



Peel Long Term Care Client Satisfaction Survey

Research in Support of the Common Purpose Strategy

2009 Long Term Care Divisional Report

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1. Background, objectives and methodology

Background

The Long Term Care Resident Satisfaction Survey is conducted annually with residents of the Region of Peel's five LTC centres and is designed to measure resident satisfaction. It is intended to be completed by residents wherever possible, recognizing that the majority of surveys are completed by family members/representatives for residents.

The survey is designed to collect both quantitative and qualitative feedback. This is used to improve LTC services across the centres. A combination of qualitative and quantitative data analysis is conducted to identify data trends and improvement opportunities. The results are considered at the divisional and centre levels so that actions can be taken both divisionally and locally.

Beginning in 2008, the LTC Division expanded its data analysis to explore drivers of resident satisfaction in the LTC centres, similar to the research conducted on the drivers of employee satisfaction for the Region of Peel as a whole. The LTC Division is interested in validating the driver model in the 2009-2010 research cycle.

Objectives

The objectives of the Region of Peel Long Term Care Division Study in 2009 are :

- To conduct an in-depth analysis of trends and findings across the five LTC centres in a divisional report;
- To conduct a qualitative analysis so as to be able to understand trends/themes in respondent comments in the divisional report
- To obtain five streamlined centre-specific reports containing tables only and respondent comments.
- To provide a set of succinct recommendations.

Method

In April and May 2009, LTC staff distributed the pencil-and-paper questionnaire to all residents in the five Centres. Participants mailed their completed survey to ERIN Research. ERIN conducted the analysis and prepared the divisional and centre reports.

Response rate

A total of 325 completed surveys were returned. The overall response rate was a very respectable 50 percent. Responses rates have climbed incrementally in recent years, from 41% in 2006 to 44% in 2007 and 46% in 2008. Among the five Centres, response rates ranged from 42% to 66%.

Nine percent of the surveys were completed by the residents themselves, 30 percent by the resident with some assistance, and 61 percent by a relative or friend. This pattern is very close to both 2007 and 2008.

The margin of error for this survey is $\pm 3.9\%$, 19 times out of 20, using the standard method for estimating error.

Reporting of results

The majority of survey questions used a 5-point “Strongly agree” to “Strongly disagree” scale. When reporting average agreement, the more intuitive 10-point format is used. The scales correspond as shown below¹:

Question on the survey:	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
I got clear accurate information	1	2	3	4	5
0-10 scale used for reporting the average result: (e.g. in Figure 9)	0	2.5	5.0	7.5	10.0
	}		}	}	
Agreement groupings: (e.g. in Figure 10)	Disagree		Neutral	Agree	

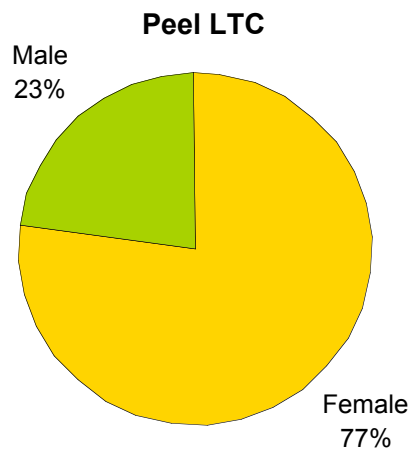
¹ The 0 to 10 scale provides the same information as the 5-point scale but makes it easier to understand the result. An average score of 7.0 out of 10 has clear meaning for most people, while the corresponding average of 3.8 out of 5 does not.

2. Who are our Long Term Care clients?

Gender

Figure 1 shows that the majority of LTC residents who responded to the survey are female (77 percent).

Figure 1. Gender

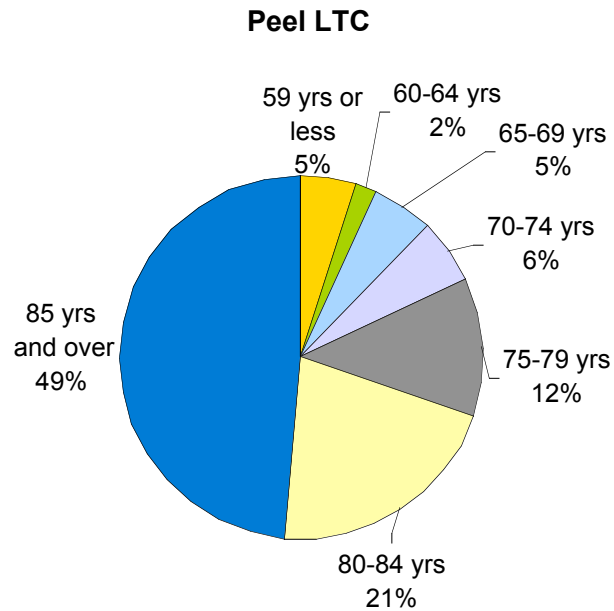


Note: The margin of error throughout the report is ± 3.9 percent.

Age

Figure 2 shows that just under half (49 percent) of LTC residents are 85 years and older. Another fifth (21 percent) are from 80 to 84 years old. The remaining 30 percent are split between the other age categories, with only 5 percent of residents at 59 years or less.

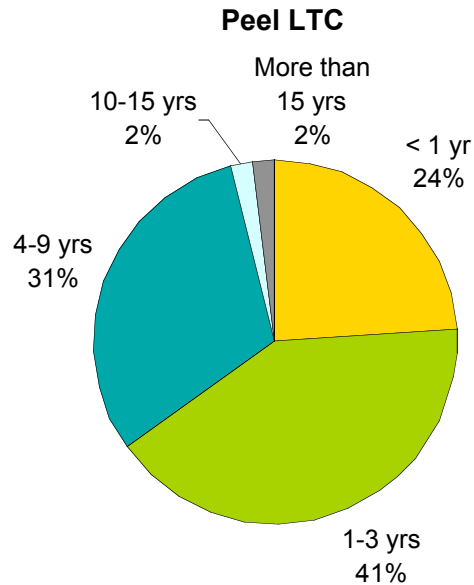
Figure 2. Age



Length of time at the Centre

Figure 3 shows that just under one-fourth of LTC residents have lived at the Centre for less than one year, and a further 41 percent have lived there for 1 to 3 years. Thirty-one percent have lived at the Centre for 4 to 9 years. The remaining 4 percent have lived at the Centre 10 or more years.

Figure 3. How long have you lived at the Centre?

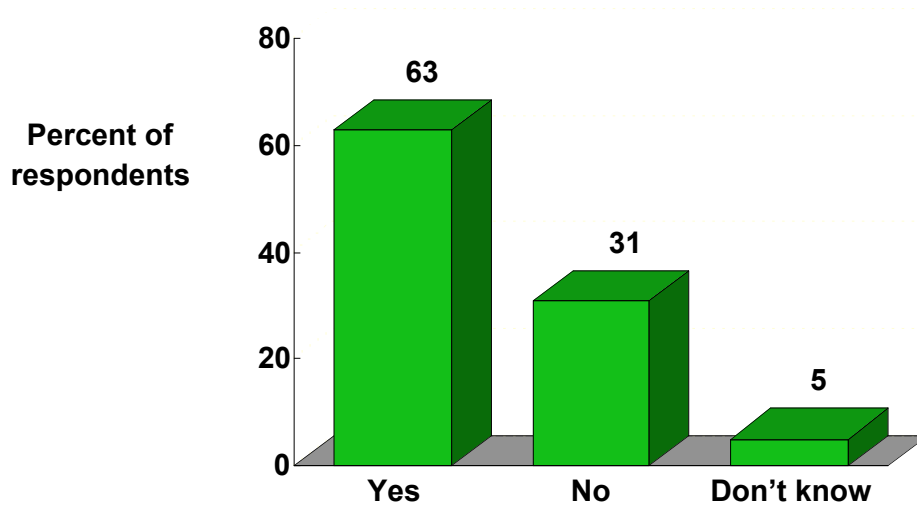


3. Choosing the centre

All residents were asked three questions about their choice of residence.

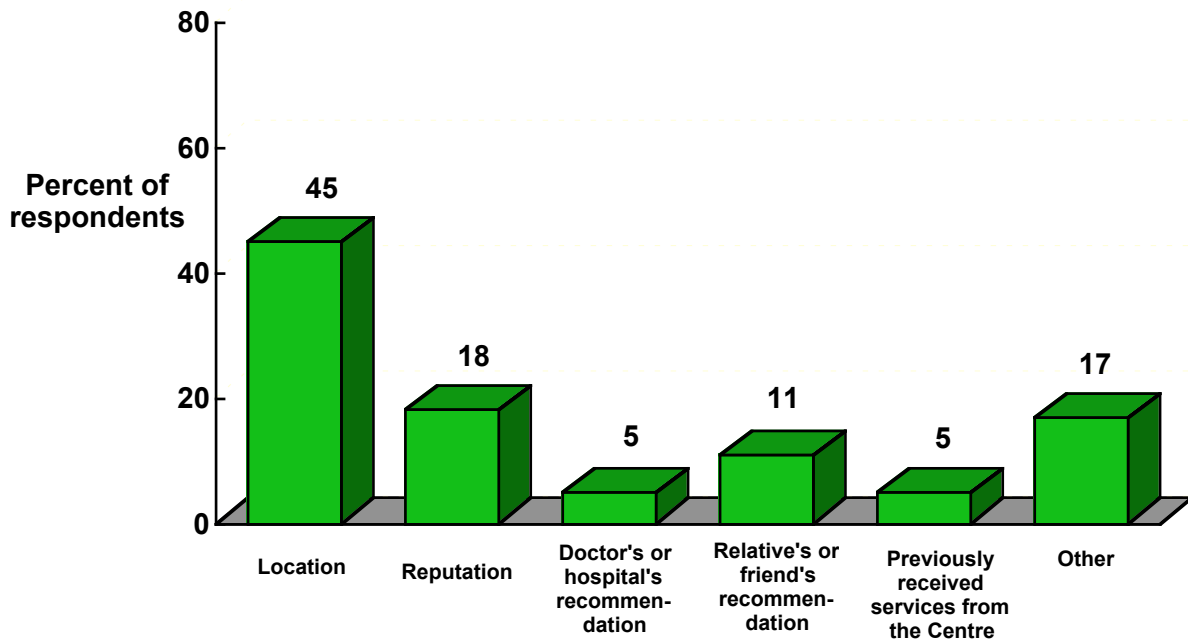
Just under two-thirds of residents said that the Centre where they presently live was their first choice when they started looking for a home, while 31 percent said that the Centre was not their first choice. 5 percent said 'Don't know'. Residents for whom the Centre was their first choice give higher ratings of overall satisfaction than others, however other factors have a far greater impact on satisfaction than this. The major elements that determine satisfaction are discussed in Chapter 12.

Figure 4. When you started looking for a home, was the Centre your first choice?



Location was the main reason that residents chose their Centre (45 percent). Eighteen percent said that the 'Reputation' of the Centre was the main reason for their choice, while 16 percent said the Centre was recommended to them by a friend, relative, doctor, or hospital.

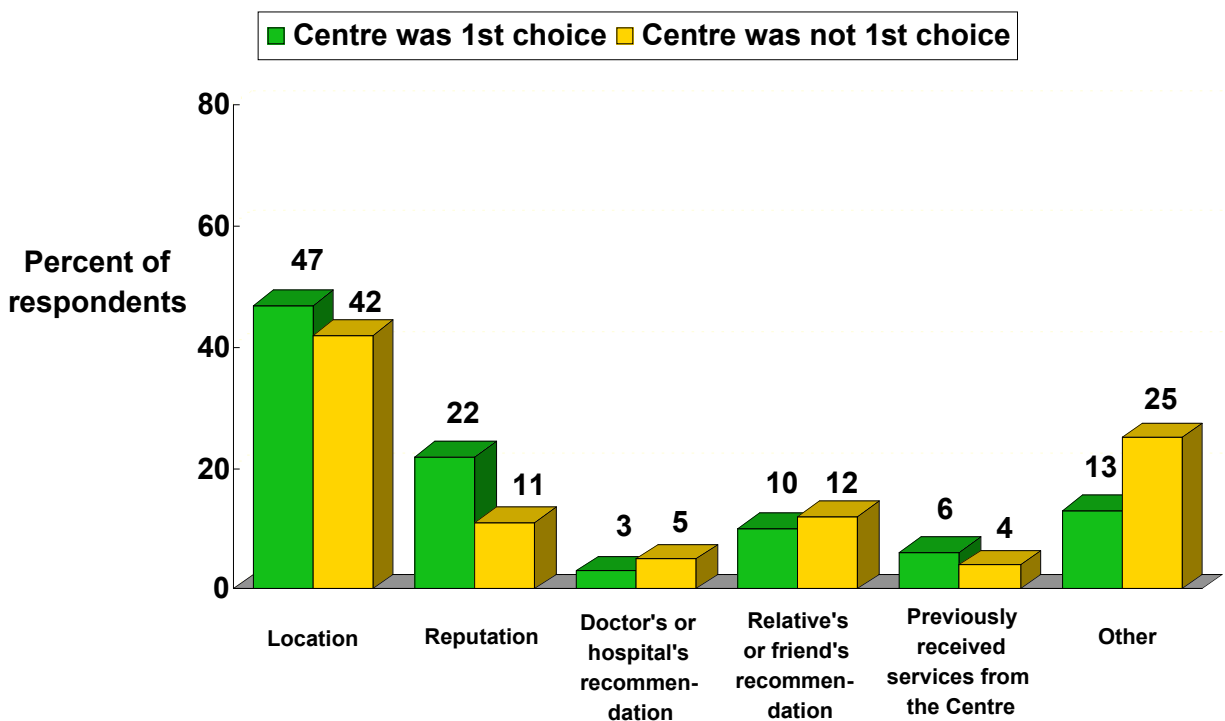
Figure 5. What was your main reason for choosing the Centre?



There were significant differences between the responses for residents who said that the Centre was their first choice versus those who said that it was not their first choice. Not surprisingly, this difference can be seen in the results for the 'Reputation' category, which was the main reason for 22 percent of those who said that the Centre was their first choice, versus only 11 percent of those who said that the Centre was not their first choice.

Some of those for whom the Centre was not their first choice presumably used the "Other" response to indicate this.

Figure 6. What was your main reason for choosing the Centre?

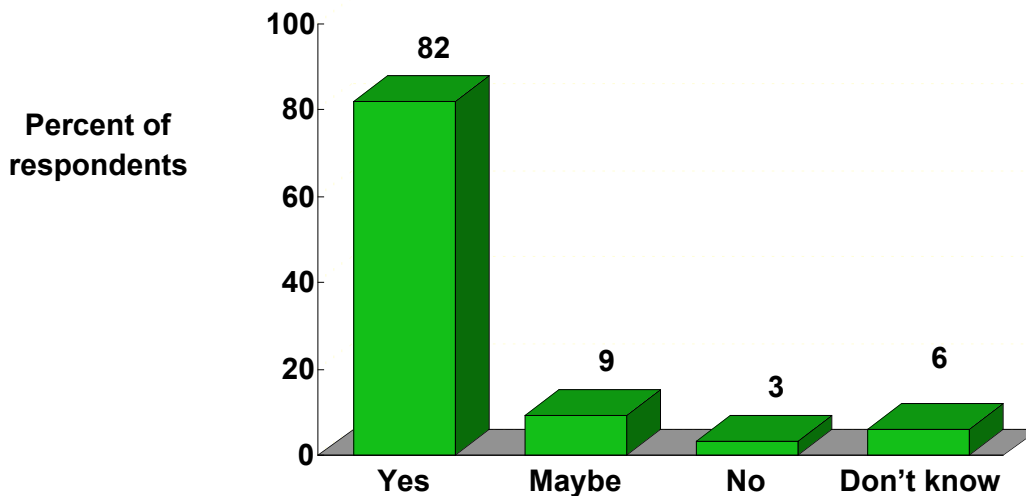


Differences between groups are statistically significant.

Overall, 82 percent say that if they had to choose again, they would choose the Centre as a place to live, while 9 percent said that they would 'maybe' choose the Centre again. Only 3 percent of residents said that they would not choose the Centre again.

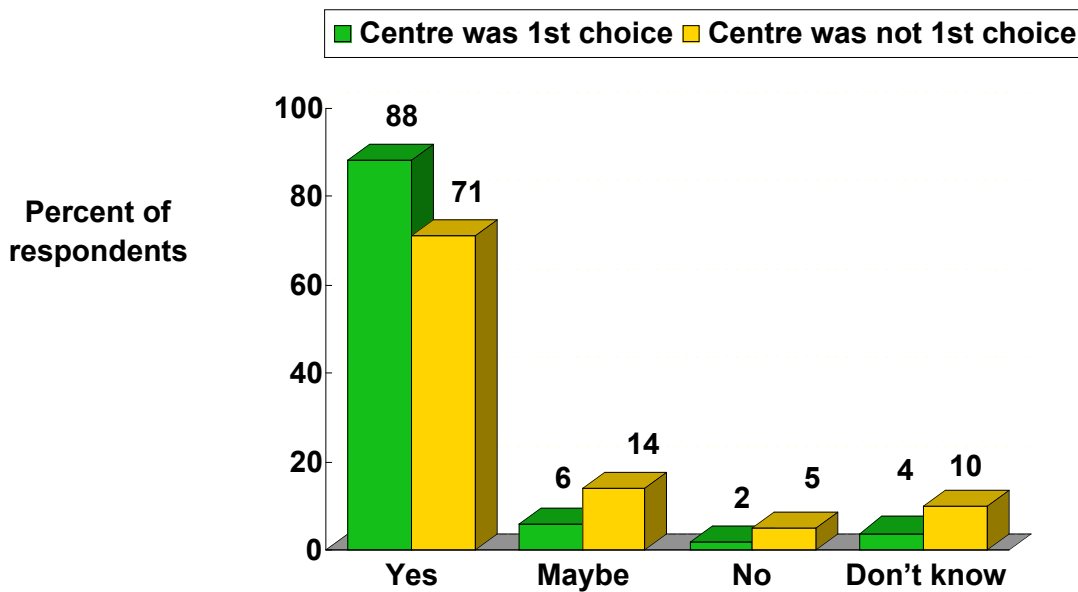
Those who answered "Maybe" or "No" were more likely to be residents who did not list the facility as their first choice of residence. Fifty percent of the "Maybe" or "No" group indicated the facility was not their first choice compared to 27% of those in the "Yes" group. The "Maybe" or "No" group does not differ from the "Yes" group on other characteristics including gender, age, and length of residence,

Figure 7. If you had to choose again, would you choose the Centre as a place to live?



Those for whom the Centre was their first choice were significantly more likely to give a positive answer to this question, but those for whom the Centre was not their first choice were still likely to say that they would choose the Centre again. Of the 31 percent of residents who had said that the Centre was not their first choice, 71 percent said that they would choose the Centre again as a place to live. 14 percent of residents who said that the Centre was not their first choice also said that they would 'maybe' choose the Centre again. Only 5 percent of those who said that the Centre was not their first choice responded that they would not choose the Centre again.

Figure 8. If you had to choose again, would you choose the Centre as a place to live?



Differences between groups are statistically significant.

4. The admission process

Residents who said that they had come to the Centre in the past 12 months were asked a set of questions on the admission process.

Figure 9 and Figure 10 are alternative presentations of the results on admissions. Figure 9 gives average scores and Figure 10 reports the percent of respondents who agree and disagree with the statement. Readers may use the format that they prefer.

The average scores for all measures were in the 'agree' range. 'I was treated fairly' received the highest score, 9.2 out of 10. The two lowest scores, were 'I got clear, accurate information' (8.4 out of 10) and 'The admission process took a reasonable amount of time' (8.3 out of 10). The relatively low score for questions dealing with timely service is a theme that carries through other sections of the survey results.

In general, measures dealing with the personal treatment received by new residents (being treated fairly, feeling welcomed, being treated in a friendly manner, caring and courteous staff) received higher scores than measures concerning more technical issues (getting what was needed, getting clear information, timeliness).

Figure 9. Service measures related to the admission process

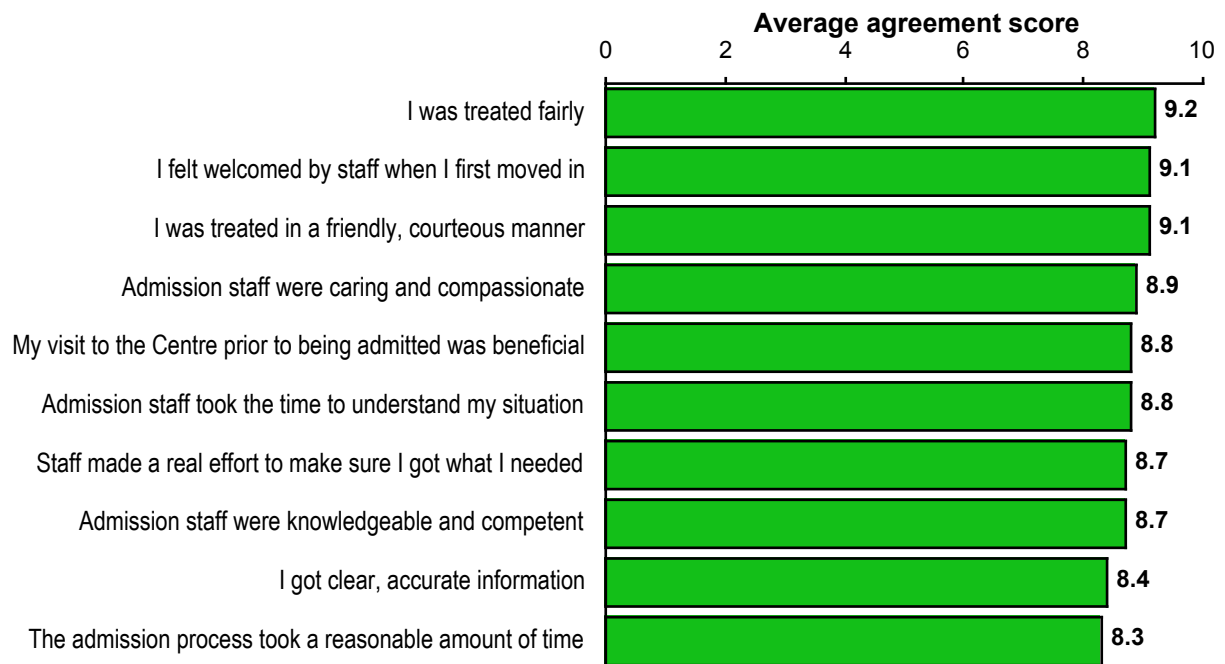
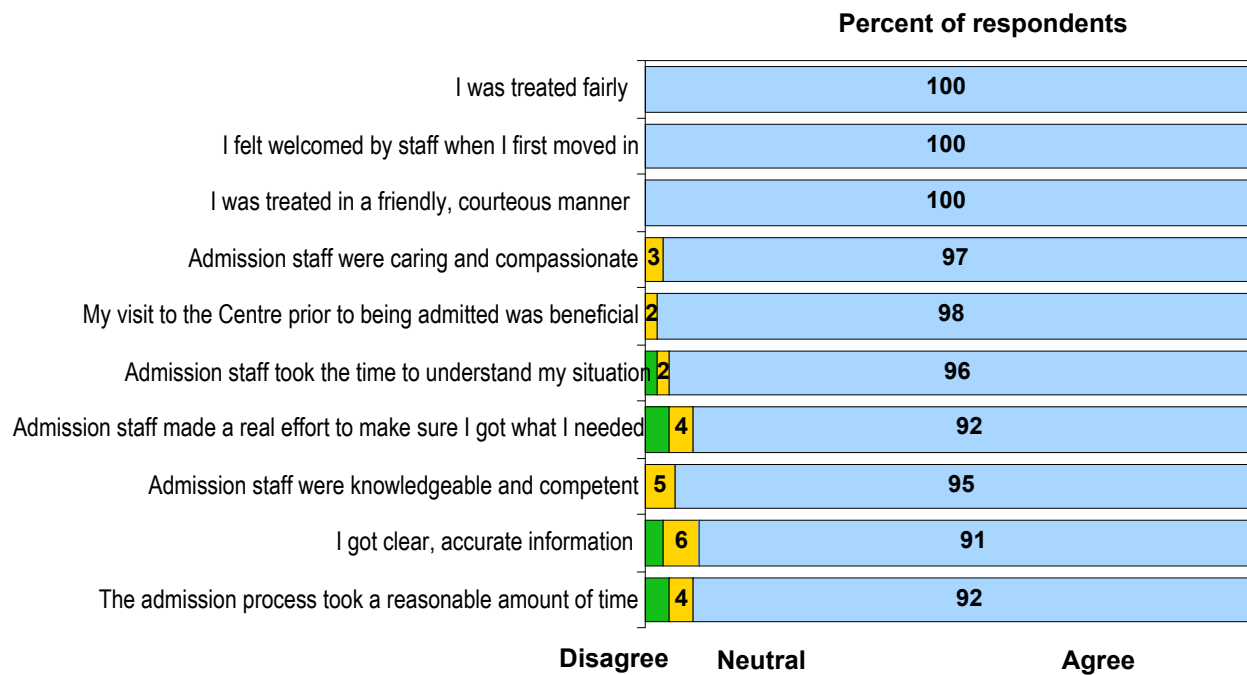


Figure 10 gives the percentage response to the set of questions on the admission process.

Figure 10. Service measures related to the admission process: percent agreement



Satisfaction with the admission process

Residents who were admitted in the past 12 months were also asked to rate their satisfaction on two measures. Residents rated both measures in the 'satisfied' range. The average satisfaction score for 'The overall admission process at the Centre' was 8.6, a very good rating.

Figure 11. Admission process satisfaction measures: average scores

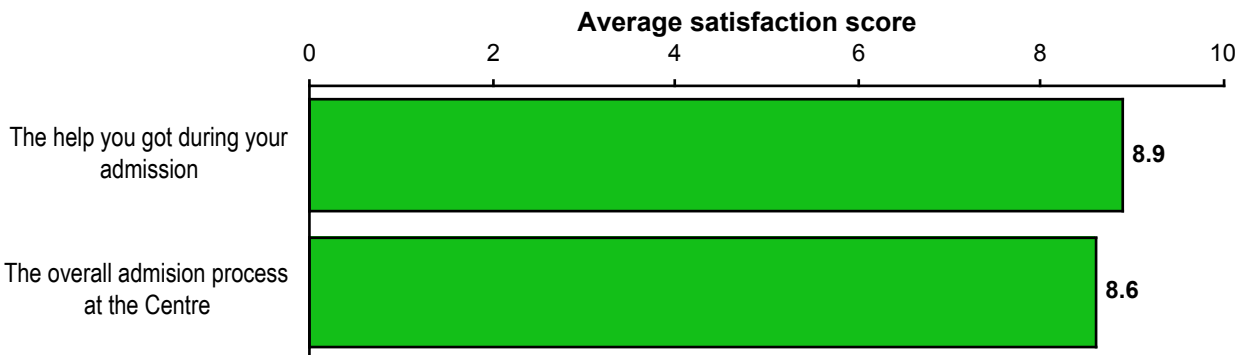
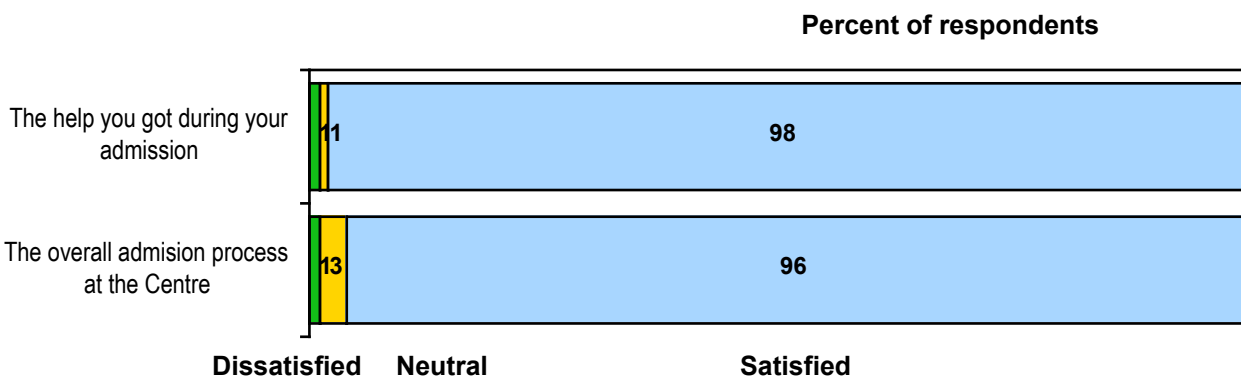


Figure 12. Admission process satisfaction measures: percentages



5. Nursing care

All residents were asked to rate their agreement on a series of 'Nursing care' service measures. All of the measures scored in the 'agreed' range. 'Nursing staff treat me fairly' and 'Nursing staff treat me with dignity and respect' both scored higher than the other measures at 8.4, and 'Nursing staff respond promptly when I call for assistance' produced the lowest score of 7.4. Again, the measure of timely service scored lower than other measures.

Figure 13. Service measures related to nursing care

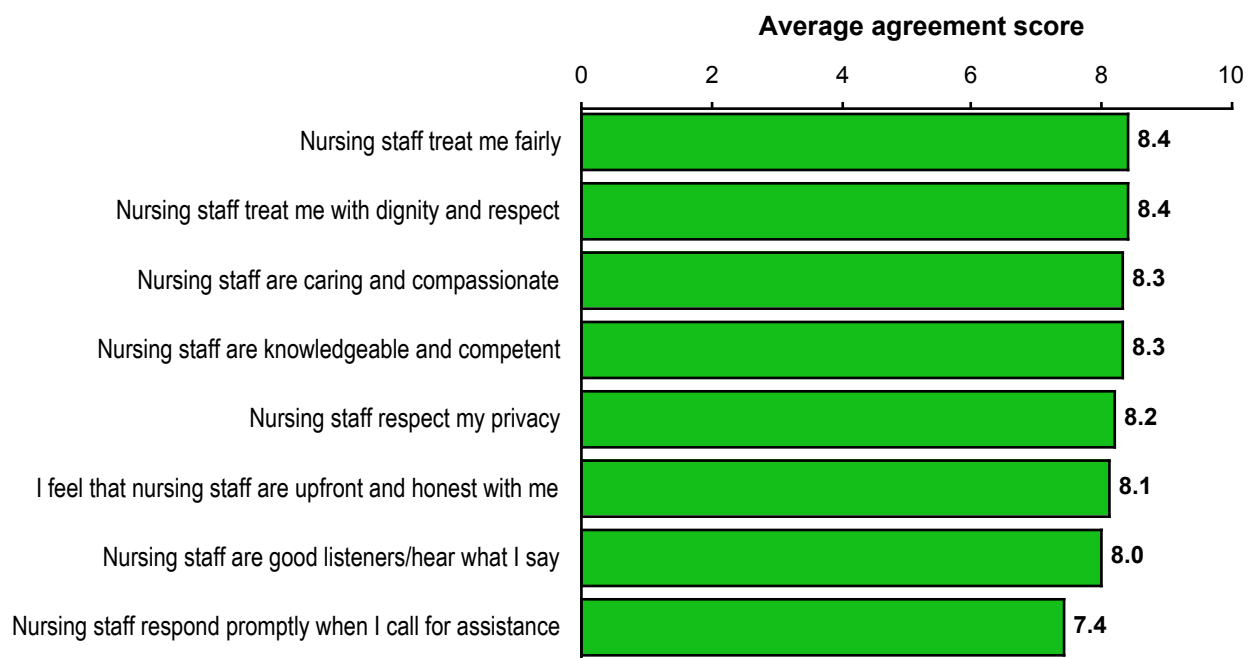
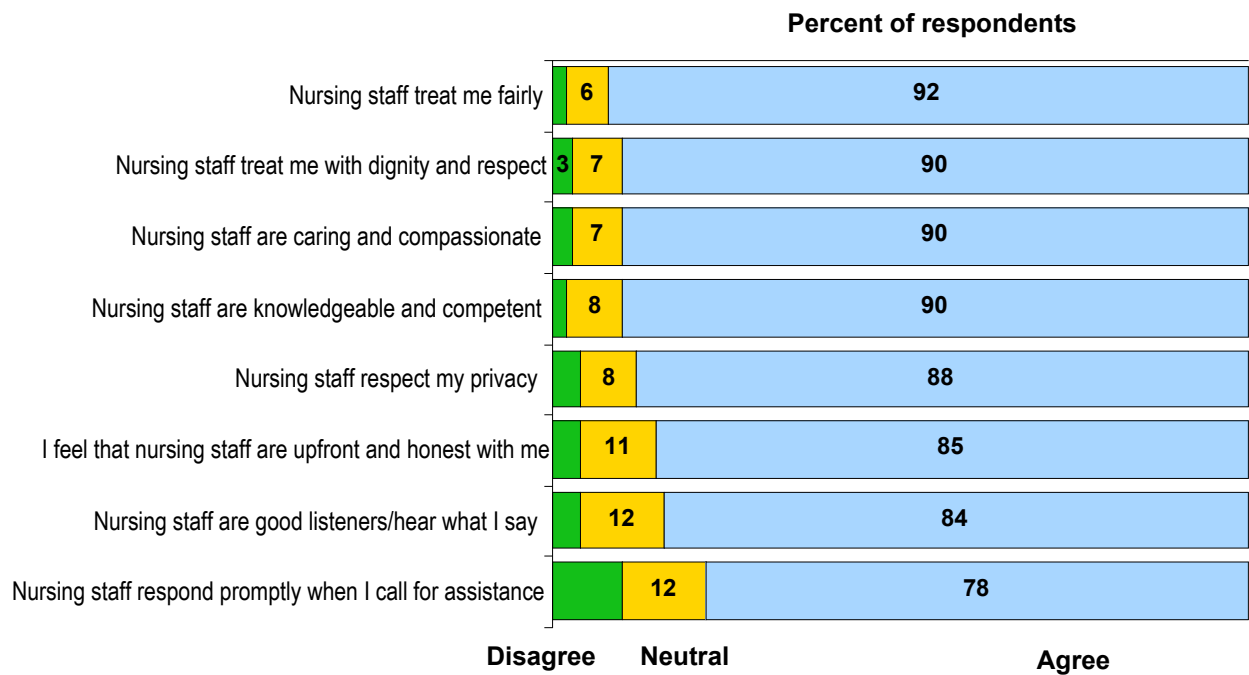


Figure 14 gives the percentage response to the set of questions on nursing care.

Figure 14. Service measures related to nursing care: percent agreement



6. Personal care

All residents were asked to rate their agreement on a series of 'Personal care' service measures. 'I am treated in a friendly, courteous manner' scored the highest level of agreement with a score of 8.3. Two measures received lower scores than the others. 'My needs are responded to in a reasonable amount of time' scored 7.5, while 'Personal care staff respond promptly when I call for assistance' scored 7.1. Both of these are measures of timeliness, the first being a more general measure and the second relating to a more concrete situation when assistance is specifically requested.

Figure 15. Service measures related to personal care

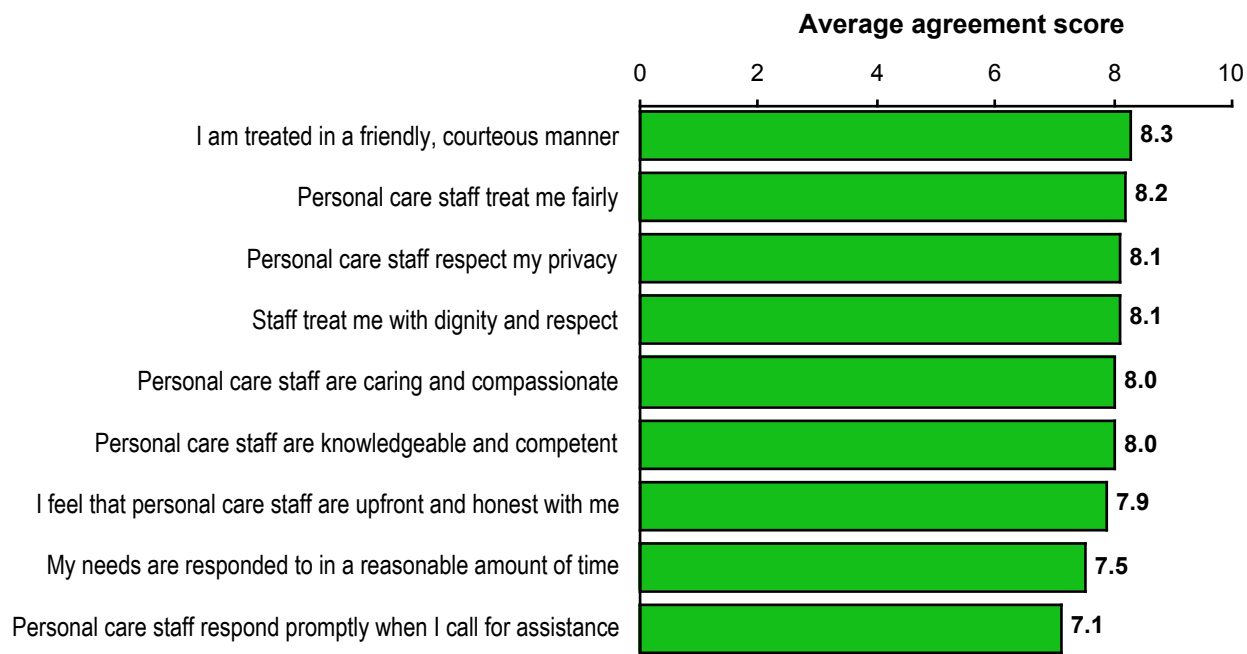
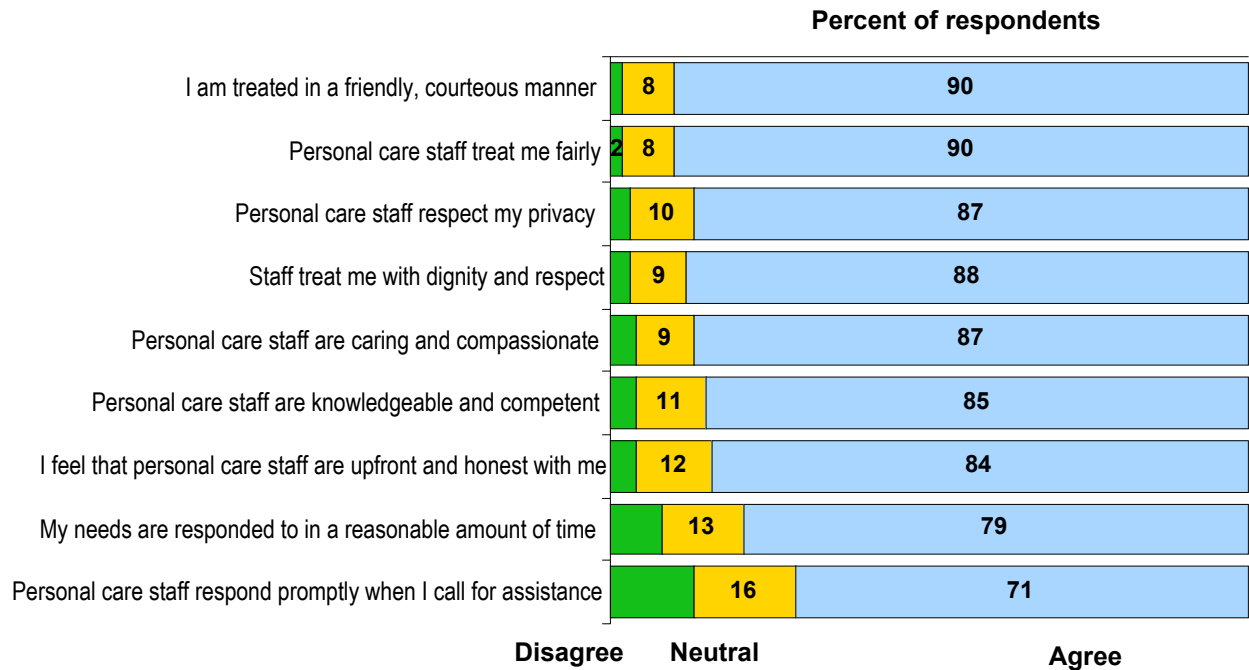


Figure 16. Service measures related to personal care: percent agreement



7. Medical care

Peel Long Term Care residents were asked to rate their agreement on a series of measures regarding their Medical care. The measures receiving the highest scores were: 'I am treated in a friendly, courteous manner,' (8.3) and 'My doctor treats me with dignity and respect,' (8.2). The measure 'When needed, my doctor sees me promptly' scored much lower than the other measures (7.2). This was the only measure of timeliness in the 'Medical care' group. Measures which involve 'time' issues consistently receive lower scores from residents. 'I get adequate information about my medical condition' also received a score lower than other measures (7.5).

Figure 17. Service measures related to medical care

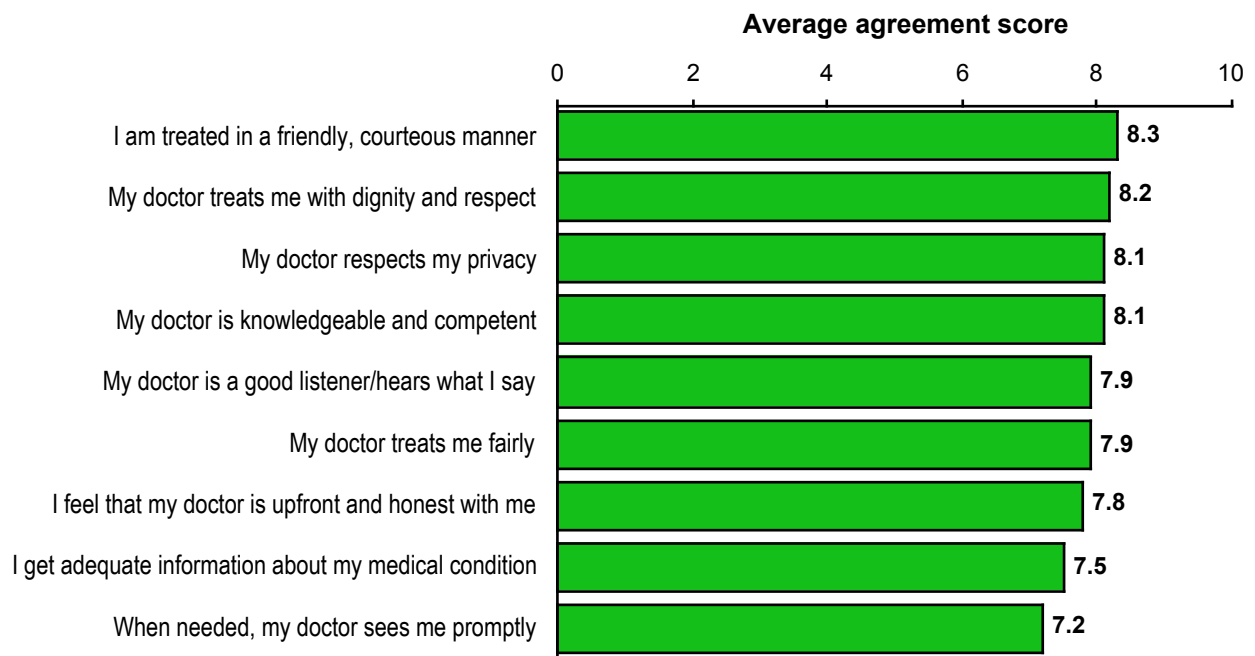
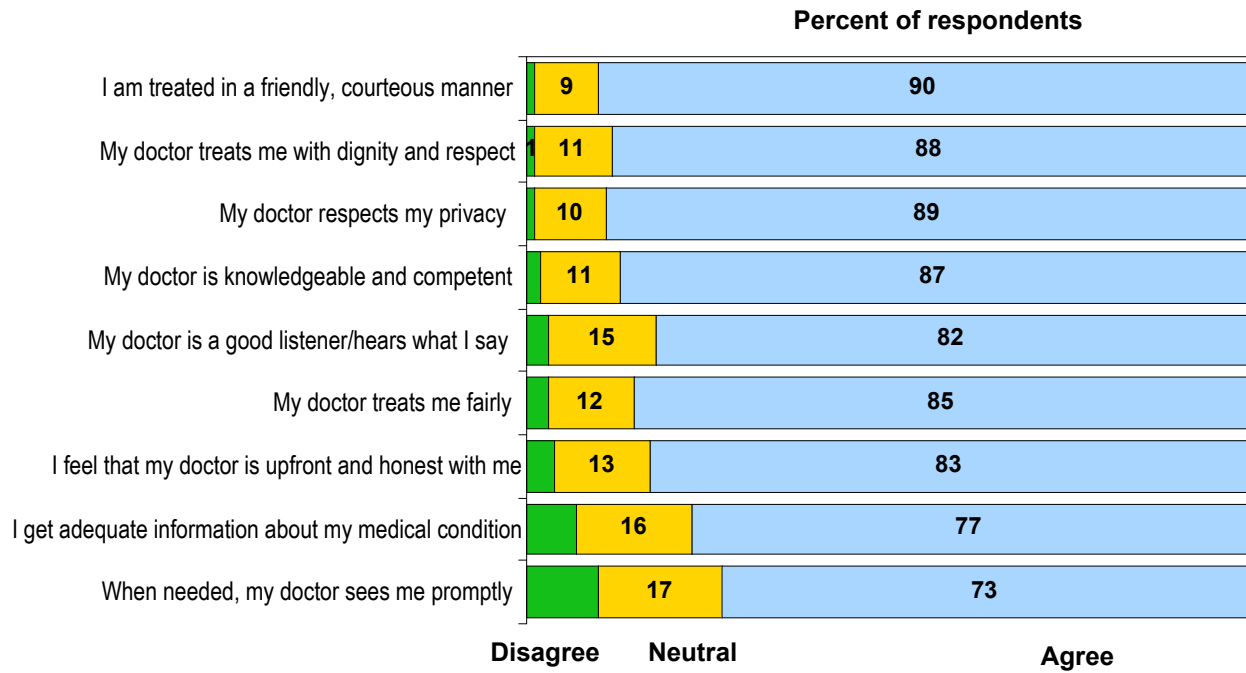


Figure 18. Service measures related to medical care: percent agreement



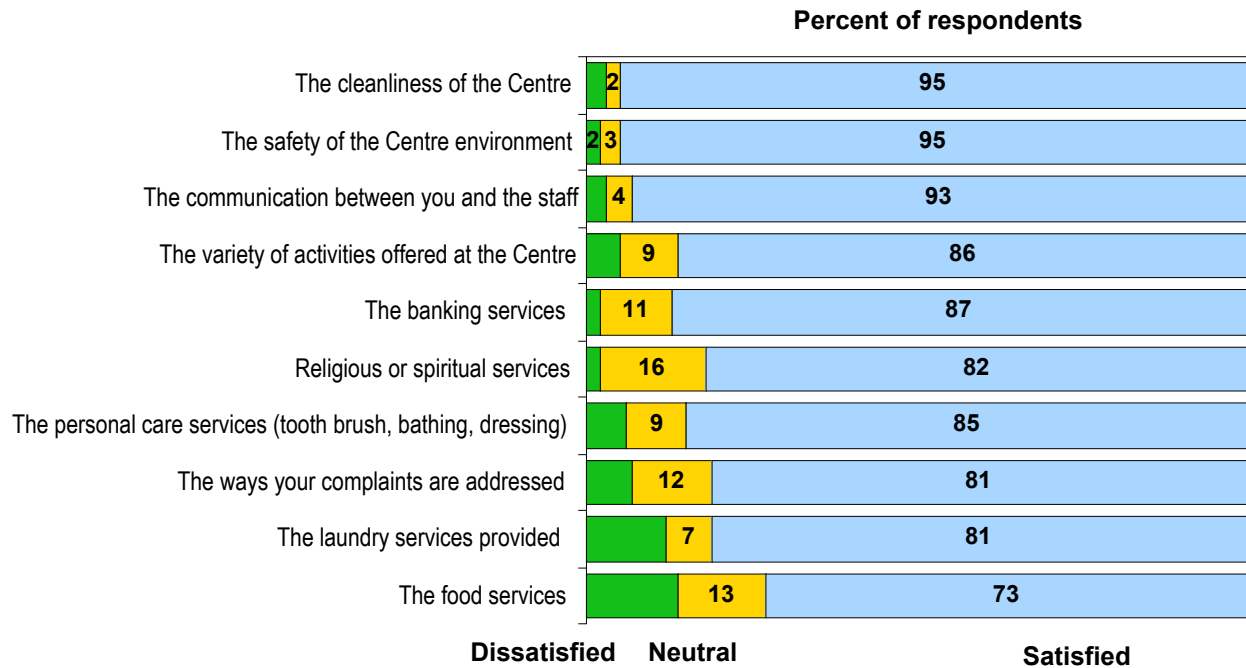
8. Homelike environment

All residents were asked to rate their satisfaction with a series of measures regarding the 'Homelike environment' of the Centre. The highest scores of 8.7 related to 'The cleanliness of the Centre' and 'The safety of the Centre environment.' 'The food services' received the lowest satisfaction rating of 7.3.

Figure 19. Service measures related to homelike environment



Figure 20. Service measures related to homelike environment: percent satisfied



9. Respondents' written comments

Respondents were given an opportunity to write comments in response to two questions:

- What is good about the Centre – What is going well?
- What would you like to be improved the most in the Centre?

Seventy-nine percent of residents commented on one or both topics. The number of comments on each topic was almost identical.

Comments were grouped into the 14 categories shown in Table 1. In all, 51 percent of all comments were positive and 49 percent cited needs for improvement.

The most frequent topic was about staff attitude toward residents. Sixteen percent of all comments stated that staff were caring, friendly and respectful, while three percent of all comments were to the effect that staff should be more caring.

In most areas, the majority of comments were positive or closely divided between positive and negative. The exceptions, where negative comments clearly prevailed, were food and the need for more staff.

Table 1. Summary of written comments

Service	Percent of all comments		Total
	Element is good	Element needs improvement	
Staff caring, friendly, respectful	16	3	20
Activities	9	5	14
General satisfaction with the Centre: "Everything is good"	8	5	13
Food	1	10	11
Need for more staff or volunteers	0	5	6
Overall cleanliness and maintenance	5	1	5
Facility — modern, renovations	2	3	5
Personal care hygiene	1	3	4
Medical care, medication, physiotherapy	1	3	4
Laundry	0	3	3
Communication, addressing complaints, language barrier	1	3	3
Nursing care	2	1	3
Homelike environment including noise level, comfort	1	1	2
Organization	1	1	1
Safe environment	1	1	1
Open door policy, freedom	1	1	1
Privacy	1	1	1
Location, convenience	1	0	1
Total	51	49	100
Base number of comments	281	269	550

ILLUSTRATIVE COMMENTS: What is good about the Centre – What is going well?

All the people who take care of my mother, as she says, are very caring and respectful of her. For us they are like a family.

I like the way the staff treats my mother, like she is their mother.

Nurses are understanding and helpful. I have a good listener at night.

Nurses (95%) caring and compassionate.

Religious/spiritual activities, attitude/morale of staff, layout of building, competence of nurses, PSWs and rest of staff.

Some staff are amazing, kind and loving and are great with the residents.

Due to the general upkeep, the staff and caregivers seem to feel good about the place which also reflects in their good care giving.

Nursing staff are familiar with my medical history and can respond to my needs.

My mother-in-law is becoming more social and joins in on many of the activities.

Prior to coming my father-in-law was bed-ridden, he is now given a chance to go around, join in activities, now that he is able to be active again.

The nursing staff is excellent. The building design & accommodation are very good. The cafeteria and food services are very good. All aspects of Malton Village are very good except the laundry services.

Great people and staff. Work well on a team and they involve you. Really know how to communicate.

There is excellent care and plenty of wonderful activities. A great place!

Care of residents. Upgrading of facilities activities. Feels like home.

Lots of stimulus, identify needs and support family caring, compassionate, knowledgeable.

Residents enjoy the activities that the day program provides.

Staff and volunteers are gentle and caring with the residents.

Communication with head nurse of floor/with top dogs, really really appreciate the phone calls (returned) and the quick resolving of problems.

Meal selection is good.

Renovations are making rooms larger and there's more light.

ILLUSTRATIVE COMMENTS: What would you like to be improved the most in the Centre?

But, our wing at Blue Jay is grossly understaffed. You need more people at lunch time, to feed residents.

Food. Fresh fruit and vegetables that are cooked properly for older people to eat. Less pasta dishes. Real potatoes.

Food. It is never hot. Toast is piled up and soggy, never eat it. Peel Manor needs to find some way to get the food from the kitchen to us, hot. I do not blame kitchen staff for cold food. I blame door equipment. Manor is less than satisfactory and at times very unpleasant. I do not have dementia. I'm here because I have advanced rheumatoid arthritis and osteoporosis.

Getting the doctor to call back when you have a concern or question. Not getting different suggestion on how to get a hold of him from the nursing station, front desk. I've had more suggestions on what to do and still not gotten to talk to the doctor. I realize he is busy but family members are too!

In order of importance: 1) quality of the food 2) cleanliness of the floors. But above and beyond 1 and 2 is something that Peel Manor can't control. The resident to PSW and the resident to nurse ratio. Would like to see the ratios cut in half, i.e. 6 residents per PSW, 2 nurses per unit at all times.

More attention to simple needs i.e. wanting water to drink for those who aren't able to express themselves.

Watching/helping during meals - see lots of clients at different times not being helped during meals. I.e. food on her lap found (on my mom) many times and her asking for more to eat.

More entertainment.

The personal care dressing, like changing them when they are wet and don't keep them in nighties in the lunch room.

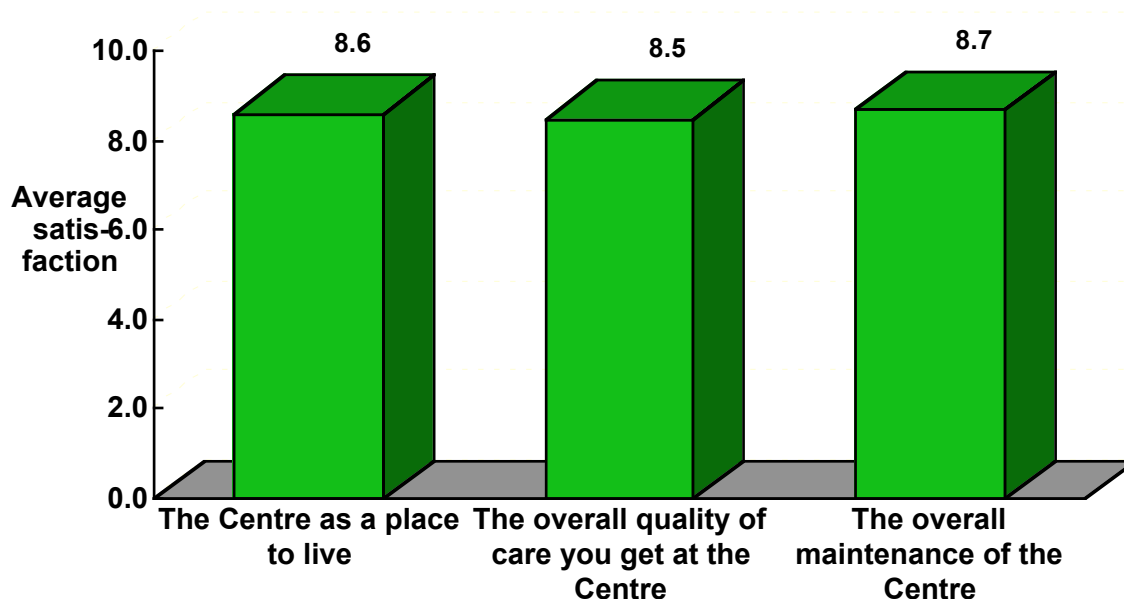
The PSWs don't act professionally and some show favoritism and act too affectionately to patients.

Orientation: My mother joined Peel just before Christmas. The orientation was very confusing, I had expected that someone would have arranged a meeting for us with one person to show and tell as, how to become integrated. It was very confusing for me and my mother. I needed to know how many shifts, how many person/shift, the rotation cycle, meal times, laundry facilities, etc.

10. Overall assessment

Residents were asked a series of general satisfaction measures intended to cover the overall Long Term Care experience. All three measures received scores in the 'satisfied range.'

Figure 21. Overall satisfaction measures: averages



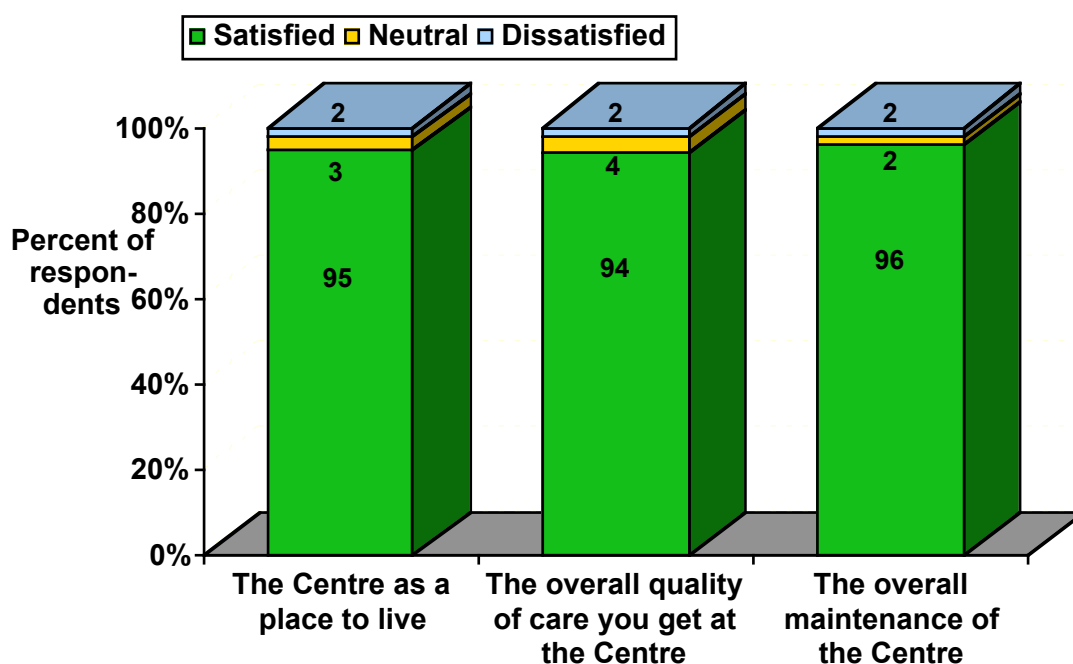
Satisfaction with “The Centre as a place to live” is the measure used in the Ontario Municipal Benchmarking Initiative (OMBI) . Peel’s current score is 95 percent satisfied, Table 2 and

Figure 22, which is at the upper end of its range over the past several years.

Table 2. OMBI measure: “Satisfaction with the Centre as a place to live”

Year	Percent satisfied
2005	95%
2006	93%
2007	90%
2008	92%
2009	95%

Figure 22. Overall satisfaction measures: percentages



A note on the OMBI measure

The “percent satisfied” measure that OMBI reports is the percent of respondents who said they were either Satisfied or Very Satisfied with the Centre as a place to live.²

The differences among municipalities on this measure are, for the most part, very small. In 2006, scores for each of the 13 participating municipalities were 92 percent or better. In 2007, just one municipality scored less than 90. Most of the differences among these scores are likely below the level of statistical significance. (It is not possible to conduct statistical tests without the actual frequencies for each municipality).

Differences among municipalities may arise from methodological factors. To make meaningful comparisons of the OMBI figures, it would be important to know what the response rate was for each municipality and what was the proportion of residents who completed the survey on their own versus with assistance. Characteristics of the resident populations such as age, mobility and ethnicity (e.g. ability to communicate in English) could also contribute to differences among municipalities.

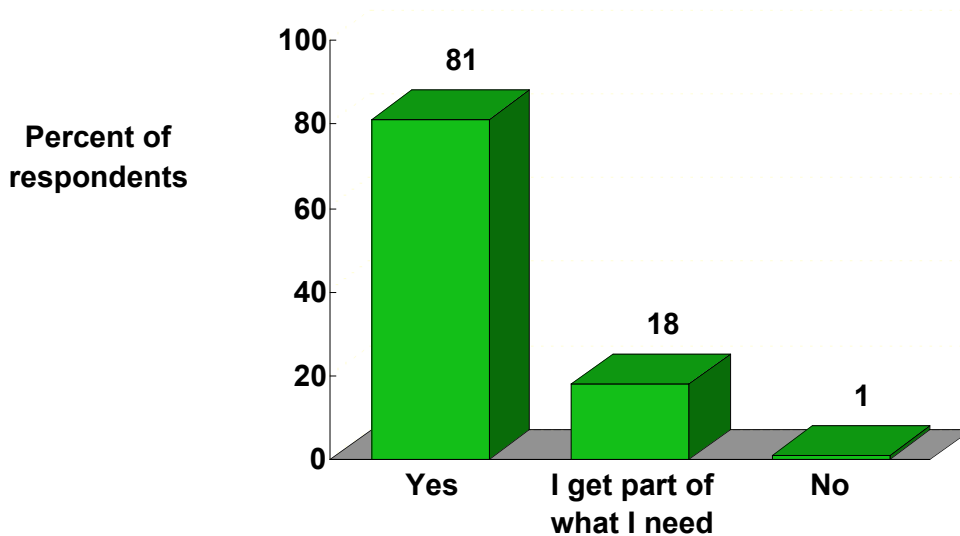
The general conclusion to be drawn from the OMBI results is that all participating municipalities achieved very high satisfaction scores.

² OMBI 2006 Performance Benchmarking Report.

Does the Centre give you what you need?

Eighty-one percent of residents felt that the Centre gives them what they need, while a further 18 percent said that they are getting 'part' of what they need, for a total of 99 percent who said that they are getting what they need or part of what they need. Only 1 percent said that they are not getting what they need.

Figure 23. In the end does the Centre give you what you need?



Residents were asked whether they feel that life in the Centre is better or worse than what they expected. A score of 5 out of 10 represents “About what I expected” and 10 represents “Much better”. The average score was 7.7, and is therefore in the “Better” range.

Figure 24. Thinking about life in the Centre, would you say that it is better or worse than you expected when you first came?: average

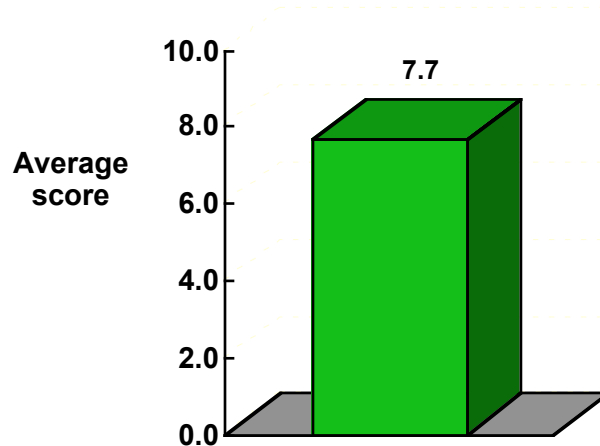
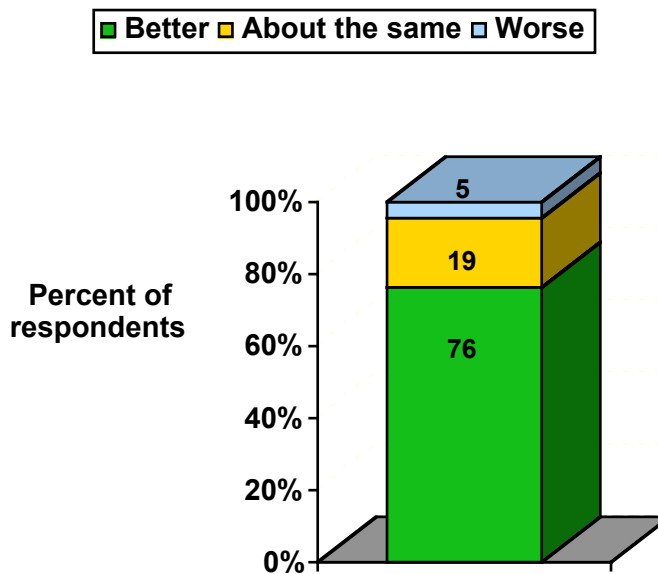


Figure 25. Thinking about life in the Centre, would you say that it is better or worse than you expected when you first came?: percentage



11. Comparison with 2008 results

Overall, results for 2009 are incrementally higher than for 2008. The trend is upward in each area of the survey, and the increase is statistically significant in the areas of Admissions Staff, Nursing care and Homelike Environment (Table 3). This table reports the average score for the 8 to 10 individual questionnaire items in each area.

In most instances, the individual items that make up these averages do not register a statistically significant differences from year to year. Two notable exceptions are in the Homelike Environment group. Ratings of “The cleanliness of the Centre” increased from 8.2 to 8.7, and “The communication between you and staff” increased from 7.9 to 8.5.

The increases in performance measures, Table 3, underlie the statistically significant increases in the three overall satisfaction measures, Table 4.

Table 3. Performance in specific areas

Area	2008	2009	Statistically significant
Admissions Staff (Average of 10 items)	8.2	8.8	√
Nursing Care (Average of 8 items)	7.8	8.1	√
Personal Care (Average of 9 items)	7.6	7.9	–
Medical Care (Average of 9 items)	7.8	7.9	–
Homelike Environment (Average of 10 items)	7.7	8.1	√

Table 4. Overall satisfaction measures, 2008–2009

Area	2008	2009	Statistically significant
Satisfaction with... The Centre as a place to live	8.3	8.6	√
The overall quality of care you get at the Centre	8.1	8.5	√
The overall maintenance of the Centre	8.3	8.7	√

Residents who are more and less independent

In 2009, as in 2008, the great majority of residents did not complete the survey independently. There are three groups:

- 9 percent of surveys were completed by residents entirely on their own;
- 30 percent of surveys were completed by residents with assistance, and;
- 61 percent were completed by a friend or family member on behalf of the resident.

In the 2008 results, there was a strong tendency for the more independent residents, those who completed the survey on their own, to give lower scores than the other two groups. These latter two groups generally gave similar ratings.

In 2009, this tendency still exists but is considerably reduced. The 13 items that produced statistically significant differences between more and less independent groups in 2008 appear in Table 5. In 2009, just two of the 13 items remain different to a statistically significant degree.

Additionally, there is a significant difference on one 2009 item that did not register a difference in 2008. This is “Satisfaction with the way complaints are addressed”, which has 2009 scores of 6.2 for the more independent residents and 7.8 for the less independent group.

Table 5 Perceptions of more and less independent residents

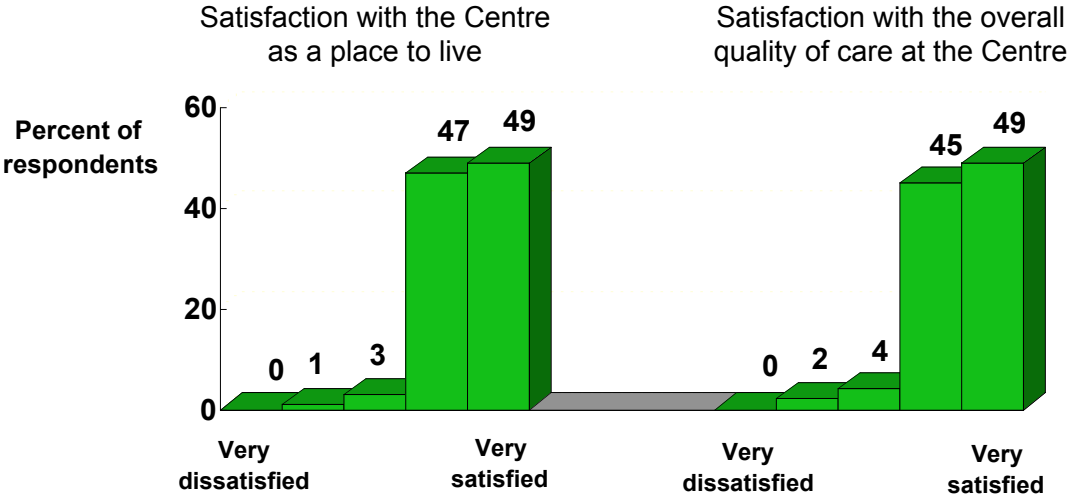
Statement	Independence:		Difference 2009	Difference 2008
	More	Less		
Nursing staff...				
- are caring and compassionate	7.8	8.3	0.5	1.3 *
- treat me fairly	8.1	8.4	0.3	1.0 *
- are knowledgeable and competent	7.6	8.4	0.8	1.2 *
Personal care staff...				
- respond promptly when I call	6.0	7.1	1.1	1.5 *
- treat me fairly	7.5	8.2	0.7	1.1 *
- respect my privacy	7.7	8.1	0.4	1.0 *
My doctor...				
- is upfront and honest with me	7.6	7.8	0.2	1.1 *
- respects my privacy	7.5	8.2	0.7	1.0 *
Environment...				
The safety of the Centre	8.2	8.8	0.6	1.3 *
The variety of activities offered	7.1	8.3	1.2 *	1.3 *
The food services	5.4	7.5	2.1 *	2.3 *
The banking services	8.5	8.2	-0.3	1.5 *

* Statistically significant difference.

12. What drives satisfaction with Peel Long Term Care?

While satisfaction with LTC is certainly high, residents do range all the way from those who are very satisfied to those who are dissatisfied (Figure 26). This raises the question of what separates those who are more satisfied with their experience from those who are less satisfied.

Figure 26. Distribution of the overall satisfaction measures



The main body of the survey explores a number of factors that may contribute to overall satisfaction. The survey was divided into four major sections:

- Nursing care
- Personal care
- Medical care
- “A homelike environment”.³

A statistical model, Figure 27, shows how residents view the interplay of these factors. The model is almost identical to that which resulted from the 2008 survey. This is to be expected since the results, overall, are very similar to 2007.

³ The survey also asked about the admission process. This section was not used in the present analysis because these questions were only answered by the relatively few residents who had entered LTC in the past year.

The model has two levels or layers. The top layer shows that overall satisfaction depends heavily on several of the items in the “Homelike Environment” section of the survey. Three critical items in this section speak to the warmth and richness of the residents’ experience:

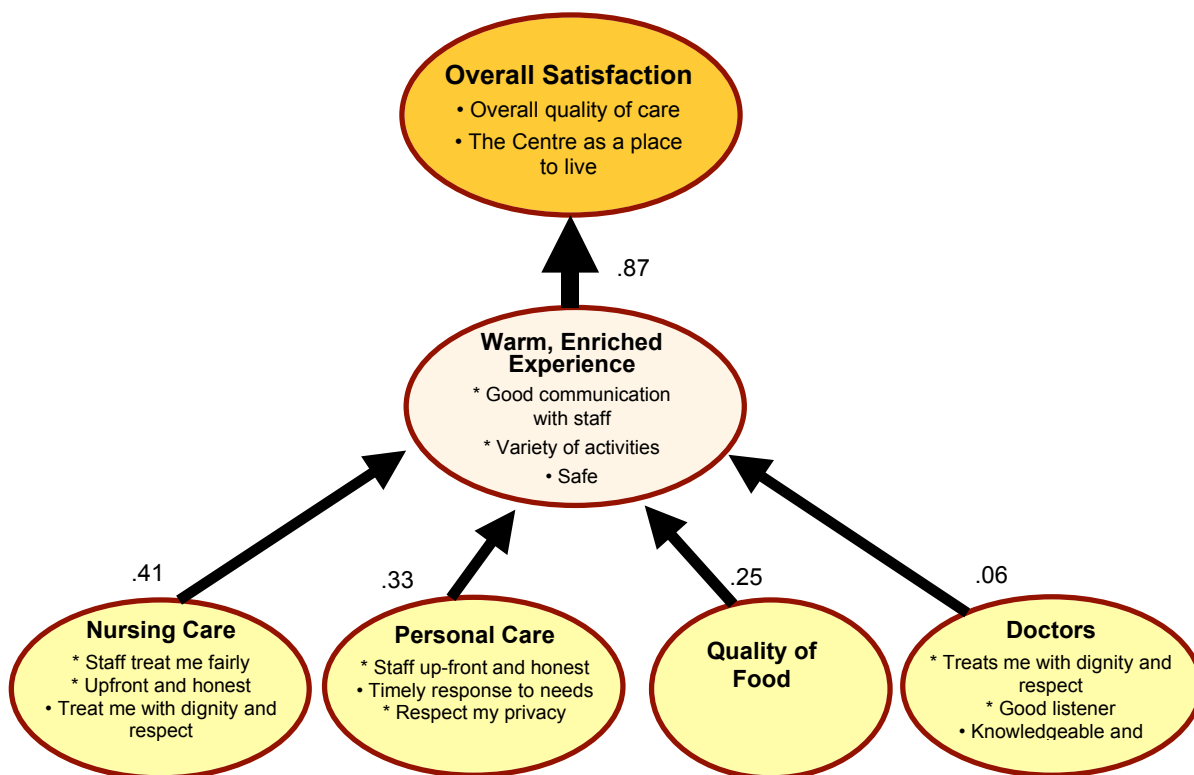
- The communication between you and staff
- The variety of activities offered at the centre
- The safety of the Centre environment.

(Other items in this section speak to more functional elements such as laundry and banking facilities, or have been addressed in other parts of the survey, e.g. personal care)

The model shows that overall satisfaction with the Centre depends heavily on this Warm, Enriched experience. The high coefficient (.87) that joins them indicates that the two concepts are practically identical .

The question then becomes, “What contributes to this desirable experience?” The four elements on the lower level are all important in this regard. The arrows in the diagram indicate causal influences and the numbers beside them indicate the strength of the relationship.

Figure 27. Drivers of satisfaction



Nursing Care plays the greatest role in creating the sense of a Warm, Enriched Experience, followed closely by the Quality of Food, Personal Care and Doctors.

Residents are saying, in effect, “I am satisfied with my Centre because I have good communication with staff, the activities suit my needs and I feel safe. Nursing staff, personal care staff, medical staff and the quality of food all contribute to this sense of well-being. The opposite is true for the few who are dissatisfied: “I am dissatisfied because I do not have this type of experience”.

Impact of the drivers

Figure 28 illustrates the impact that the driver elements have on the Warm, Enriched Experience measure (and so, indirectly, on Overall Satisfaction).

- The first column represents the 45 percent of residents who rated care at 7.5 out of 10 or more on all four drivers. (7.5 out of 10 is the same as 4 out of 5 on the original response scale). The average overall satisfaction rating for this group is 9.2 out of 10.
- The second column represents the 28 percent of residents who rated care at 7.5 or more on any three of the drivers – one driver was therefore less than 7.5. Their average satisfaction drops to 8.3 out of 10.
- The final column shows the 3 percent of residents who rated care on all four drivers at less than 7.5 out of 10. Their average satisfaction score is just 6.6 out of 10.

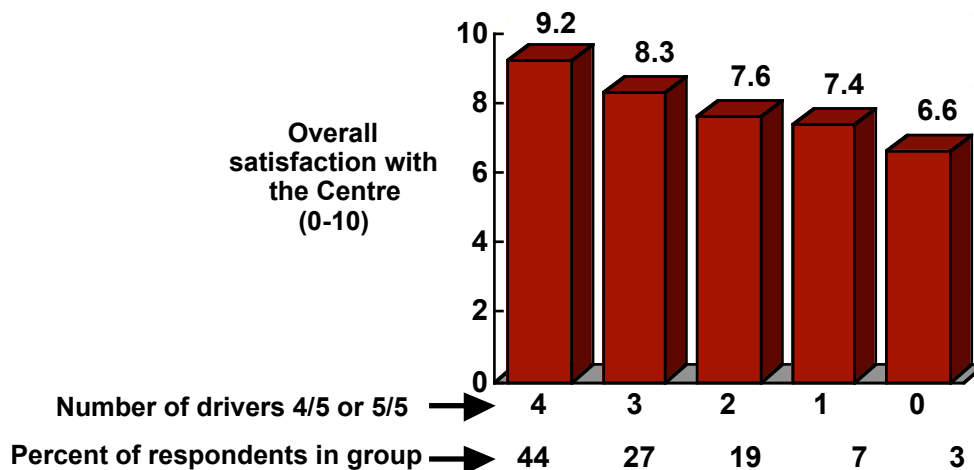
This illustration is somewhat of a simplification, because not all the drivers have equal impacts, however it serves to show the large effect that the drivers do have.

One conclusion to be drawn from this illustration is that **consistently good service is the key to high satisfaction ratings**. Service need not be perfect – the 9.2 satisfaction rating in column one is based on residents who gave ratings of either 4 or 5 out of 5.

A related conclusion is that Peel LTC is fundamentally strong. Nearly half the residents are in the exceptionally high 8.9 group. It follows that there is no need to re-invent the LTC system. (If the top group had scored 6.2 rather than 9.2, one might want to re-examine the program's basic structure).

Results indicate that the key to improvement is to identify individuals and/or situations where scores fall below the four-out-of-five level and to bring them up to that level.

Figure 28. Impact of the drivers on overall resident satisfaction



13. Continuing the successful path

Strong foundation

The 2009 Resident Satisfaction Survey shows that Peel Long Term Care (LTC) is moving forward on a very positive foundation.

Firstly, as in 2008, the results of the survey show a high level of satisfaction among residents.

Secondly, the direction moving forward continues to be clear. There are no conflicting findings.

Thirdly, the results demonstrate that each and every staff member is essential to gaining and sustaining resident satisfaction.

Finally both quantitative data and qualitative information (namely resident comments) are consistent in their messages. Listening carefully to and acting intentionally on the views and voices of the residents is key to sustaining continuous improvement in every Peel LTC facility.

The challenging times

The dynamic and effective forward path must take into account real constraints that LTC must live with. The challenge will be how to design a strategy that creatively optimizes the resources available. One concrete example is Food, which is one of the drivers of resident satisfaction. Lacking an increased food budget, there may be ways of preparing meals to meet residents' differing needs and preferences.

Strategy for action

In rolling out the results, we recommend a three pronged strategy:

1. Focus on the drivers: It is recommended that the Peel LTC leadership and staff focus on the five drivers of resident satisfaction that have been developed using the results from the 2008 survey:

- (i) Warm, Enriched environment = Good communication with staff, variety of activities and safe environment
- (ii) Nursing care = staff treat me fairly, caring and compassionate, knowledgeable and competent
- (iii) Quality of food
- (iv) Personal Care = staff up-front and honest, timely response to needs and respect privacy
- (v) Doctors = up-front and honest, good listener, knowledgeable and competent

2. Provide ongoing staff workshops oriented to action: It is recommended that Peel LTC continue facilitated workshops with staff in each of the five facilities. In these sessions staff would review the key findings and work through how each driver could best be enhanced in that setting. A follow up session in six months time could be held with the same groups to discuss progress, barriers to change and strategies for overcoming these barriers.

3. Continue to measure resident satisfaction and act on the results. In this regard, Peel LTC is committed to further developing the survey method. In a brief technical document, ERIN Research makes recommendations regarding achieving a consistently high response rate across the five Peel facilities and makes suggestions for further enhancing the survey instrument for the 2009 survey cycle.