

THE IMPACT OF SATISFACTION SURVEYS ON QUALITY IMPROVEMENT



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Introduction/Welcome

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Field Director

Advancing Excellence in America's
Nursing Homes Campaign



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Advancing Excellence Campaign

- Advancing Excellence is helping nursing homes make a difference in the lives of residents and staff.
- Advancing Excellence provides free, practical and evidence-based resources to support quality improvement efforts in America's nursing homes.
- Advancing Excellence is committed to providing support to those on the frontlines of nursing home care.
- Advancing Excellence promotes open communication and transparency among families, residents, and nursing home staff.



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To Sign Up...

- Go to www.nhqualitycampaign.org
- Upper right hand corner select “Join the Campaign”
- You will need your M/M provider #
- Choose three goals:
 - 1 clinical
 - 1 organizational
 - One other goal, either clinical or organizational



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Why Sign Up?

- Be a part of the national effort
- Evidence shows that participants in the Campaign are improving at a faster rate than non-participants in the Campaign...
- And when they set targets, the participants improve even faster!



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- Lots of technical assistance tools
- All are free
- All are evidenced-based

***Campaign does not endorse any one particular method to achieve your goals.
Find the one that works best for you!***



[*www.nhqualitycampaign.org*](http://www.nhqualitycampaign.org)

Part 2

Measuring Satisfaction and Using it

February 26, 2009 3:00 pm (ET)

To register, go to AE website

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Why is Satisfaction Important?

Beverley Laubert

National Association of Long
Term Care Ombudsmen



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Satisfaction and Why It's Important

- Where would you go if you had long-term care needs?
 - *Individual experiences*
- What works well and what needs to be improved?
- A satisfaction survey is a formal set of questions about the care and services one gets in a nursing home
 - *Even many residents with dementia can answer basic questions about their care well into the disease*
- Assessing resident satisfaction is the first step in making changes or improvements to meet residents' needs and expectations



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Importance of Satisfaction Surveys

- Areas that are important to residents
 - Staff treatment: respect, dignity, courtesy
 - Staff training
- Nursing homes may choose to survey family members of residents for more information.
 - Surveying family members is very important for residents who cannot respond to a survey (for example, residents with advanced dementia)
 - The family's view is additional information to the resident's views. Research shows that family and residents' views often differ.



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Considerations

- The survey should be tested so most residents understand questions the same way. Several surveys have been tested for use.
- Responses are kept confidential.



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Considerations

- There are several good ways to conduct a survey (for example, face-to-face, mail, phone).
- Calculate response rate needed for validity
- Survey results from residents should be presented separately from family results.
- The home should conduct the survey on a regular basis (at least annually).



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Questions Consumers Should Ask

- Does the nursing home conduct a survey of residents and/or family members? If a home is not currently doing a survey, ask if and when they plan to conduct one.
- Ask for a copy of the survey and the results. Also ask:
 - How are surveys conducted (for example, by mail or in-person)?
 - Who conducts the survey? Are the surveys conducted in a way that no one knows who answered the survey?
 - Do the survey results show a high level of satisfaction overall and in important areas?



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Consumer Questions

- What changes has the nursing home made in response to survey results?
- Have the changes improved the quality of care or daily life of residents? How so?
- Does the state require all nursing homes to do a standard satisfaction survey?
 - If yes, ask how this nursing home compares with other nursing homes in the state, area or locality?
 - If no, do other nursing homes use the same or similar satisfaction surveys to be able to compare the results with this nursing home?



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Satisfaction Surveys: A Framework for Quality Improvement

Mary Tellis-Nayak
MyInnerView



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Quality control

- Quality control is the ongoing effort to maintain the integrity of a process to maintain the reliability of achieving an outcome



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Quality Assurance

- Retrospective review or inspection of services or processes that is intended to identify problems



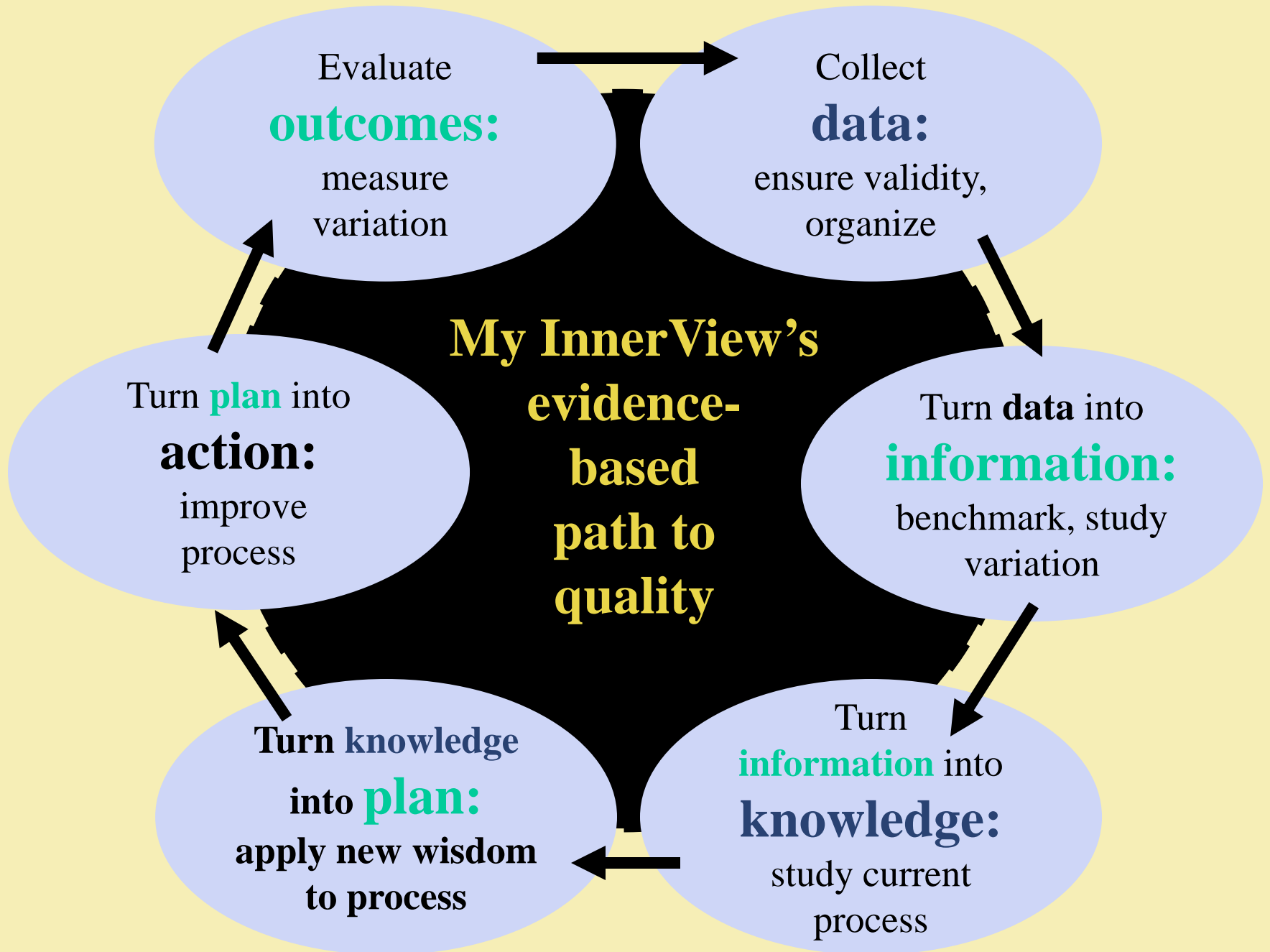
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Quality improvement

- Quality improvement is the purposeful change of a process to improve the reliability of achieving an outcome
- The continuous study and improvement of a process, system or organization



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Complaints that reach you: Tip of the iceberg!

5% complain to management

45% complain to frontline staff

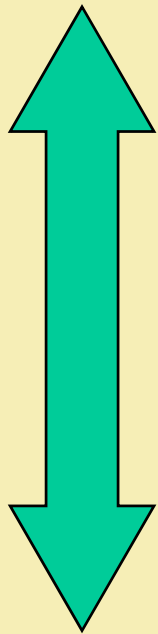
**50% have problem,
yet don't complain**

Good quality is good business

(TARP studies)

Quality pyramid

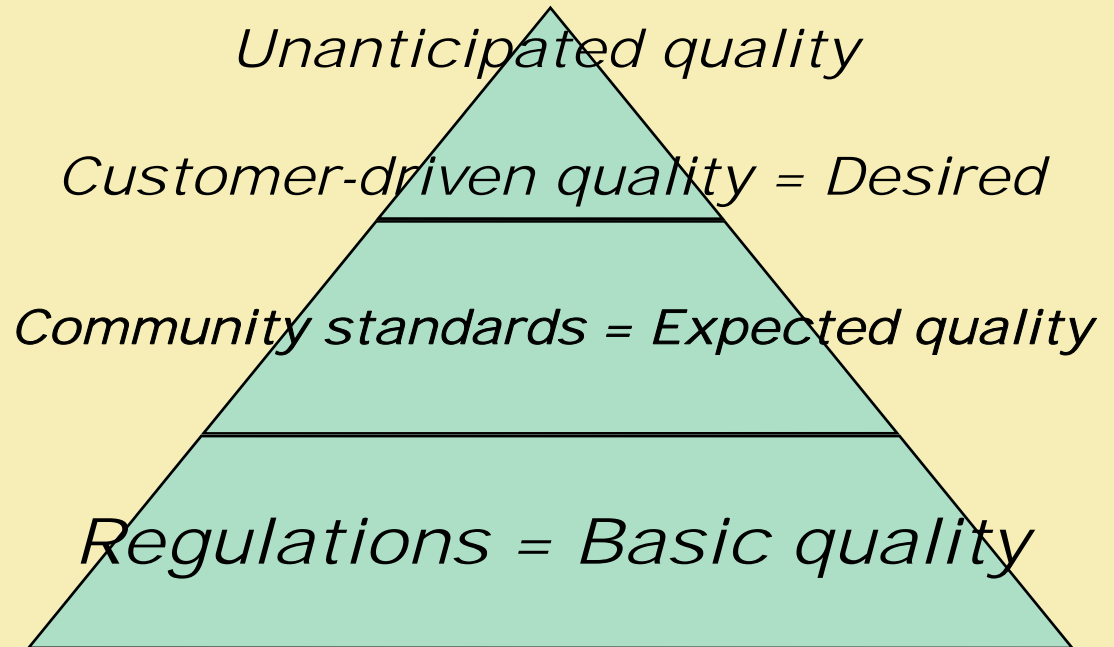
Loyalty Scale



100%
Very Satisfied

Satisfied

Dissatisfied
0%



*When you don't
remember
anything,
you're satisfied!*

*Loyalty is
generated by
memorable things
that happen that
we didn't expect.*

**These cause person to give score
of “Excellent,” not “Good”**

The relationship between satisfaction and occupancy



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“Research shows that, in most industries, there is a strong correlation between a company’s growth rate and the percentage of its customers who are raving fans — that is, those who say they are extremely likely to recommend the company to a friend or colleague.”



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The importance of “Recommendation”

“Recommendation”
is touchstone to determine
significance of your scores
on all other items



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The Importance of “Recommendation”

- Provides crucial information
 - Tells you loyalty of respondents
 - Correlates to other quality outcomes:
 - All items in survey
 - Occupancy
 - Quality indicators
 - Employee satisfaction
- That is why this question is used for Priority Action Agenda



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If you want to grow your business exponentially,
you must get serious about building
and maintaining loyal relationships
with your customers

- Loyal customers are easiest customers to serve
- Long-term customers tend to spend more with you than new customers
- Happy, loyal customers purchase other products or services in company's line
- Satisfied, loyal customers recommend company's products or services

**FREDERICK RIECHHELD:
“THE LOYALTY EFFECT”**

Why is willingness
to promote your company such
a strong indicator of loyalty
and growth?

**FREDERICK RIECHHELD:
“THE ONE NUMBER
YOU NEED TO GROW”**

Because when customers recommend you, they're putting **their** reputation on the line. They will take that risk only when they are **loyal**.



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“In most of the industries studied, the percentage of customers who were enthusiastic enough to refer a friend or colleague — perhaps the strongest sign of customer loyalty — correlated directly with differences in growth rates among competitors.”



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We do not know what process(es) to improve (QI) unless we know what is important to our internal and external customers and how they evaluate our performance in these areas



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AN EXERCISE:
*What
Matters Most*



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QUADRANT ANALYSIS: TWO KEY CONCEPTS

1. How residents, families and staff rate your care and services

Your average score on each item:

1 – 4: “Poor” “Fair” “Good” “Excellent”

Rank order all items by average score:

1 – 100: Lowest to highest ranking score

2. How much each item influences residents, families and staff to recommend to others

Correlate each item with “Recommendation:

0 – 1: No correlation to strongest correlation

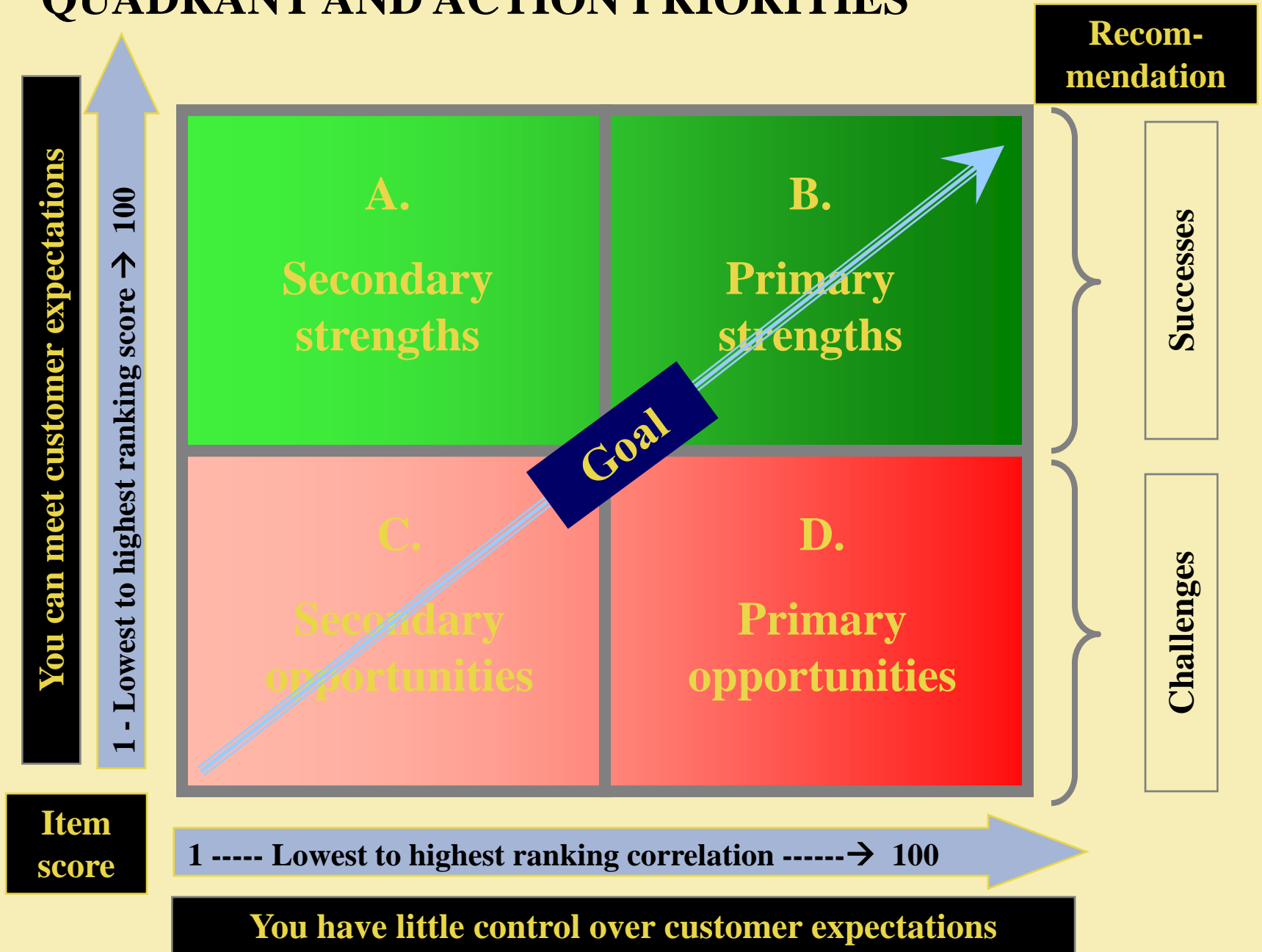
Rank order all items by correlational strength:

1 – 100: Lowest to highest ranking correlation



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QUADRANT AND ACTION PRIORITIES



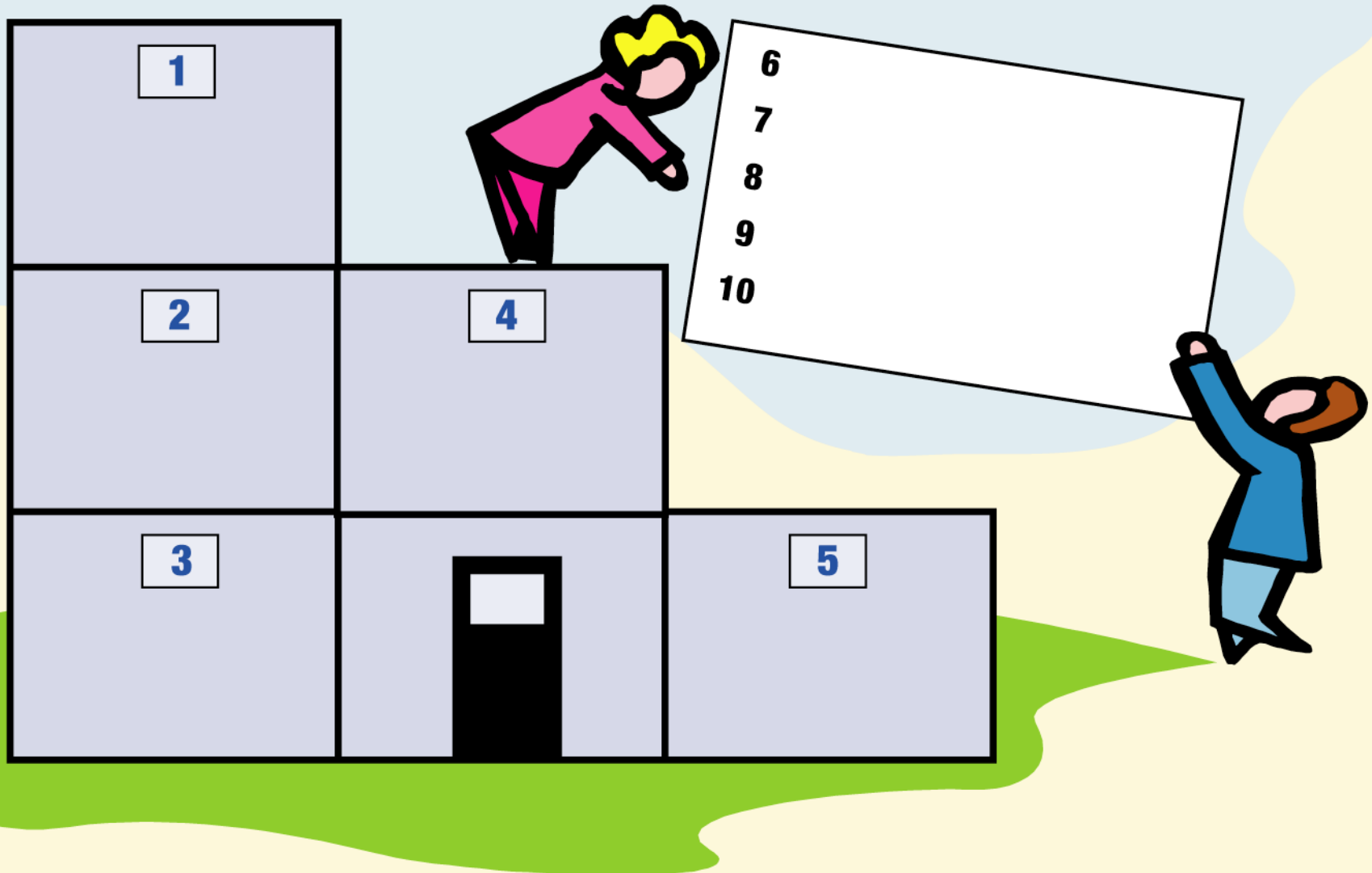
Voice of Residents and Family Members

BECAUSE KNOWING MORE MATTERS MOST™



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RESIDENTS SAY: WHAT MATTERS MOST IN A NURSING HOME



Survey items

- | | | | |
|-----------|--|-----------|--|
| 1 | Choices/preferences | 13 | Commitment to family updates |
| 2 | Respectfulness of staff | 14 | Competency of staff |
| 3 | Respect for privacy | 15 | Care (concern) of staff |
| 4 | Resident-to-resident friendships | 16 | Responsiveness of management |
| 5 | Resident-to-staff friendships | 17 | Safety of facility |
| 6 | Meaningfulness of activities | 18 | Security of personal belongings |
| 7 | Religious/spiritual opportunities | 19 | Cleanliness of premises |
| 8 | Quality of RN/LVN/LPN care | 20 | Quality of meals |
| 9 | Quality of CNA/NA care | 21 | Quality of dining experience |
| 10 | Quality of rehabilitation therapy | 22 | Quality of laundry services |
| 11 | Adequate staff to meet needs | | |
| 12 | Attention to resident grooming | | |

What matters most

- 15 - Care (concern) of staff
- 14 - Competency of staff
- 16 - Responsiveness of management
- 1 - Choices/preferences
- 8 - Quality of RN/LVN/LPN care
- 17 - Safety of facility
- 9 - Quality of CNA/NA care
- 2 - Respectfulness of staff
- 12 - Attention to resident grooming
- 21 - Quality of dining experience

What matters most

- 14 - Competency of staff
- 15 - Care (concern) of staff
- 1 - Choices/preferences
- 8 - Quality of RN/LVN/LPN care
- 9 - Quality of CNA/NA care
- 16 - Responsiveness of management
- 2 - Respectfulness of staff
- 11 - Adequate staff to meet needs
- 17 - Safety of facility
- 12 - Attention to resident grooming

RESIDENT

FAMILY

A

B

SECONDARY STRENGTHS

PRIMARY STRENGTHS

SECONDARY OPPORTUNITIES

PRIMARY OPPORTUNITIES

10

13

2

8

2

8

17

15

19

5

17

15

7

10

7

13

5

4

9

9

14

14

3

3

6

6

4

19

1

1

12

16

20

18

16

22

22

20

18

21

12

C

E

11

11

D

Re-enter Quality Improvement

- In the aggregated report from **Wisconsin**, the question that addresses “Choices and preferences” (Q1) is in Quadrant D for both families and residents
- How does an organization use QI to address this issue?
 - Remember definition: *The continuous study and improvement of a process, system or organization*



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How do you improve the process of “CHOICE”?

- What, today, are the areas in our home where residents have the opportunity to choose?
- What are the areas where they want the opportunity to choose and they don't have it today?
- Within those areas, what are the options they want to choose from?



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**Why do you feel that this facility
is not meeting your choices and
preferences?**

why? *why?* *why?*

Look at the Possibilities:

- » Bathing times — shower, bath
- » Meal times
 - Food choices
 - Dining choices (with whom, types of service, etc.)
- » Activities
 - In the facility — in the community — religious
- » Choices around ethical and end of life issues
 - Pureed foods vs. normal consistency
 - Antibiotics vs. not taking any
 - Hospitalizations



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How Do I Get Answers to the “Why” Questions?

- » Hold focus groups with residents and/or families
- » Create a follow up questionnaire and distribute it to residents/families
- » Hold discussions about “choice” at resident council and family council meetings
- » LISTEN to the interactions between residents, families and staff
- » Let your residents and families know you listened to what they said on the surveys and you want to take action to improve



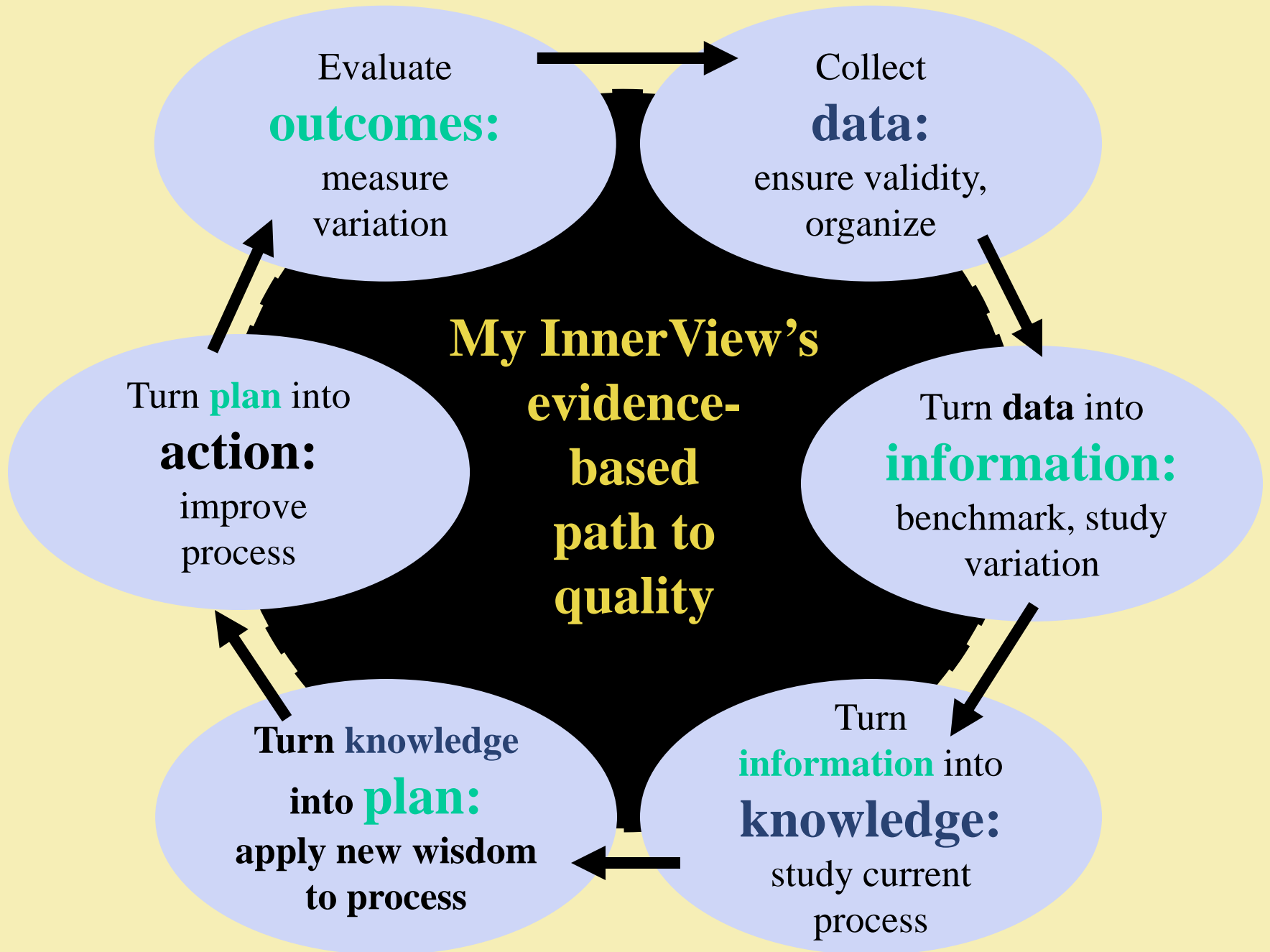
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What Next?

- » Gather answers to “why?”
- » Organize them and identify trends and patterns
 - Do they focus on dining or bathing or end of life?
 - Did you **hear** any specific ways you could meet residents’ needs for choices and preferences?
- » What processes impact resident choices?
- » What can we do to change and improve these processes to allow for resident choice?



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The View from a Resident

Craig



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Dealing with the Survey Results

Lonnie Bisbano, FACHCA, CNHA
Administrator/Owner

**Orchard View Manor Nursing & Rehabilitation
Center**

East Providence, Rhode Island



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Tell Me Again Why We Should Use Resident Satisfaction Surveys?

- Because a nursing home should be committed to collecting data to put themselves on the path to evidence-based Quality.
- How do we define Quality?



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Definition of Quality Endorsed by the American Health Care Association

“The totality of service features and characteristics that meet or exceed customer needs and expectations.”

<http://www.providermagazine.com/quality.htm>

Click on the article “Defining Quality in Long Term Care,” written by Bernie Dana.



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WARNING!

If you do ***not*** plan to use the results of your Resident Satisfaction Surveys to improve the quality of service you provide, ***it is far better that you not conduct the surveys at all.***



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Communicating the Results

- Determine what you want to communicate initially and to whom.
- Consider the current culture of your facility when deciding how to proceed.
 - Initially present the results to department heads
 - Present the findings to the staff and the medical staff
 - Have a meeting with the residents and families
 - Consider publishing results in a newsletter format
 - Use of bulletin boards to post results
 - Stakeholders on the outside may be interested in the results



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Where do we start?

- One member of the Leadership Team must be responsible and held accountable for managing this initiative.
- It is necessary that all efforts be coordinated through the facilities Quality Improvement Committee.
- Choose the issues
 - Start with “low hanging fruit”
 - Choose an area where you know you can show the residents you are listening to them
 - Choose an area which is more important to the residents even if you may not have scored too badly
 - Choose an area where you know you can achieve results quickly
 - Choose an area which is no surprise because you’ve “heard it before”



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A Priority Index or Action Agenda

- A tool to help you set the priorities for quality improvement efforts based on facility-specific data.
- The Predictive Value is the correlation between each item on the survey and the *recommendation of the facility to others*. It tells you how strongly each item influences the response to the “recommendation” item. The bigger the value the more the influence.
- This is more of an art than hard science, but it is likely that the focusing on these items might provide the greatest gains.



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What's Important to Nursing Home Families and Residents

RESIDENTS

1. Care (concern) of staff
2. Competency of staff
3. Choices/preferences
4. Safety of facility
5. Quality of RN/LVN/LPN care
6. Responsiveness of management
7. Respectfulness of staff
8. Quality of CNA care
9. Adequate staff to meet needs management
10. Attention to resident grooming

FAMILIES

1. Care (concern) of staff
2. Competency of staff
3. Quality of RN/LVN/LPN care
4. Quality of CNA care
5. Respectfulness of staff
6. Choices/preferences
7. Safety of facility
8. Adequate staff to meet needs
9. Responsiveness of
10. Attention to resident grooming



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Turn Information Into Knowledge

- Study current process
 - Gather more information
 - Identify contributing factors
 - Determine root cause(s)



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Look at key systems and processes that potentially impact your result

- Establish Focus Groups or Make it Better teams (MIB) to study the problem areas.
- Problems often develop because of lack of
 - Knowledge, Skill, and/or Will
- Listen and learn by collecting more information from stakeholders that have an insight into its issue.
- Analyze the information and take an in-depth look at the way work is being done and determine where the breakdown in systems or process may be occurring.
- Plan how you will resolve the issue by organizing your findings, state your interventions, define the responsible parties and dates and continue to monitor progress.
- Consider using the approach of PDSA (Plan, Do, Study, Act).



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An Example of Drilling Down

- **Issue:** Meeting the resident's choices and preferences
- **Does the:**
 - Nursing home make an effort to find out and document resident's personal habits, preferences, routines, likes and dislikes?
 - Staff accommodate resident's personal habits, preferences, routines, likes and dislikes?
 - Resident have a choice regarding when to wake up and go to bed?
 - Resident have a choice regarding the time of their bathing?
 - Resident have a choice regarding the frequency of their bathing?
 - Resident have a choice of what they want to eat and when they want to eat it?
 - Resident make important decisions affecting their daily lives on the unit?



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We did the best we could, with what we knew, and when we knew better, we did better.

-Maya Angelou

Thank You!

**Next Webinar is February 26,
2009**

**Please stay on the phone to
answer a few questions!**



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