

**PAHSA
Spring Conference
April 25-27, 2004 ~ Chicago, IL**

***INDUSTRY TRENDS IN
CUSTOMER SATISFACTION***

Monday, April 26, 2004 1:15pm

***Sabina B. Gesell, Ph.D.
Senior Research Associate
sgesell@pressganey.com***

***Press Ganey Associates, Inc.
South Bend, IN***



Objectives

- 1. Survey methodology**
- 2. Identify which aspects of service delivery are important to nursing home customers**
- 3. Identify how well facilities are meeting these needs**
- 4. Pinpoint priorities for improvement**



Objectives

- 1. Survey methodology**
- 2. Identify which aspects of service delivery are important to nursing home customers**
- 3. Identify how well facilities are meeting these needs**
- 4. Pinpoint priorities for improvement**



Survey Methodology

- **All facilities in database use**
 - **the same survey**
 - **same method for distributing blank surveys**
 - **same method for collecting completed surveys**
- **Allows for comparison between facilities**
- **Both residents and families are surveyed**



Instrument

Service dimensions on the survey

- **Admission**
- **Room**
- **Dining**
- **Maintenance**
- **Nurses**
- **CNAs**
- **Housekeeping**
- **Activities**
- **Finances**

Instrument

- Items are worded such that the customer is asked to provide a numeric rating of a concept, such as “Courtesy of the admitting staff.”

	Very Poor	Poor	Fair	Good	Very Good
Rating =	1	2	3	4	5
	↓	↓	↓	↓	↓
Score =	0	25	50	75	100



Instrument

- **Instrument has been tested**
- **Excellent psychometric properties**
 - **High reliability**
 - **High validity**
 - **Allows for variability**
- **Reading level: 6th - 7th grade**



Survey Distribution

- **No bias in the distribution of surveys**
- **US mail or internal mail system**
 - **mailed to families**
 - **delivered with the resident's other mail (by person not involved in the resident's care)**
- **Sealed addressed envelope**
 - **Cover letter**
 - **Survey**
 - **Postage paid return envelope**



Filling Out The Survey

- **No assistance from staff**
- **Assistance from friends, family, or non-paid, non-staff volunteers may be necessary**

A large, semi-transparent compass rose graphic is positioned in the top-left corner of the slide. It features a central star with eight points, surrounded by concentric circles and directional markings.

Survey Collection

- **Postage paid return envelope**
- **Locked box in a neutral area on site**
- **Not handed back to staff**

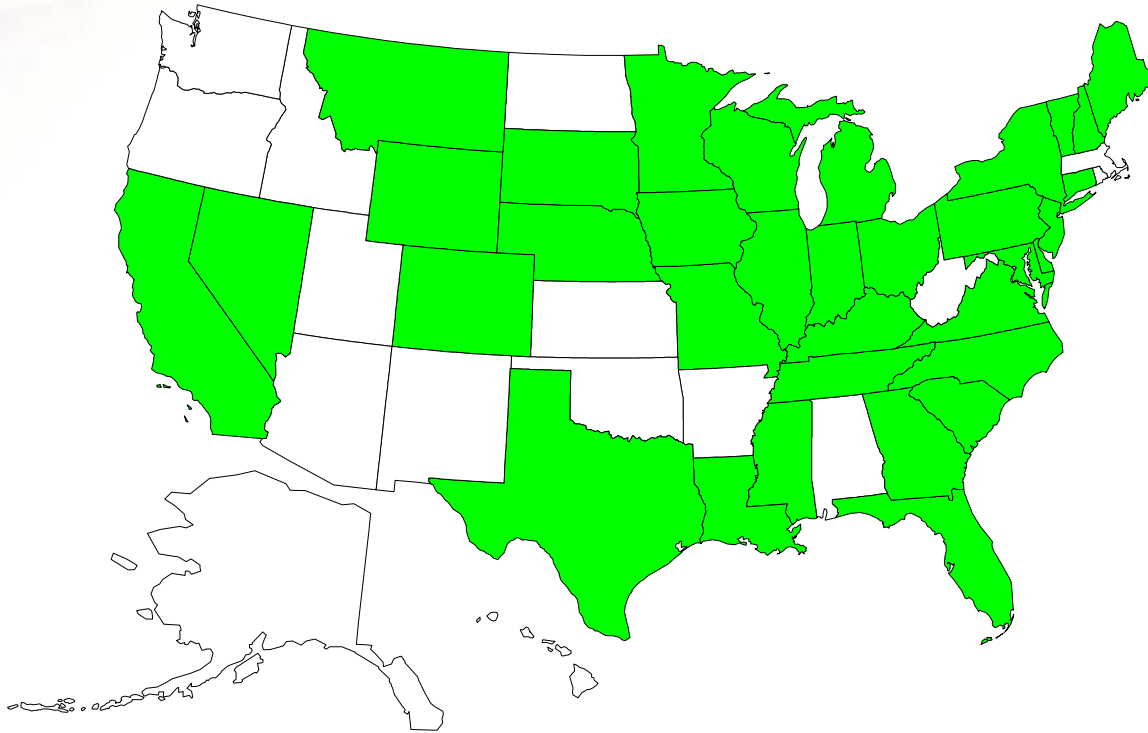


Sample

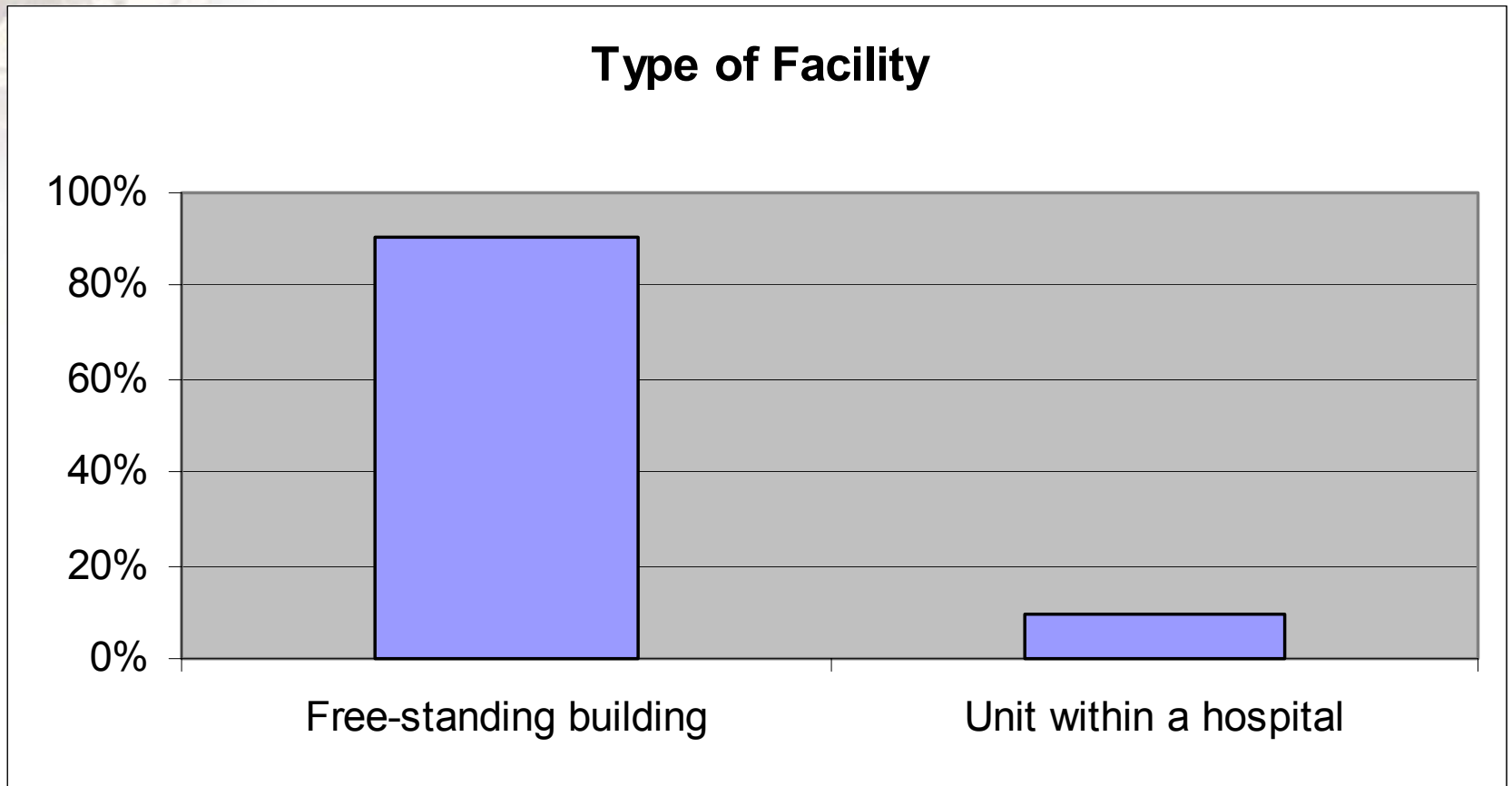
- **Nursing Home Data**
 - **1727 residents (unassisted) at 232 facilities**
 - **6531 families at 295 facilities**
- **Data collection: 1/1/2003 and 6/30/2003**
- **Response rate: 35%**

Sample

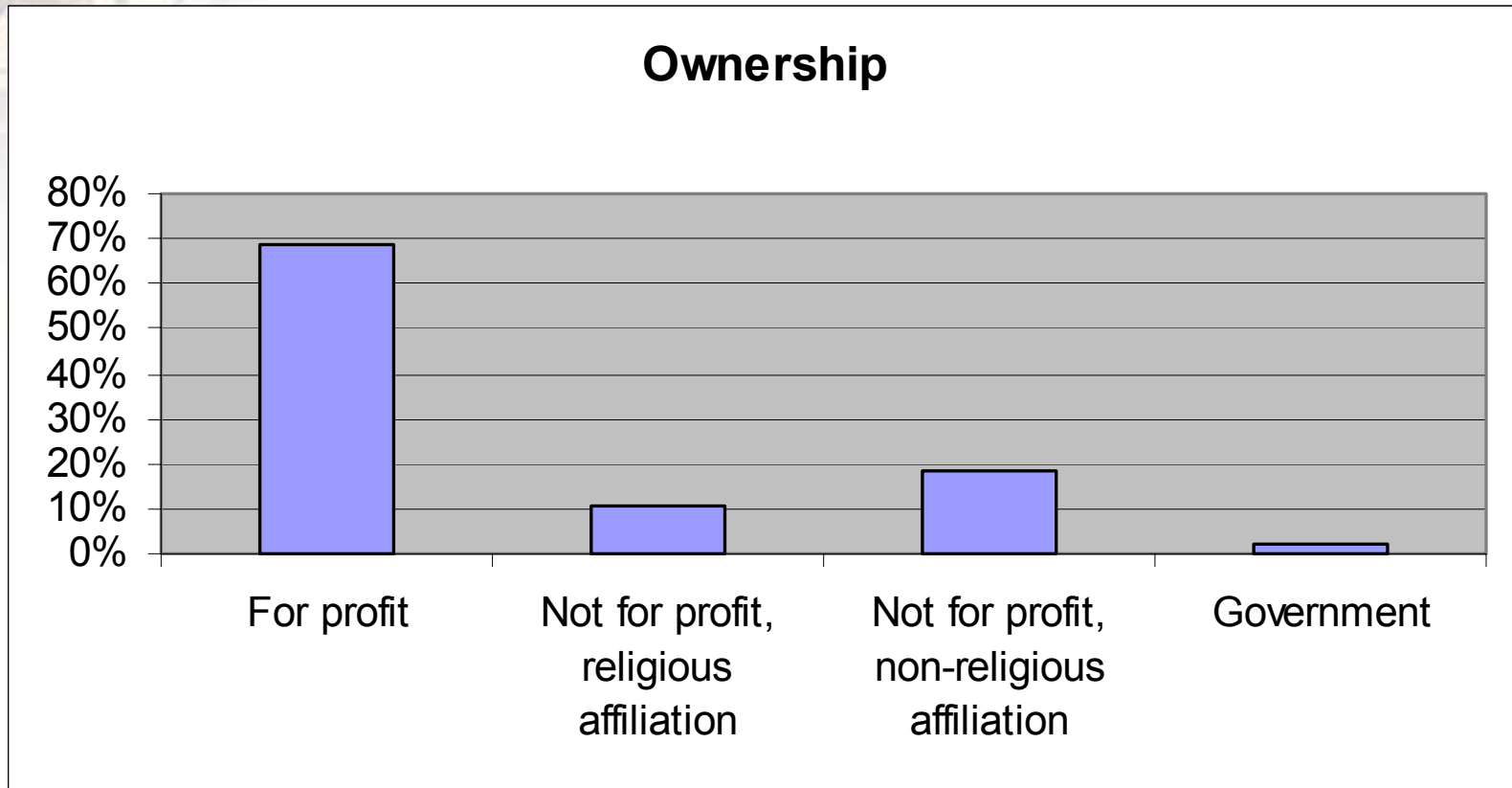
- **34 states represented (shaded area)**



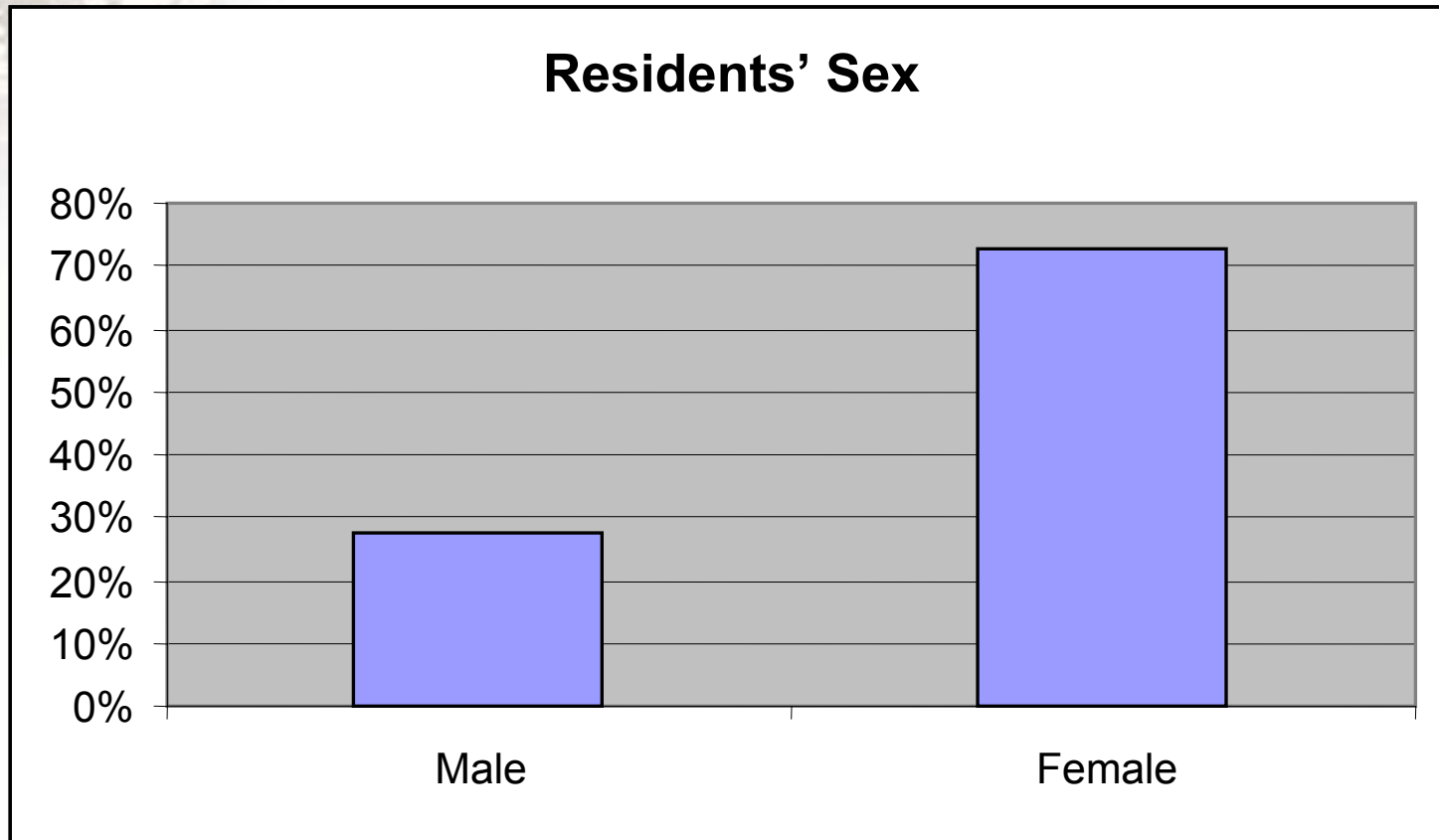
Sample



Sample



Sample





Objectives

- 1. Survey methodology**
- 2. Identify which aspects of service delivery are important to nursing home customers**
- 3. Identify how well facilities are meeting these needs**
- 4. Pinpoint priorities for improvement**

Top 10 Issues Most Highly Correlated With The Likelihood Of NH Customers Recommending A Facility

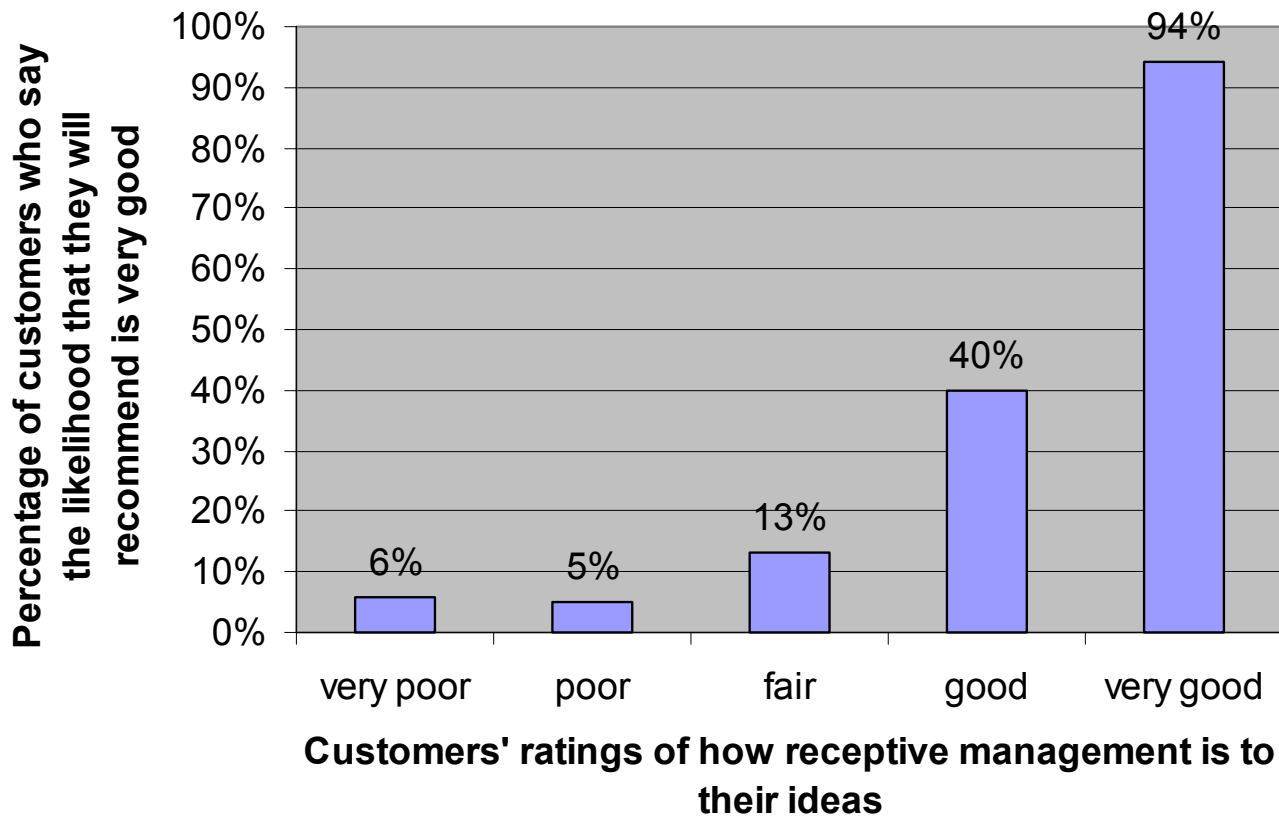
- 1. Management receptive to your ideas** (r = 0.68)
- 2. Treatment of visitors** (r = 0.68)
- 3. Nurses treat resident with dignity** (r = 0.62)
- 4. Nurses responsive to your ideas about care** (r = 0.60)
- 5. Aides treat residents with dignity** (r = 0.60)
- 6. Nurses explain care** (r = 0.60)
- 7. Technical skill of nurses** (r = 0.59)
- 8. Security of the facility** (r = 0.59)
- 9. Aides explain care** (r = 0.58)
- 10. Aides responsive to your ideas about care** (r = 0.58)

Top 10 Issues Most Highly Correlated With The Likelihood Of NH Customers Recommending A Facility

1. Management **receptive** to your ideas (r = 0.68)
2. Treatment of visitors (r = 0.68)
3. Nurses treat resident with dignity (r = 0.62)
4. Nurses **responsive** to your ideas about care (r = 0.60)
5. Aides treat residents with dignity (r = 0.60)
6. Nurses **explain** care (r = 0.60)
7. Technical skill of nurses (r = 0.59)
8. Security of the facility (r = 0.59)
9. Aides **explain** care (r = 0.58)
10. Aides **responsive** to your ideas about care (r = 0.58)

Likelihood to Recommend by Management Responsiveness to Customer Ideas

(Represents data collected between 1/1/2003 and 6/30/2003 from 12,263 customers at 303 nursing homes)





Objectives

- 1. Survey methodology**
- 2. Identify which aspects of service delivery are important to nursing home customers**
- 3. Identify how well facilities are meeting these needs**
- 4. Pinpoint priorities for improvement**



With which aspects of service delivery are customers most satisfied?

Highest Satisfaction Ratings

- 1. Courtesy of admitting staff** (M = 87.9, SD = 16.7)
- 2. Friendliness of nurses** (M = 86.1, SD = 17.7)
- 3. Treatment of visitors** (M = 85.8, SD = 16.7)
- 4. Friendliness of business office** (M = 85.2, SD = 17.9)
- 5. Technical skill of nurses** (M = 84.6, SD = 17.7)
- 6. Courtesy of maintenance staff** (M = 84.2, SD = 16.4)
- 7. Nurses treat resident with dignity** (M = 84.2, SD = 19.2)
- 8. Courtesy of housekeeping staff** (M = 83.9, SD = 17.1)
- 9. Explain rights at admission** (M = 83.5, SD = 20.1)
- 10. Explain services at admission** (M = 83.0, SD = 20.3)

Highest Satisfaction Ratings

1. **Courtesy** of admitting staff (M = 87.9, SD = 16.7)
2. **Friendliness** of nurses (M = 86.1, SD = 17.7)
3. Treatment of visitors (M = 85.8, SD = 16.7)
4. **Friendliness** of business office (M = 85.2, SD = 17.9)
5. Technical skill of nurses (M = 84.6, SD = 17.7)
6. **Courtesy** of maintenance staff (M = 84.2, SD = 16.4)
7. Nurses treat resident with dignity (M = 84.2, SD = 19.2)
8. **Courtesy** of housekeeping staff (M = 83.9, SD = 17.1)
9. Explain rights at admission (M = 83.5, SD = 20.1)
10. Explain services at admission (M = 83.0, SD = 20.3)



With which aspects of service delivery are customers least satisfied?

Lowest Satisfaction Ratings

- 1. Aides' responsive to call lights** (M = 67.9; SD = 27.6)
- 2. Variety of food selection** (M = 70.6; SD = 22.9)
- 3. Quality of food** (M = 70.8; SD = 22.5)
- 4. Noise level around room** (M = 71.2; SD = 22.8)
- 5. Availability of doctor** (M = 72.1; SD = 25.1)
- 6. Quality of laundry service** (M = 74.1; SD = 24.5)
- 7. Aides keep you informed about care** (M = 74.6; SD = 23.8)
- 8. Variety of educational activities** (M = 74.9; SD = 22.9)
- 9. Odors promptly eliminated** (M = 75.0; SD = 24.1)
- 10. Management receptive to your ideas** (M = 75.1; SD = 21.9)



Objectives

- 1. Survey methodology**
- 2. Identify which aspects of service delivery are important to nursing home customers**
- 3. Identify how well facilities are meeting these needs**
- 4. Pinpoint priorities for improvement**



Where should quality improvement efforts be focused to achieve the greatest increases in customer satisfaction while making the most efficient use of limited resources?

Prioritize based on performance and importance.

NH Resident Priority Index

Rank

- 1. How receptive management is to your ideas**
- 2. Aides responsiveness to your own ideas about your care**
- 3. How well aides kept you informed about your care**
- 3. Aides explanation of your care**
- 5. Availability of doctor**
- 5. Appropriateness of monthly fee**
- 7. Aides responsiveness to call lights**
- 8. Billing procedures easy to understand**
- 8. Nurses responsiveness to your own ideas about your care**
- 10. Nurses explanation of your care**

NH Resident Priority Index

Rank

1. How **receptive** management is to your ideas
2. Aides **responsiveness** to your own ideas about your care
3. How well aides kept you **informed** about your care
3. Aides **explanation** of your care
5. Availability of doctor
5. Appropriateness of monthly fee
7. Aides **responsiveness** to call lights
8. Billing procedures easy to **understand**
8. Nurses **responsiveness** to your own ideas about your care
10. Nurses **explanation** of your care

NH Resident Priority Index

Rank

- 1. How receptive management is to your ideas**
- 2. Aides responsiveness to your own ideas about your care**
- 3. How well aides kept you informed about your care**
- 3. Aides explanation of your care**
- 5. Availability of doctor**
- 5. Appropriateness of monthly fee**
- 7. Aides responsiveness to call lights**
- 8. Billing procedures easy to understand**
- 8. Nurses responsiveness to your own ideas about your care**
- 10. Nurses explanation of your care**

NH Family Priority Index

Rank

- 1. How receptive management is to your ideas**
- 2. Aides responsiveness to call lights**
- 3. Aides responsiveness to your own ideas about res care**
- 4. Assistance at meals (if needed)**
- 4. How well aides keep you informed about resident's care**
- 4. Aides explanation of resident's care**
- 7. Promptness of eliminating odors from facility**
- 8. Nurses responsiveness to your own ideas about res care**
- 9. Availability of doctor**
- 10. Likelihood of resident being treated with dignity by aides**

NH Family Priority Index

Rank

1. How **receptive** management is to your ideas
2. Aides **responsiveness** to call lights
3. Aides **responsiveness** to your own ideas about res care
4. Assistance at meals (if needed)
4. How well aides keep you **informed** about resident's care
4. Aides **explanation** of resident's care
7. Promptness of eliminating odors from facility
8. Nurses **responsiveness** to your own ideas about res care
9. Availability of doctor
10. Likelihood of resident being treated with dignity by aides



NH Family Priority Index

Rank

- 1. How receptive management is to your ideas**
- 2. Aides responsiveness to call lights**
- 3. Aides responsiveness to your own ideas about res care**
- 4. Assistance at meals (if needed)**
- 4. How well aides keep you informed about resident's care**
- 4. Aides explanation of resident's care**
- 7. Promptness of eliminating odors from facility**
- 8. Nurses responsiveness to your own ideas about res care**
- 9. Availability of doctor**
- 10. Likelihood of resident being treated with dignity by aides**



Customer Expectations

1. RESPONSIVENESS to:

- **Requests for help**
- **Own ideas, especially about resident's care**
- **Concerns/problems**

2. INFORMATION about:

- **Resident's rights and responsibilities**
- **Resident's care**
- **How concerns/problems are being addressed**



Assisted Living

AL Resident Priority Index

Rank

- 1. Management's responsiveness to your ideas**
- 1. Emotional support offered by aides**
- 3. Value for money**
- 4. Management's handling of complaints/grievances**
- 5. Activities meet resident's interests**
- 6. Emotional assistance offered by aides**
- 5. Food meets special diet needs**
- 7. Independence maintained by living here**
- 9. Response time to requests for help**
- 9. Management's accessibility**

AL Resident Priority Index

Rank

- 1. Management's responsiveness to your ideas**
- 1. Emotional support offered by aides**
- 3. Value for money**
- 4. Management's handling of complaints/grievances**
- 5. Activities meet resident's interests**
- 6. Emotional assistance offered by aides**
- 7. Food meets special diet needs**
- 7. Independence maintained by living here**
- 9. Response time to requests for help**
- 9. Management's accessibility**

AL Family Priority Index

Rank

- 1. Aides' ability to anticipate resident's needs**
- 2. Management's handling of complaints/grievances**
- 3. Management's responsiveness to your ideas**
- 4. Value for money**
- 5. Activities are well-organized**
- 5. Emotional assistance offered by aides**
- 7. Management's accessibility**
- 7. Management provides well-run/organized operation**
- 9. Response time to requests for help**
- 10. Confidence in employees**

AL Family Priority Index

Rank

- 1. Aides' ability to anticipate resident's needs**
- 2. Management's handling of complaints/grievances**
- 3. Management's responsiveness to your ideas**
- 4. Value for money**
- 5. Activities are well-organized**
- 5. Emotional assistance offered by aides**
- 7. Management's accessibility**
- 7. Management provides well-run/organized operation**
- 9. Response time to requests for help**
- 10. Confidence in employees**



Independent Living

IL Resident Priority Index

Rank

- 1. Appropriateness of monthly fees**
- 1. Management's responsiveness to your ideas**
- 3. Handling of complaints/grievances**
- 4. Opportunity to provide ideas to management**
- 5. Explanation of what is covered in monthly fees**
- 6. Likelihood of recommending facility to friends/family**
- 7. Staff receptiveness to your activity ideas**
- 7. Appropriateness of annual increase**
- 9. Variety of food selection**
- 10. Quality of food selection**