Using Evidence to Inform Decisions: Using Client Satisfaction Surveys to Promote Care and Service Excellence

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National Research Corporation Canada

- Canadian arm of National Research Corporation founded in 1981
- Evidence based suite of measurement & improvement offerings across Canada
- Third party, expert organization ensures security & confidentiality
- Focus and expertise client and employee/physician experience in health care settings
- 2012 NRC fielded over 1 million performance assessment surveys in Canada
- Over 30,000 home care clients in Ontario over the past year

Simply put...Every time and everywhere there is an interaction with the healthcare system NRCC aims to measure the experience and to assist providers to improve outcomes
Patient Experience - Trends and Drivers

More measurement in more settings in more ways driving prioritized improvement initiatives

Why?

- Legislation/Accreditation/Public Reporting
- Funding structures (pay for performance, value based purchasing)
- Importance of Accountability and Improvement
- Patient voice as a consumer
- View across care/health journey vs. care snapshots
- It is the right thing to do
Trends and Drivers

Shift from client satisfaction ....

Were you satisfied that staff kept you informed about your visit/appointment times?
Yes, Definitely      Yes, Somewhat       No

.... to client experience measures.

Does Saint Elizabeth staff keep you informed about your visit appointment/times.
Always        Usually        Sometimes       Never   N/A
NRCC/OACCAC Partnership

- To provide the CCAC sector with statistically meaningful information about the client’s experience with receiving services from the CCAC and its contracted service providers.
- To support CCACs in identifying strengths to leverage and opportunities for quality improvement initiatives.
- To provide CCACs with comparable data that can be used to publicly report.

- All CCACs were involved in the review process.
- Two service provider agencies were involved in the review process.
Approach

- Dr. Walter Wodchis, NRCC Research Advisor reviewed questionnaire and background information
- Recommendations for rewording of questions, scales and introductory text were reviewed with representatives from all CCACs
- Streamlined questions (e.g. language, cultural questions) to be more generally applicable to all respondents
Survey Refresh

- To streamline the tool and reduce its length to half for three purposes: cost, response rate, and to be more client friendly
- Focus on questions that will be helpful to CCACs in developing quality improvement initiatives and eliminate questions that are not key drivers of client satisfaction
- To retain as much consistency with KPIs as possible
- To simplify scales to ensure our tool is client friendly
- To modify questions to ensure they are clear, understandable and client friendly
- To retain the HH-CAHP questions that are useful
Survey Tool Refresh – for Providers

- A variety of tools, and survey methods being used by various providers
- Over the years questions had been added to meet funder or Accreditation requirements
- We were measuring things that were not being monitored
- Some questions were not applicable to all service areas or programs
- Operational efficiencies could be obtained with a more concise tool
- Staff felt rewording of some questions was required for client understanding
Client & Caregiver Experience Evaluation

- 12 minute telephone survey, 46 questions, covering themes of:
  - Overall Experience
  - Client Centred Care
  - Client Centred Care (Appointments)
  - Quality of Care
  - Building Relationships and Trust
  - Willingness to Recommend
  - Expectations of Quality
  - Safety

- English and French - additional languages for 6 CCACs:
  Cantonese; Mandarin; Italian; Punjabi; Tamil; Arabic; Polish; Portuguese; Urdu; Greek
“Service Provider Lite” Tool

- 8 minute telephone survey, 18 questions, covering themes of:
  - Overall Experience
  - Client Centred Care
  - Client Centred Care (Appointments)
  - Quality of Care
  - Building Relationships and Trust
  - Integrated Care and Support of Transitions
  - Willingness to Recommend
  - Safety
- English and French - additional languages if desired
Survey Methodology

- Opt out letter used in 7 CCACs
- Telephone survey
- Sample to meet representative volumes
  - Care providers
  - Programs
  - Location of providers
  - Patient demographics
- Response rate of over 60%
Client Experience Review

Reviewing your approach to client experience data collection, reporting and action planning

Further analysis of data

Interviews, group discussions and workshops with staff: What works?

Analysis, Report, recommendations and presentation
Using Client Data

The Journey
Vision: To Honour the Human Face of Healthcare

• 2012 ...Time for change
• By
  – Creating a Culture of Humanity
  – Making clients equal partners
“People will forget what you said, people will forget what you did, but people will never forget how you made them feel”

*Maya Angelo*
Listening to the voice of clients and families

- Home Life: Life & experiences outside of their health issues
- Moments that touched their hearts: Experiences that embody health, prompted by photos
- Experience with Saint Elizabeth: Regular home healthcare routine, and their relationship with staff office
- Overall Satisfaction: Likelihood to recommend and other insights

“Moments of Truth”
Our Goal - Create Positive Experiences

Eliminate the Negative Cues:
- Ignoring me
- Being rude to me
- Scaring me
- Abandoning me
- Distressing me

Reinforce the Positive Cues:
- Recognize me as a person
- Listen to me/talk to me
- Make me feel safe
- Handle me with care
- Keep me connected
The value of comments

“What would you want Saint Elizabeth to do to make the overall care experience better for you?”
Some Projects Undertaken

✓ Creating a “Positive Memorable Client Experience” education for all staff
✓ Redesign of office-based roles
✓ Redesign of the Client Care and Safety Handbook
✓ Memorabilia items
✓ Phone improvements
✓ Voicemail to Blackberry
✓ Client self-assessment; readiness for discharge
Creating Memorable Moments

They are:

- Almost always a result of another person
- The result of a culture of hospitality and focus on the client
- Always created

The *Memorable Moment* happens because an employee sees an opportunity to make a difference and acts on it.
Monitoring Our Success

Trended Client Satisfaction Results are Reviewed By:

– Board
– Senior Leadership Team
– Regional Directors
– Front Line Staff
– Excellence Council
– Client Safety Committee

Teams/Individuals look at specific questions related to their areas of focus
Our Hand Hygiene Campaign
Critical Success Factors To Enact Change

- Staff engagement
- Knowledge dissemination
- System innovation
- Client partnership
Staff Engagement

In the world of health care, there are some things that money can't buy...

Clean Hands: Priceless

Each day, Saint Elizabeth staff honour the human face of health care by doing our best to protect clients, co-workers and family from infection.

Clean hands help save lives.
Knowledge Dissemination

CLIENT CARE & SAFETY HANDBOOK

Service Delivery Centre: ____________________________
Phone: ____________________________
Provider/Staff: ____________________________ ext: ______
Supervisor: ____________________________ ext: ______
Service Coordinator: ____________________________ ext: ______
Contracted by: ____________________________ CCAC

Please take a moment to read this Client Care & Safety Handbook.

Saint Elizabeth is not an emergency service. If your condition changes and you require immediate medical care, call 911.

www.saintelizabeth.com
System Innovation
Client Partnership
And the Survey Says.......  

4.6% Overall increase in satisfaction with hand hygiene compliance in one quarter

✓ 4.4% increase in nursing  
✓ 7.1% increase in PSW program  
✓ 6.5% increase in Rehab program
Pillars of a Successful Improvement Program

- Senior level support
- Disseminate the data to front line providers!
- Make data and trending visible
- Incorporate into workflow, accountability (tools and templates)
- Focus on a small number of areas at any one time
- Link with other initiatives especially Employee/Physician Engagement
- Include a broad range of stakeholders
- Sound evidence based techniques for the ‘Core’
- Active involvement of patients
- Engage clinicians
- Implement quick wins
- Adopt and share best practices
- Measure and recognize success
Questions ???

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