mean a disease management company, a managed behavioral healthcare organization, a pharmacy benefit manager, or a health plan providing a depression product for an additional premium.

- Yes
- No **(skip to Question 31)**
- Don't know **(skip to Question 31)**

30. In the past 5 years, has your organization bought any product from this vendor?

- organization bought product from this vendor that organization was happy with
- organization bought product from this vendor that organization was not happy with
- organization has not bought product from this vendor
- don't know

31. In the past 12 months, did your organization undertake any activities regarding depression products?

*By activities, we mean
* internal discussions OR
* external discussions with vendors OR
* decisions to purchase/not purchase.*

- Yes
- No **(skip to paragraph before Question 37)**
- Don't know **(skip to paragraph before Question 37)**

32. In the past 12 months, did your organization have internal discussions about depression products?

By internal discussion, we mean you had an email exchange, telephone call, in-person meeting, or a group meeting with other employees of your organization only.

- Yes
- No **(skip to Question 34)**
- Don't know **(skip to Question 34)**

33. What influence did you have in discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. need for depression product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. benefits of depression product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. financial cost of depression product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. complexity of getting a depression product implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. comparison of different depression products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. maintaining employee confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

34. In the past 12 months, did your organization have external discussions about depression products with a vendor?

*By external discussion, we mean you had an email exchange, telephone call, in person meeting, or group meeting with a vendor, with or without other employees of your organization.
Please do not include any local business coalition meetings.*

- Yes
- No **(skip to Question 36)**
- Don't know **(skip to Question 36)**

35. What influence did you have in external discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. need for depression product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. benefits of depression product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. financial cost of depression product	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. complexity of getting a depression product implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. comparison of different depression products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. maintaining employee confidentiality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. In the past 12 months, did your organization make any of the following decisions about depression products?

Please check all that apply.

- did not make any decisions about a depression product
- decided not to purchase depression product in the foreseeable future
- decided disease management program we currently purchase is a robust depression product
- decided to continue exploring the purchase of a depression product
- decided to purchase a depression product
- issued a request for proposal (RFP) or request for information (RFI) for a depression product
- completed contract with vendor for a depression product
- other (please specify) _____
- don't know

Imagine that your organization purchased a depression product. By depression product, we mean a program to assure all employees with depression have the opportunity to get high quality care for the condition by confidentially providing education, monitoring and clinician feedback. The program costs your organization \$800/year for each participating employee. You know two other companies who told you they thought that the product was worthwhile.

These questions ask you about your expectations regarding this product. We understand that most respondents will not have an exact answer to these questions, but we encourage you to give us your educated guess.

37. If your organization purchased this product, would you expect the program to:

Please select a response for each item (a) through (h).

	no help	little help	moderate help	considerable help	great deal of help	don't know
a. help depressed employee meet responsibilities at work over the short term (the first 6 weeks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. help depressed employee meet responsibilities at work over the long term (the first 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. help prevent friction between depressed employee and his/her coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. help reduce treatment costs that contributed to increased health premiums the next year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. help depressed employee meet responsibilities at home over the short term (the first 6 weeks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. help depressed employee meet responsibilities at home over the long term (the first 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. help prevent friction between depressed employee and his/her family/friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. help reduce treatment costs not covered by insurance that contribute to financial strain in family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

38. Managers often face the following issues when an organization considers a new health program. How would you rate the program described above? Please select a response for each item (a) through (d).

	much worse than programs our organization has recently undertaken	worse than programs our organization has recently undertaken	better than programs our organization has recently undertaken	much better than programs our organization has recently undertaken	don't know
a. your ability to convince your organization to adopt this program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. the financial cost of this program to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. the complexity of getting this program started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. the likelihood that employees who need the program would actually benefit by it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A second way that organizations help depressed employees is by monitoring HEDIS scores to review the quality of care their employees receive for the condition. HEDIS, an acronym for Healthcare Effectiveness Data and Information Set, is a widely used set of performance measures in the health care industry.

HEDIS scores are used by employers to evaluate the performance of health plans or physician networks for a wide range of health issues, including depression. Plans/networks that have calculated their HEDIS scores often provide it to the National Committee for Quality Assurance (NCQA) and to employers. Plans/networks that have not calculated their HEDIS scores can do so by analyzing administrative databases.

The HEDIS scores for depression has two components: acute treatment and continuation treatment.

The following questions refer to your organization's most subscribed health plan or network.

39. In the past 12 months did your most subscribed health plan/network provide your organization its HEDIS scores for depression?

- yes
- no, they have not released their HEDIS scores to us or reported it to NCQA (**skip to Question 47**)
- no, they don't calculate their HEDIS scores (**skip to Question 53**)
- don't know (**skip to Question 47**)

The acute treatment component of the HEDIS scores for depression is the proportion of depressed patients who remain on a course of antidepressants for at least 12 weeks. HEDIS scores range from 0 to 100.

40. What is this plan/network's HEDIS score for acute treatment?

_____ (limit range from 0 to 100)

- don't know

41. During the past 12 months, did your organization undertake any activities regarding the quality of your most subscribed plan/network's depression treatment?

By activities, we mean:

- (a) internal discussions about the plan/network's quality of depression treatment; OR*
- (b) external discussions about the plan/network's quality of depression treatment; OR*
- (c) your decisions affecting quality of depression treatment.*

- Yes
- No **(skip to paragraph before Question 59)**
- Don't know **(skip to paragraph before Question 59)**

42. In the past 12 months, did your organization have any internal discussion about the quality of depression treatment in your most subscribed plan/network?

By internal discussion, we mean you had an email exchange, telephone call, in-person meeting, or group meeting with other employees of your organization only.

- Yes
- No **(skip to Question 44)**
- Don't know **(skip to Question 44)**

43. What influence did you have in internal discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. need to monitor plan/network's HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. need to encourage plan/network to improve HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. benefits of encouraging plan/network to improve HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. financial cost of encouraging plan/network to improve HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. complexity of encouraging plan/network to improve HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. need to request plan/network to provide feedback to physicians about their depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. need to offer newer antidepressants at no higher than Tier 2 copayment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. need to reduce copayment for mental health services to \$20 or 20%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

44. In the past 12 months, did your organization have external discussions with the health plan/network regarding the quality of its depression treatment?

By external discussion, we mean you had an email exchange, telephone call, in person meeting or group meeting with a representative of the health plan/network, with or without other employees of your organization. Please do not include any local business coalition meetings.

- Yes
- No **(skip to Question 46)**
- Don't know **(skip to Question 46)**

45. What influence did you have in external discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. your need for plan/network to improve its quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. plan/network efforts to improve its quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. plan/network providing feedback to physicians about their depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. plan/network offering newer antidepressants at no higher than Tier 2 copayment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. plan/network reducing copayment for mental health services to \$20 or 20%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. During the past 12 months, did your organization undertake any activities regarding the quality of depression treatment in your most subscribed plan/network?

Please check all that apply.

- decided to encourage plan/network to improve its HEDIS scores for depression **(skip to paragraph before Question 59)**
- decided to ask plan/network to provide feedback to physicians about their depression treatment **(skip to paragraph before Question 59)**
- decided to offer newer antidepressants at no higher than Tier 2 copayment **(skip to paragraph before Question 59)**
- decided to reduce copayment for mental health services to \$20 or 20% **(skip to paragraph before Question 59)**
- other (please specify) _____ **(skip to paragraph before Question 59)**
- none of the above **(skip to paragraph before Question 59)**
- don't know **(skip to paragraph before Question 59)**

47. During the past 12 months, did your organization undertake any activities regarding the quality of depression treatment in your most subscribed plan/network?

By activities, we mean:

- (a) internal discussions about the plan/network's quality of depression treatment; OR*
- (b) external discussions about the plan/network's quality of depression treatment; OR*
- (c) your decisions affecting quality of depression treatment.*

- Yes
- No **(skip to paragraph before Question 59)**
- Don't know **(skip to paragraph before Question 59)**

48. In the past 12 months, did your organization have any internal discussion about the quality of your plan/network's depression treatment?

By internal discussion, we mean you had an email exchange, telephone call, in-person meeting, or group meeting with other employees of your organization only.

- Yes
- No **(skip to Question 50)**
- Don't know **(skip to Question 50)**

49. What influence did you have in internal discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. your need for plan/network to improve its quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a. need for your organization to review plan/network's HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. benefits to your organization of reviewing plan/network's HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. financial cost to your organization of getting plan/network to release its HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. complexity for your organization in getting plan/network to release its HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. need to request plan/network to provide feedback to physicians about their depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. need to offer newer antidepressants at no higher than Tier 2 copayment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. need to reduce copayment for mental health services to \$20 or 20%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50. In the past 12 months, did your organization have external discussions with the plan/network regarding the quality of its depression treatment?

By external discussion, we mean you had an email exchange, telephone call, in-person meeting, or group meeting with a representative of the health plan/network, with or without other employees of your organization. Please do not include any local business coalition meetings.

- Yes
- No **(skip to Question 52)**
- Don't know **(skip to Question 52)**

51. What influence did you have in external discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. your need for plan/network to release HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. your need for plan/network to improve its quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. plan/network efforts to improve quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. plan/network providing feedback to physicians about their depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. plan/network offering newer antidepressants at no higher than Tier 2 copayment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. plan/network reducing copayment for mental health services to \$20 or 20%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

52. During the past 12 months, did your organization make any of the following decisions?

Please check all that apply.

- decided to encourage plan/network to release its HEDIS scores for depression to us **(skip to paragraph before Question 59)**
- decided to ask plan/network to provide feedback to physicians about their depression treatment **(skip to paragraph before Question 59)**
- decided to offer newer antidepressants at no higher than Tier 2 copayment **(skip to paragraph before Question 59)**
- decided to reduce copayment for mental health services to \$20 or 20% **(skip to paragraph before Question 59)**
- other (please specify) _____ **(skip to paragraph before Question 59)**
- none of the above **(skip to paragraph before Question 59)**
- don't know **(skip to paragraph before Question 59)**

53. During the past 12 months, did your organization undertake any activities regarding the quality of your most subscribed plan/network's depression treatment?

By activities, we mean:

- (a) internal discussions about the plan/network's quality of depression treatment; OR*
- (b) external discussions about the plan/network's quality of depression treatment; OR*
- (c) your decisions affecting quality of depression treatment.*

- Yes
- No **(skip to paragraph before Question 59)**
- Don't know **(skip to paragraph before Question 59)**

54. In the past 12 months, did your organization have any internal discussion about the quality of your plan/network's depression treatment?

By internal discussion, we mean you had an email exchange, telephone call, in-person meeting, or group meeting with other employees of your organization only.

- Yes
- No **(skip to Question 56)**
- Don't know **(skip to Question 56)**

55. What influence did you have in internal discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. need for your organization to review plan/network's HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. benefits to your organization of reviewing plan/network's HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. financial cost to your organization of getting plan/network to calculate its HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. complexity for your organization in getting plan/network to calculate its HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. need to request plan/network to provide feedback about depression treatment to its physicians	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. need to request plan/network to offer newer antidepressants at no higher than Tier 2 copayment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. need to request plan/network to reduce copayment for mental health services to \$20 or 20%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

55. What influence did you have in internal discussions of the following topics?

56. In the past 12 months, did your organization have external discussions with the plan/network regarding the quality of its depression treatment?

By external discussion, we mean you had an email exchange, telephone call, in-person meeting, or group meeting with a representative of the health plan/network, with or without other employees of your organization. Please do not include any local business coalition meetings.

- Yes
- No **(skip to Question 58)**
- Don't know **(skip to Question 58)**

57. What influence did you have in external discussions of the following topics?

	topic was not discussed	topic was discussed; I had no influence	topic was discussed; I had some influence	topic was discussed; I had significant influence	don't know
a. your need for plan/network to calculate HEDIS scores for depression	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. your need for plan/network to improve its quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. plan/network efforts to improve quality of depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. plan/network providing feedback to physicians about their depression treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. plan/network offering newer antidepressants at no higher than Tier 2 copayment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. plan/network reducing copayment for mental health services to \$20 or 20%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

58. During the past 12 months, did your organization make any of the following decisions?

Please check all that apply.

- decided to encourage plan/network to calculate its HEDIS scores
- decided to ask plan/network to provide feedback to physicians about their depression treatment
- decided to offer newer antidepressants at no higher than Tier 2 copayment
- decided to reduce copayment for mental health services to \$20 or 20%
- other (please specify) _____
- none of the above
- don't know

Imagine that your supervisor assigned you an intern to work with your most subscribed plan/network to document increase in the proportion of depressed employees who complete a three month course of antidepressants once they begin them.

You know two other companies who told you that they thought efforts in this area were worthwhile.

These questions ask you about your expectations regarding this initiative. We understand that respondents will not have an exact answer to these questions, but we encourage you to give us your educated guess.

59. If your organization launched this initiative, you would expect the initiative to:

Please select a response for each item (a) through (h).

	no help	little help	moderate help	considerable help	great deal of help	don't know
a. help depressed employee meet responsibilities at work over the short term (the first 6 weeks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. help depressed employee meet responsibilities at work over the long term (the first 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. help prevent friction between depressed employee and his/her coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. help reduce treatment costs that contribute to increased health premiums the next year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. help depressed employee meet responsibilities at home over the short term (the first 6 weeks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. help depressed employee meet responsibilities at home over the long term (the first 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. help prevent friction between depressed employee and his/her family/friends	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. help reduce treatment costs not covered by insurance that contribute to financial strain in family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

60. Managers often face the following issues when an organization considers a new health initiative.

How would you rate the initiative described above?

Please select a response for each item (a) through (d).

	much worse than initiatives our organization has recently undertaken	worse than initiatives our organization has recently undertaken	better than initiatives our organization has recently undertaken	much better than initiatives our organization has recently undertaken	don't know
a. your ability to convince your organization to undertake this initiative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. the financial cost of this initiative to your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. the complexity of getting this initiative started	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. the likelihood that employees who need the initiative would actually benefit by it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you very much for the effort and energy you expended completing this survey. All subsequent surveys in this study will be MUCH shorter. Please make sure you are comfortable with your responses.

Now, on to the presentation!