



# Peel Long Term Care Client Satisfaction Survey

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Research in Support of the Common Purpose Strategy

2010 Long Term Care Divisional Report

# Table of contents

1.	<b>Background, objectives and methodology</b>	<b>3</b>
2.	<b>Who are our Long Term Care clients?</b>	<b>5</b>
3.	<b>Choosing the centre</b>	<b>8</b>
4.	<b>The admission process</b>	<b>13</b>
5.	<b>Nursing care</b>	<b>16</b>
6.	<b>Personal care</b>	<b>18</b>
7.	<b>Medical care</b>	<b>20</b>
8.	<b>Food services</b>	<b>22</b>
9.	<b>Homelike environment</b>	<b>22</b>
10.	<b>Respondents' written comments</b>	<b>25</b>
11.	<b>Overall assessment</b>	<b>29</b>
12.	<b>Comparison with 2008/2009/2010 results</b>	<b>34</b>
13.	<b>What drives satisfaction with Peel Long Term Care?</b>	<b>37</b>
14.	<b>Continuing the caring work</b>	<b>41</b>

# 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.

## Objectives

The objectives of the Region of Peel Long Term Care Division Study in 2010 are:

1. To conduct an in-depth analysis of trends and findings across the five LTC centres for a divisional report;
2. To conduct a qualitative analysis so as to be able to identify themes in respondent comments for the divisional report;
3. To provide a set of succinct recommendations.

## Method

In 2010, LTC staff distributed the pencil-and-paper questionnaire to all residents in the five Centres. ERIN Research was sent the data which had been entered by the Region and then ERIN Research conducted the analysis and prepared the divisional report.

## Response rate

A total of 326 completed surveys were returned, giving a response rate of 48 percent. Responses rates climbed incrementally from 41% in 2006 to 46% in 2008 and they have remained at this level for the last three surveys (i.e. the year-by-year variation within the 46% to 50% range is not statistically significant, nor is there a significant trend for this period either up or down). Among the five Centres, 2010 response rates ranged from 43% to 81%.

Fourteen percent of the surveys were completed by the residents themselves, 31% by the resident with some assistance, and 55 percent by a relative or friend. The 14% of independent completions is slightly higher than in recent years. In 2009, 9% completed the survey on their own.

The margin of error for this survey is  $\pm 3.9\%$ , 19 times out of 20, using the standard method for estimating survey 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 below<sup>1</sup>:

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

When comparing scores for the various survey questions, differences of 0.4 points or greater are generally statistically significant. Differences smaller than this are not generally significant.

<sup>1</sup> 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.

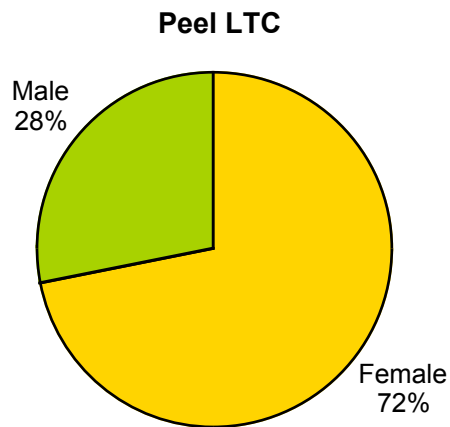
## 2. Who are our Long Term Care clients?

### Gender

Figure 1 shows that the majority of LTC residents who responded to the survey are female (72 percent).

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**Figure 1. Gender**

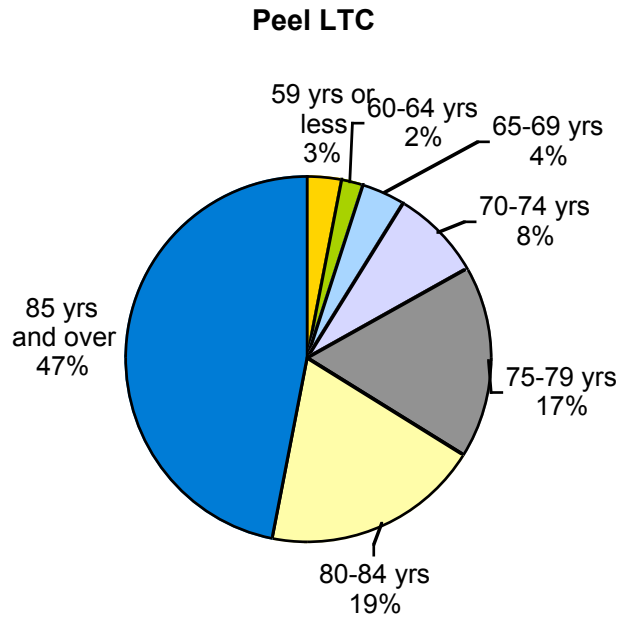


## Age

Figure 2 shows that just under half (47 percent) of LTC residents are 85 years and older. Another fifth (19 percent) are from 80 to 84 years old. The remaining 34 percent are split between the other age categories, with only 3 percent of residents at 59 years or less.

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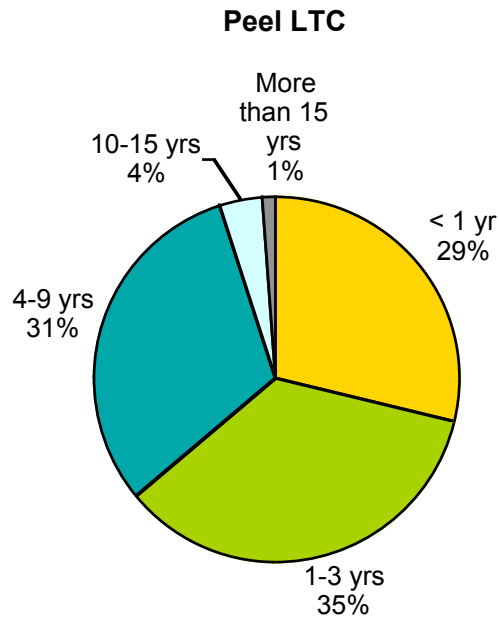
**Figure 2. Age**



## Length of time at the Centre

Figure 3 shows that 29 percent of LTC residents have lived at the Centre for less than one year, and a further 35 percent have lived there for 1 to 3 years. Thirty-one percent have lived at the Centre for 4 to 9 years. The remaining 5 percent have lived at the Centre 10 or more years.

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

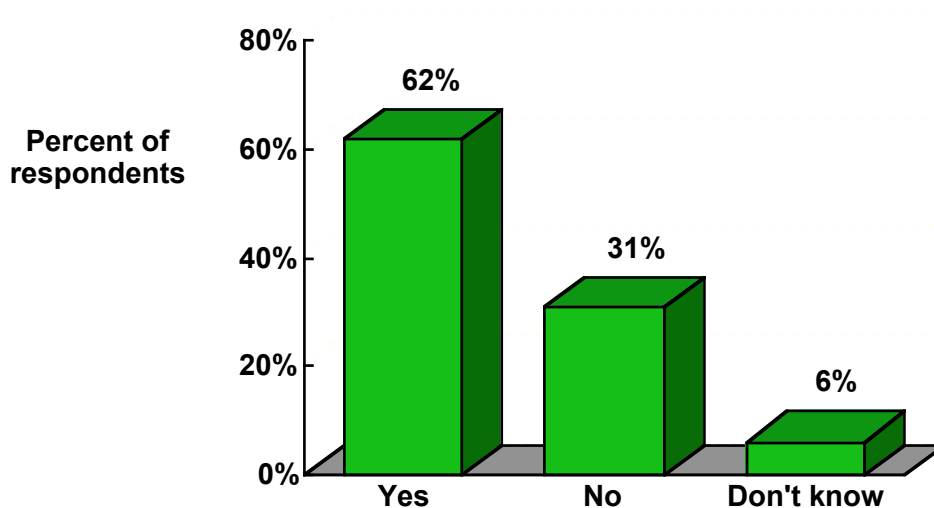


# 3. Choosing the Centre

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. 6 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 13.

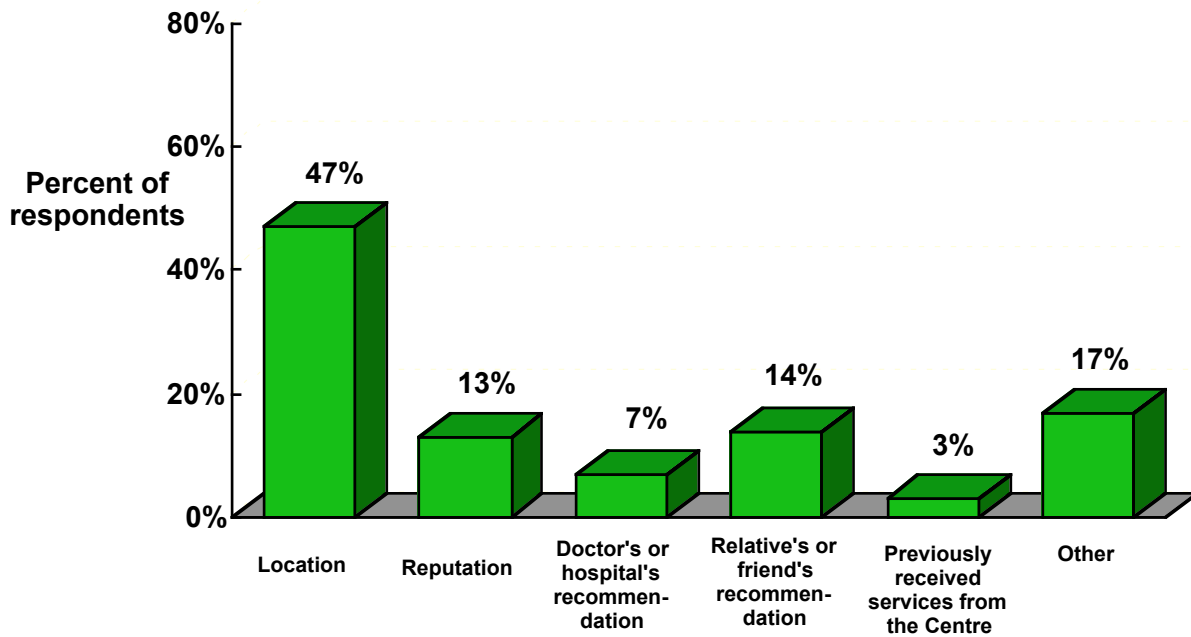
**Figure 4. When you started looking for a home, was the Centre your first choice?**



**Location** was the main reason that residents chose their Centre (47 percent). Thirteen percent said that the 'Reputation' of the Centre was the main reason for their choice, while 21 percent said the Centre was recommended to them by a friend, relative, doctor, or hospital.

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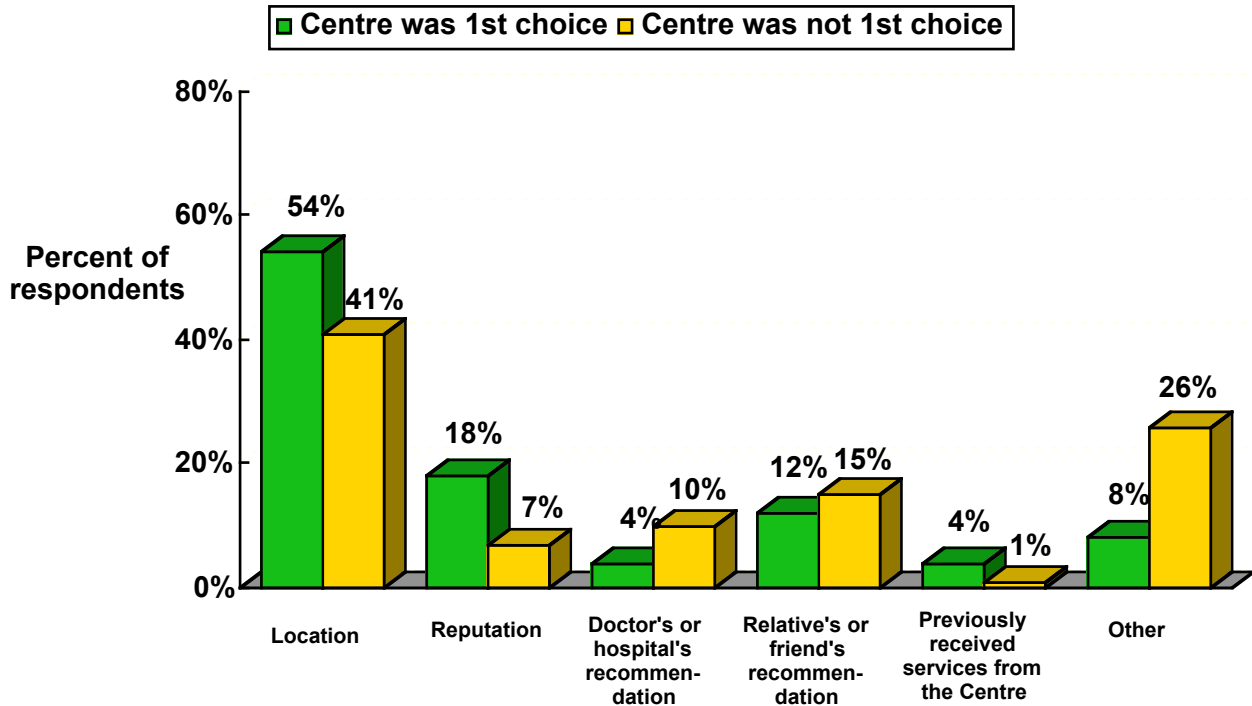
**Figure 5. What was your main reason for choosing the Centre?**



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 18 percent of those who said that the Centre was their first choice, versus only 7 percent of those who said that the Centre was not their first choice. There was also a large difference between the results for the 'Location' category – 54 percent for those who said that the Centre was their first choice versus 41 percent for 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?**

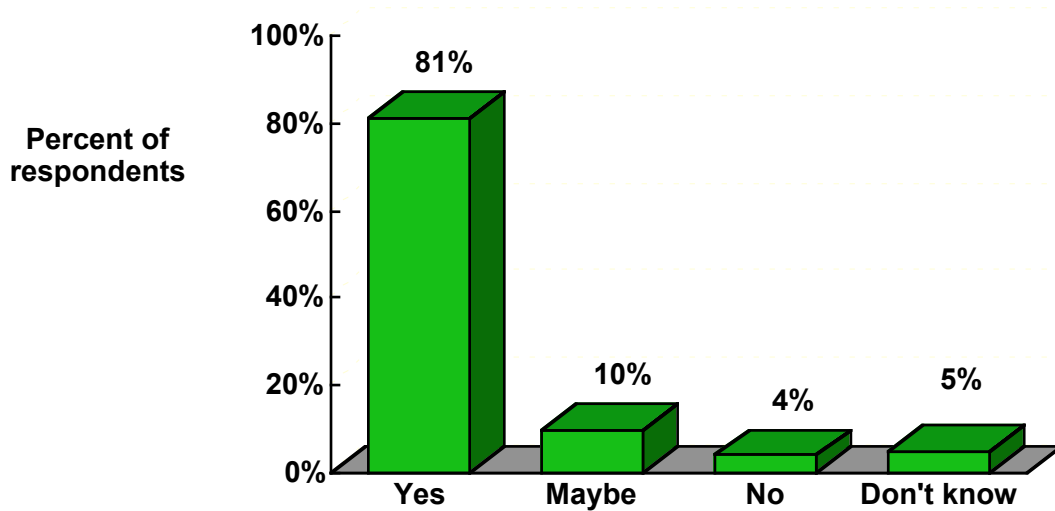


Differences between groups are statistically significant.

Overall, 81 percent say that if they had to choose again, they would choose the Centre as a place to live, while 10 percent said that they would 'maybe' choose the Centre again. Only 4 percent of residents said that they would not choose the Centre again.

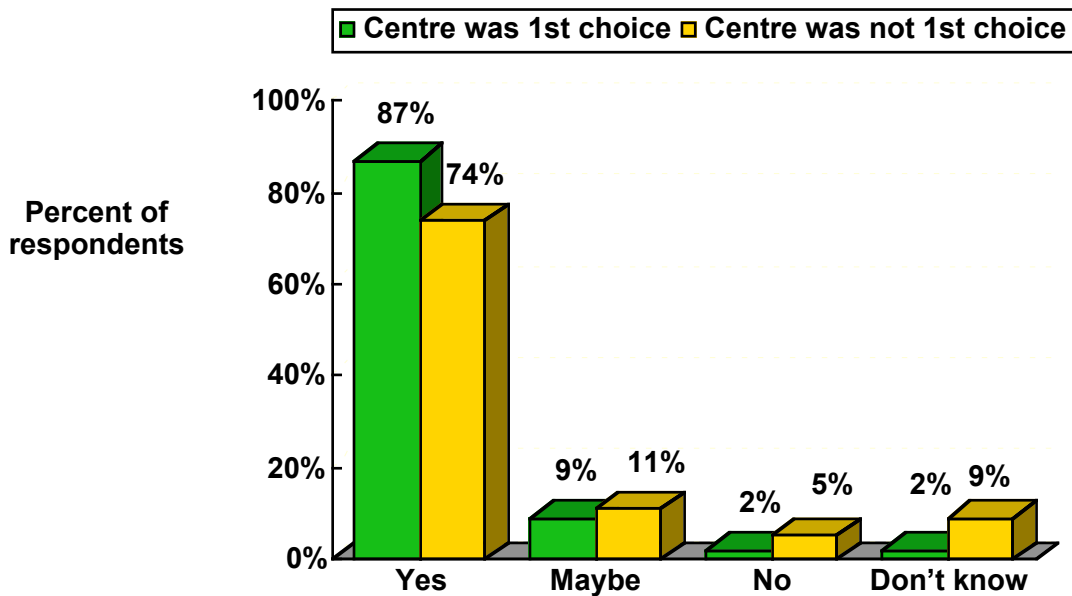
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**Figure 7. If you had to choose again, would you choose the Centre as a place to live?**



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, 74 percent said that they would choose the Centre again as a place to live. 11 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 are very good. 'I felt welcomed by staff when I first moved in' and 'I was treated in a friendly, courteous manner' both received the highest score, 8.4 out of 10. The two lowest scores were 'My visit to the centre prior to being admitted was beneficial' and 'The admission process took a reasonable amount of time' (both received a score of 7.8 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**

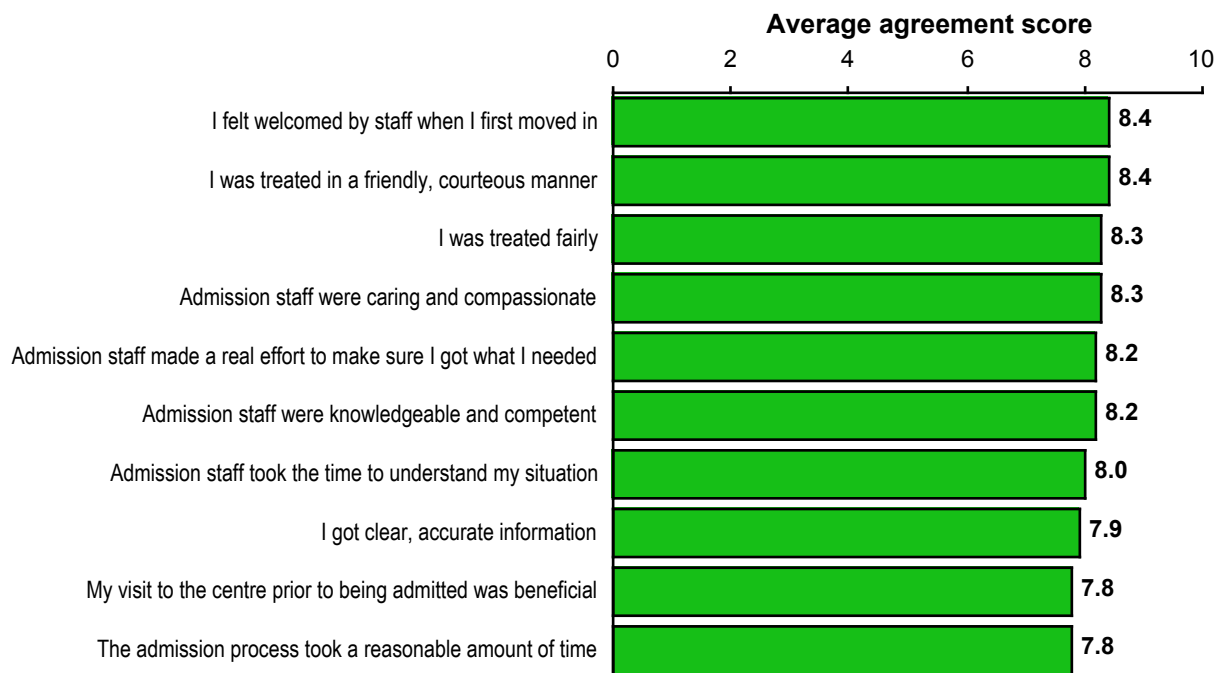
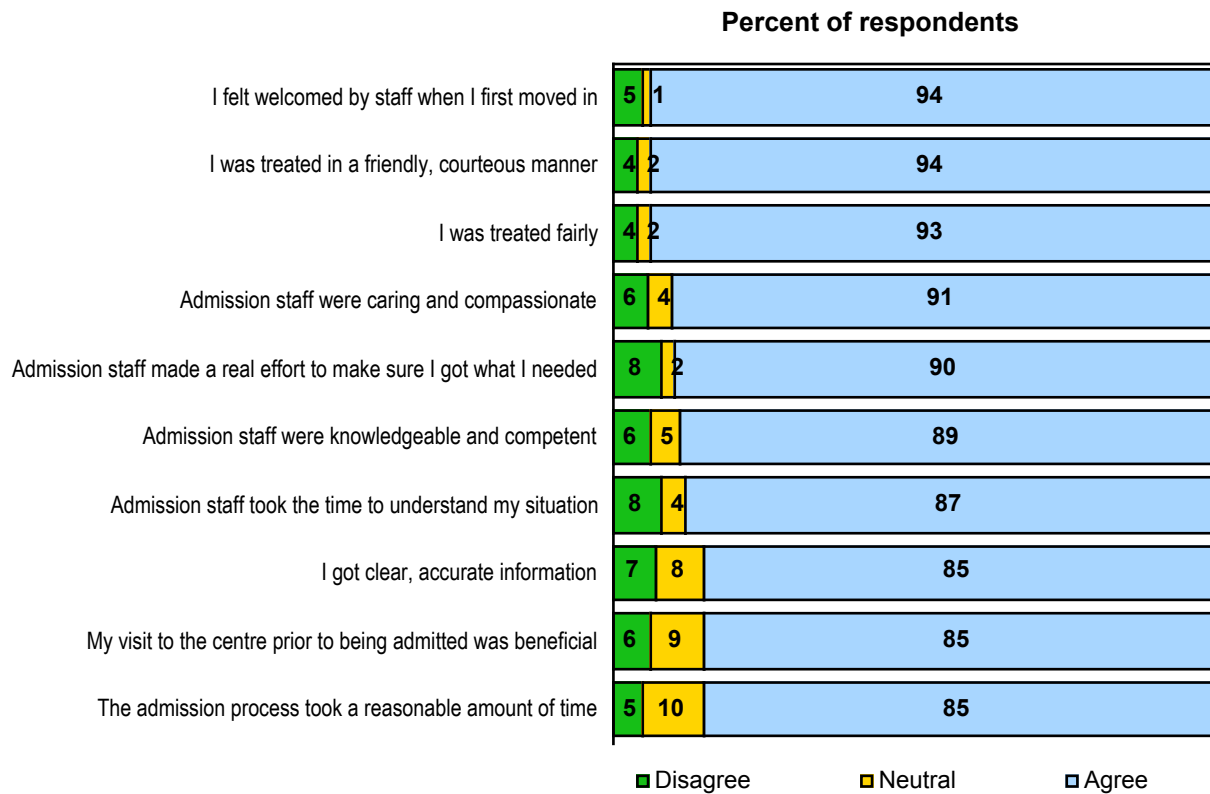


Figure 10 gives the percentage response to the set of questions on the admission process.

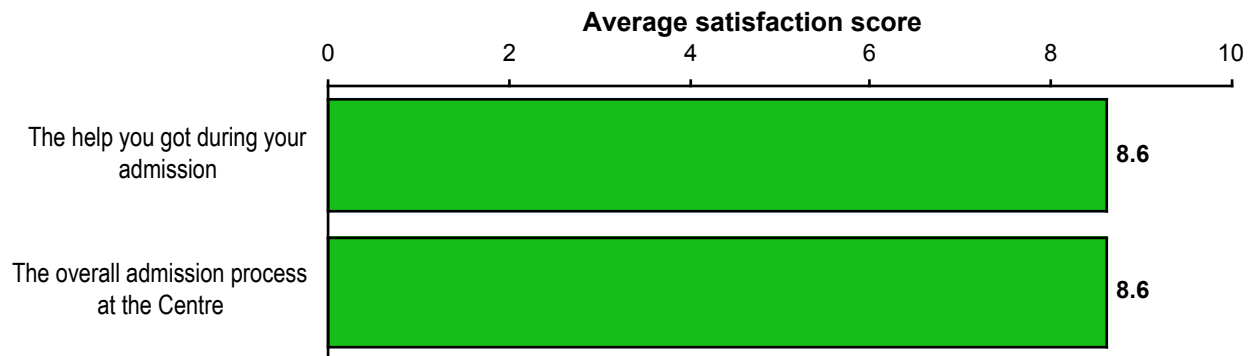
**Figure 10. Service measures related to the admission process: percent agreement**



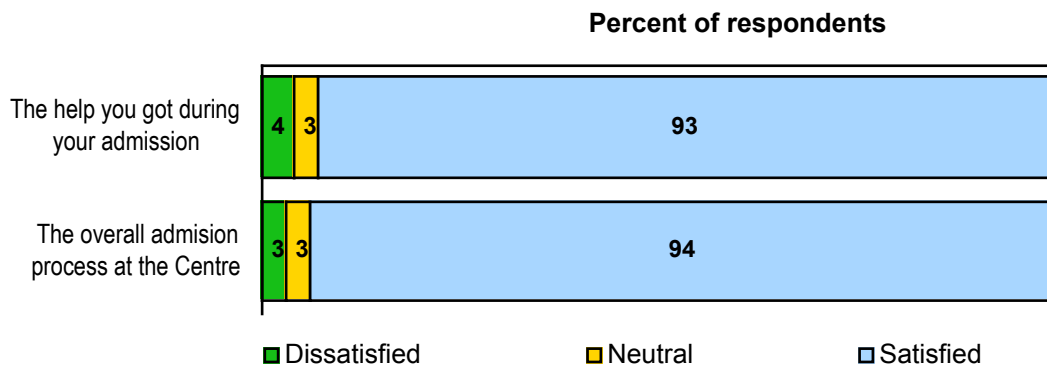
## Satisfaction with the admission process

Residents who were admitted in the past 12 months were also asked to rate their satisfaction with the admission process. Both measures register a high degree of satisfaction.

**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. 'Nursing staff treat me with dignity and respect' scored higher than the other measures at 8.3, 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**

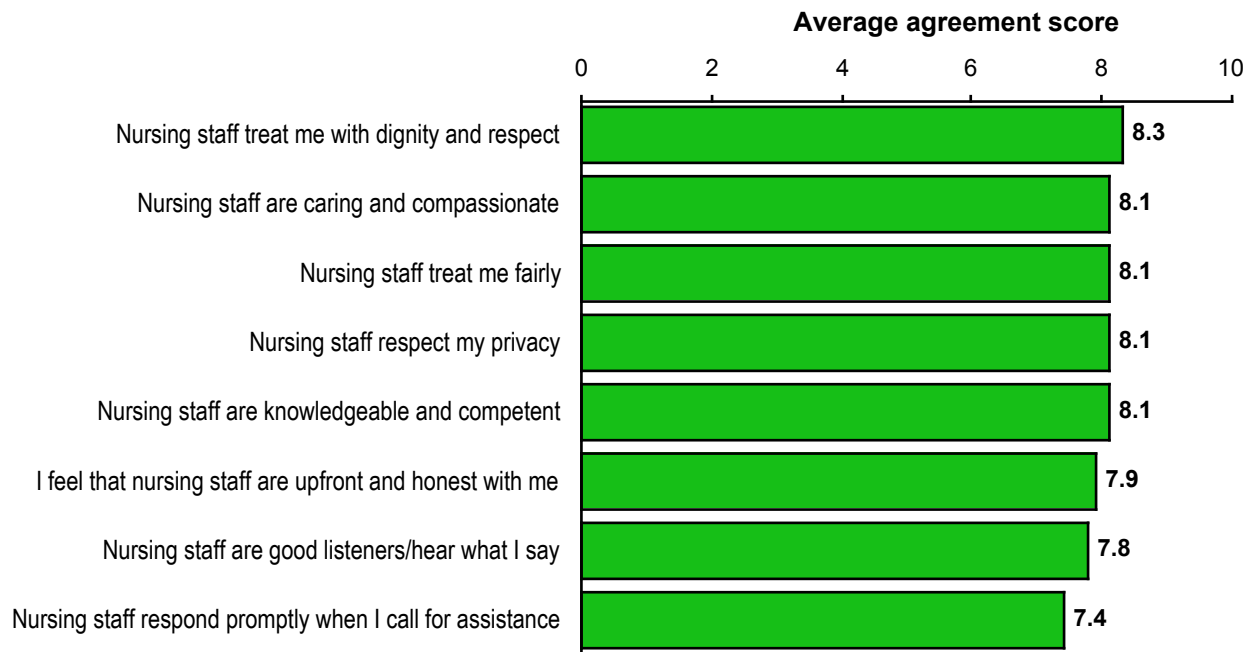
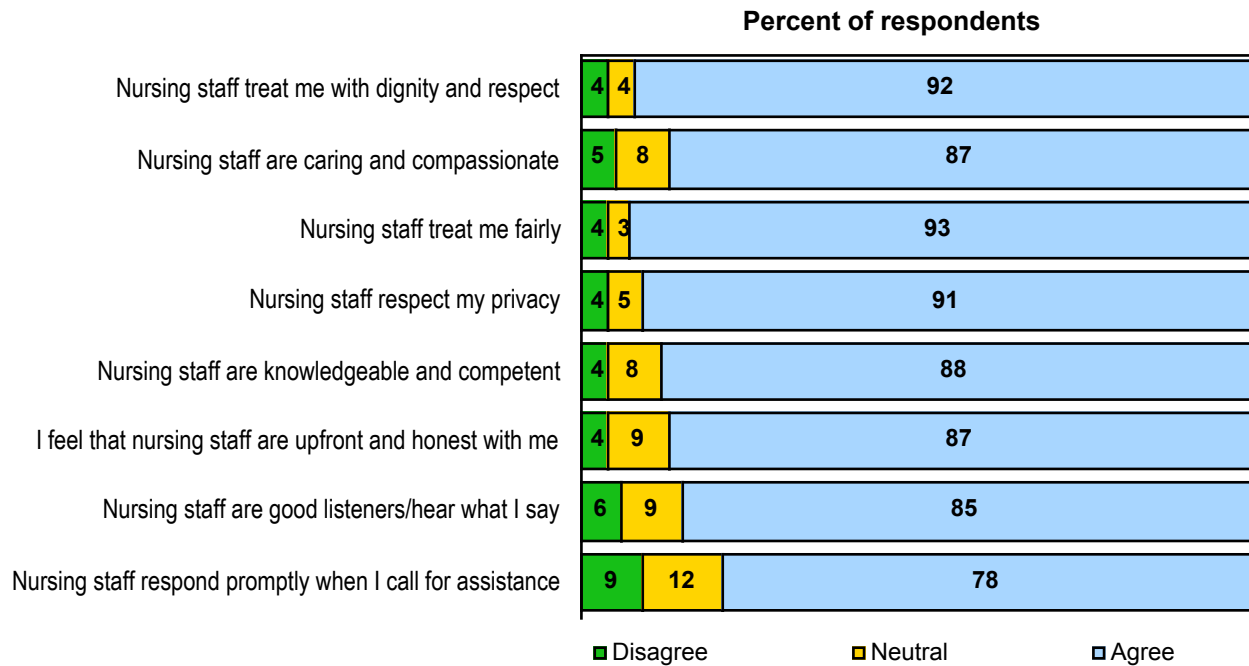


Figure 14 gives the percentage response to the set of questions on nursing care.

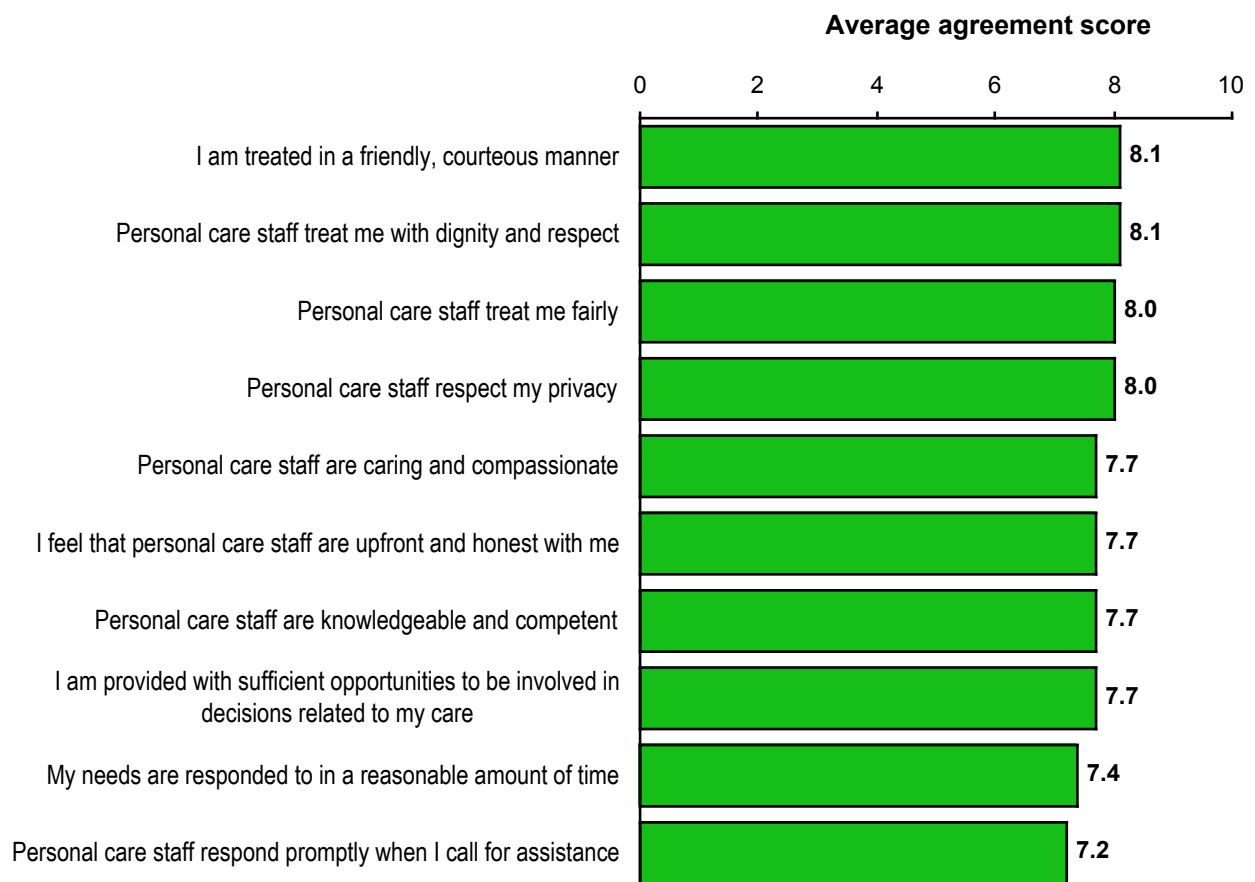
**Figure 14. Service measures related to nursing care: percent agreement**



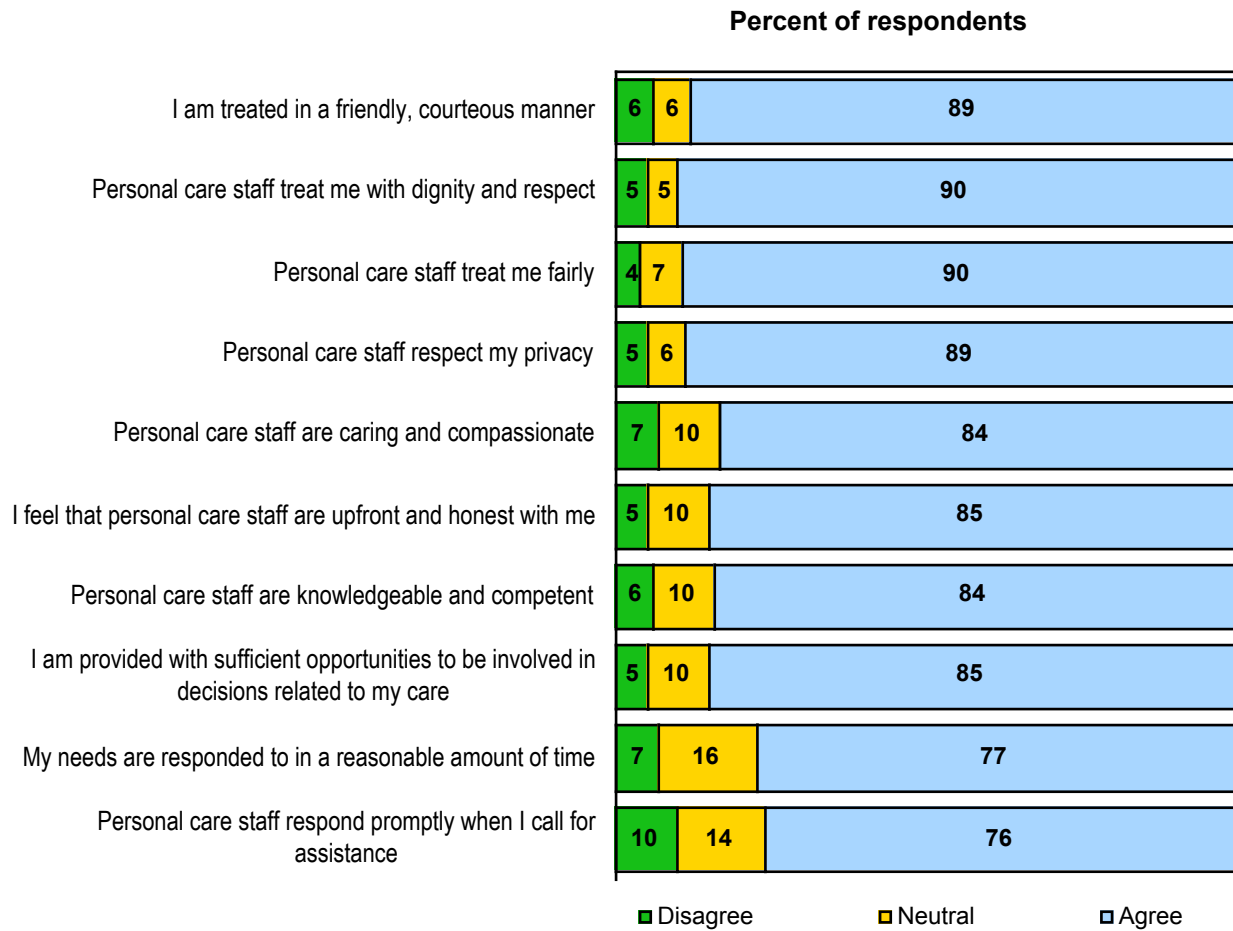
## 6. Personal care

All residents were asked to rate their agreement on a series of 'Personal care' service measures. 'I am treated in a friendly, courteous manner' and 'Personal care staff treat me with dignity and respect' both scored the highest level of agreement with scores of 8.1. Two measures received lower scores than the others. 'My needs are responded to in a reasonable amount of time' scored 7.4, while 'Personal care staff respond promptly when I call for assistance' scored 7.2. 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**



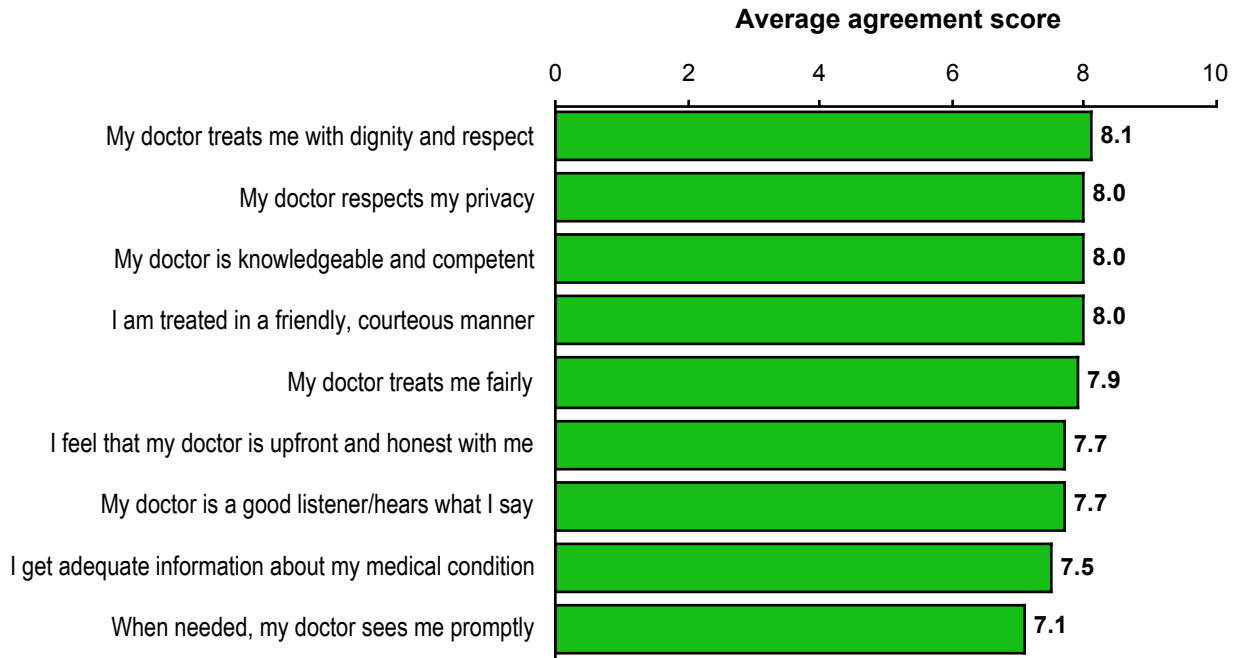
**Figure 16. Service measures related to personal care: percent agreement**



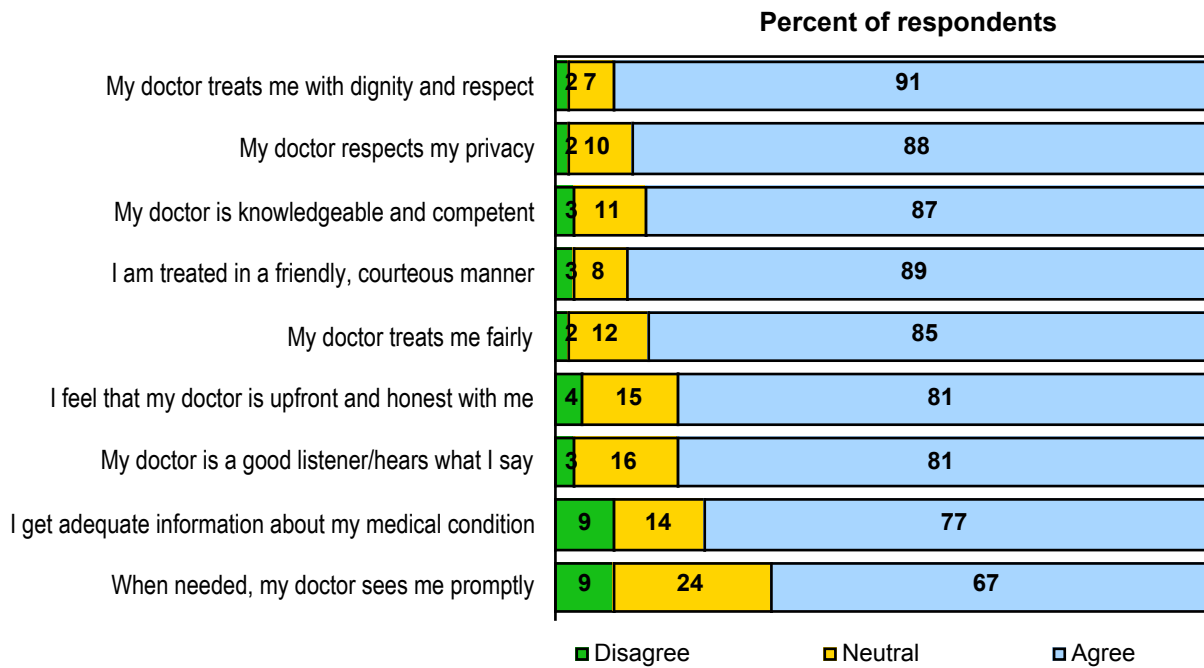
# 7. Medical care

Peel Long Term Care residents were asked to rate their agreement on a series of measures regarding their Medical care. The measure receiving the highest score was 'My doctor treats me with dignity and respect' (8.1). The measure 'When needed, my doctor sees me promptly' scored much lower than the other measures (7.1). 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**



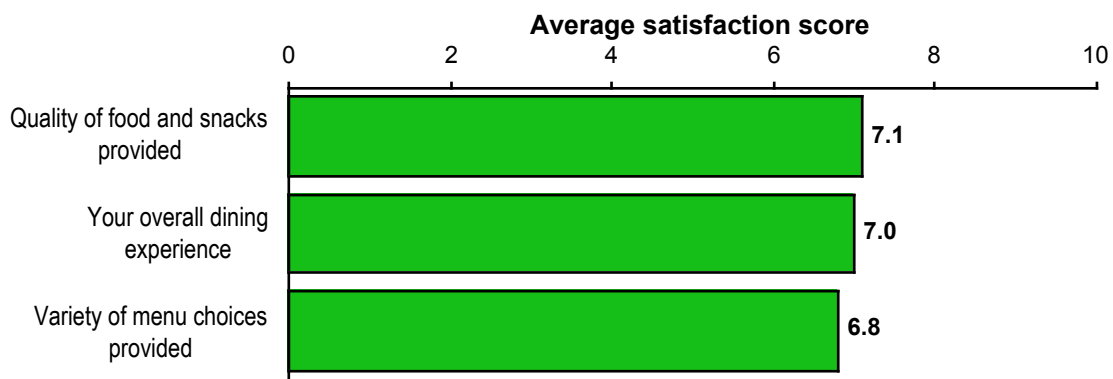
**Figure 18. Service measures related to medical care: percent agreement**



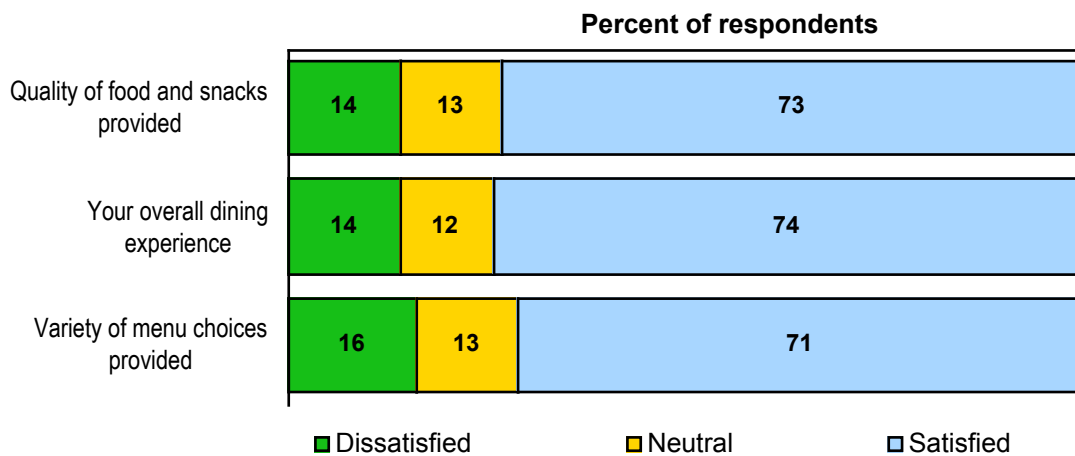
# 8. Food services

All residents were asked to rate their satisfaction with a series of measures regarding the 'Food services at the Centre. Residents were very slightly more satisfied with the 'quality' of the food than with the 'Variety' of the food (7.1 out of 10 versus 6.8 out of 10), but the consistency across the three measures is more notable than the differences.

**Figure 19. Service measures related to food services**



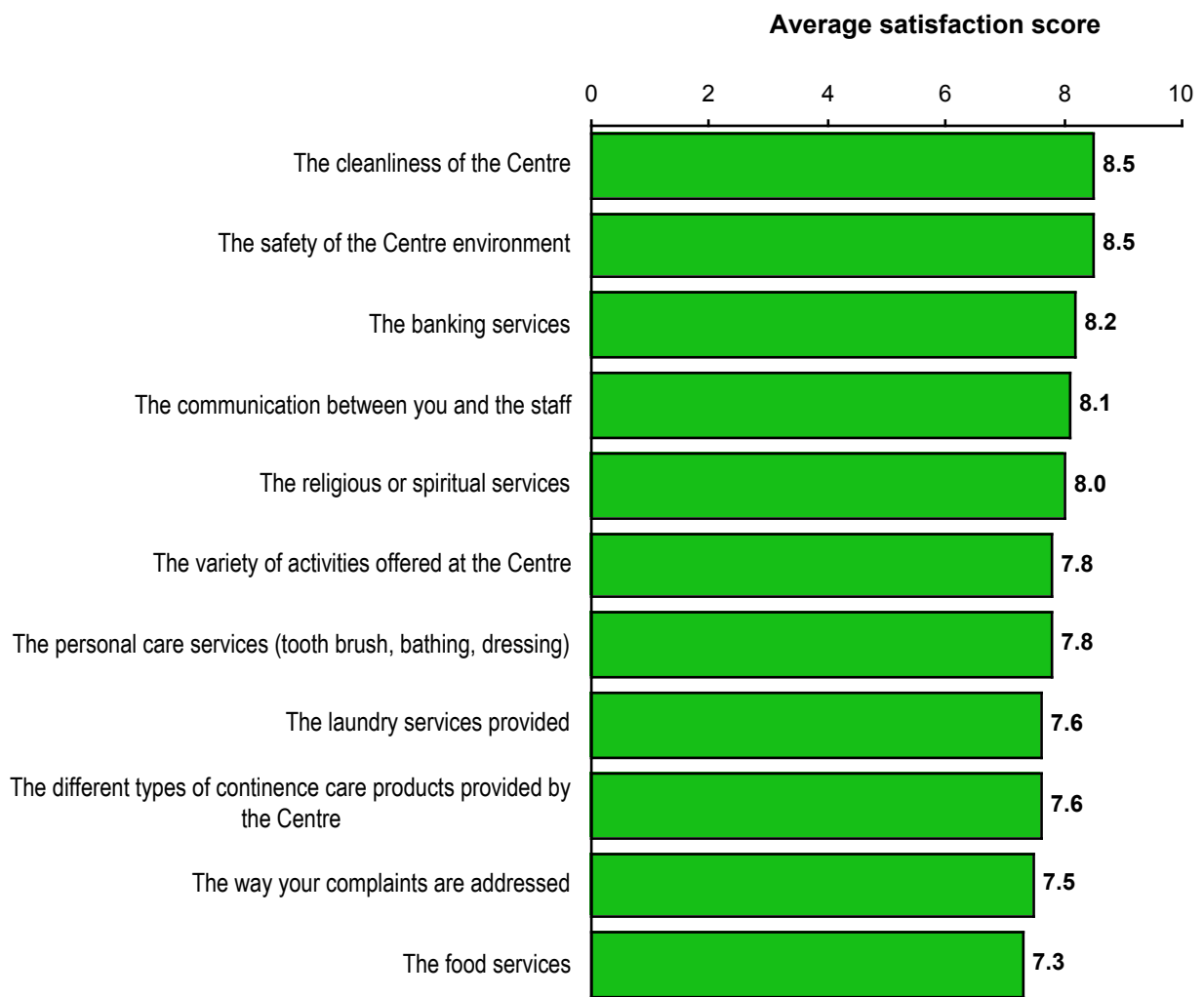
**Figure 20. Service measures related to food services: percent satisfied**



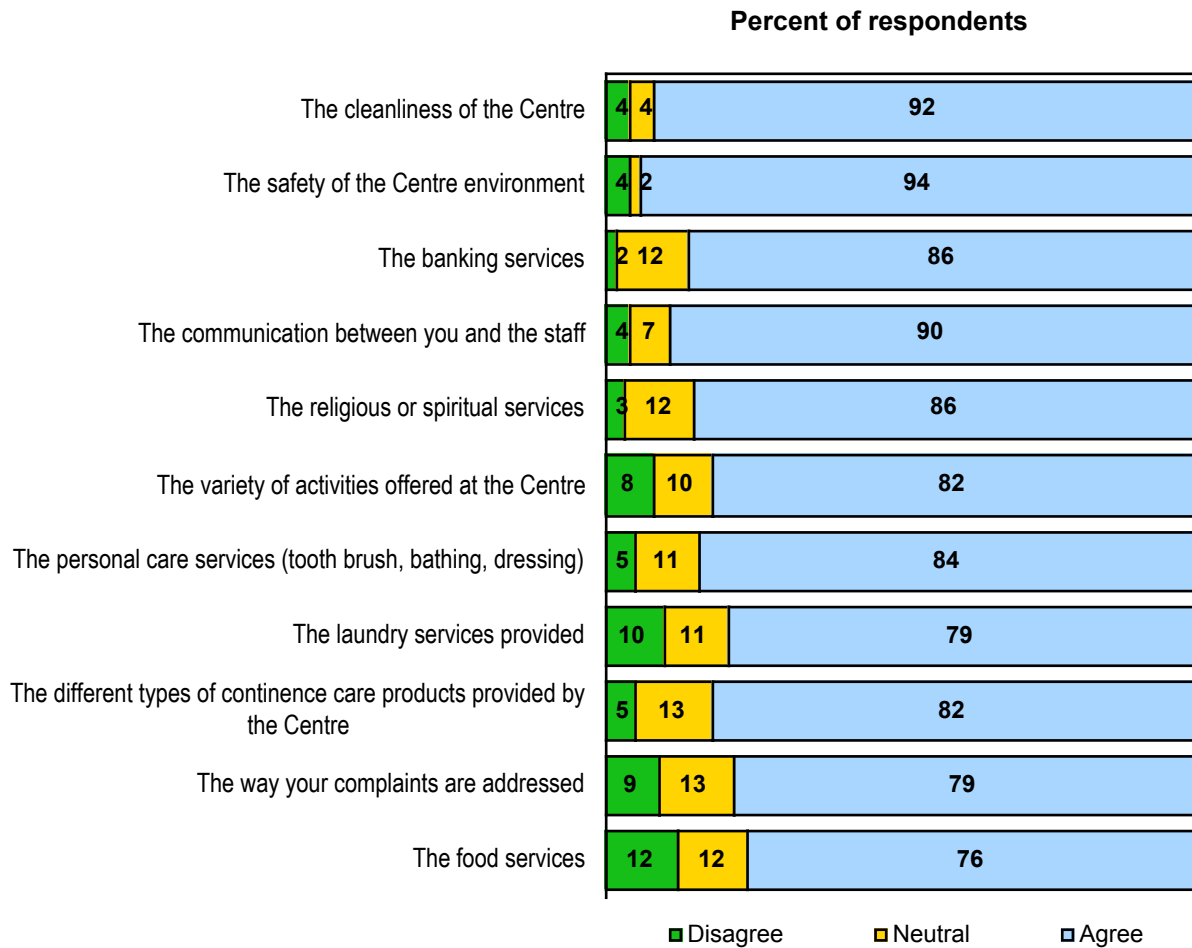
# 9. Homelike environment

All residents were asked to rate their satisfaction with a series of measures regarding the 'Homelike environment' of the Centre. The highest scores of 8.5 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. Interestingly, when residents are asked a question about food services in the context of other aspects of the environment, the score is higher than when residents are asked only about food (see Figure 19).

**Figure 21. Service measures related to homelike environment**



**Figure 22. Service measures related to homelike environment: percent satisfied**



# 10. Respondents' written comments

Respondents were given an opportunity to write comments in response to three questions (the question about food is new to the 2010 survey):

- What is good about the Centre – What is going well?
- What would you like to be improved the most in the Centre?
- Space provided to comment on Food Services

Table 1 groups the comments into 18 categories. As in 2009, there are similar numbers of positive and negative comments.

The inclusion of comments from the new Food section of the survey, increased the emphasis on that topic, with 23 percent of all comments directed towards improvements needed, while 6 percent indicated satisfaction with the food provided.

Again this year, a frequent topic was staff attitude toward residents. 13 percent of all comments stated that staff were caring, friendly and respectful, while less than one 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	
Food	6	23	29
Staff caring, friendly, respectful	13	<1	13
Activities	6	6	12
General satisfaction with the Centre: "Everything is good"	9	0	9
Need for more staff or volunteers	-	5	5
Overall cleanliness and maintenance	4	2	6
Facility — modern, renovations	2	<1	2
Personal care hygiene	1	3	4
Medical care, medication, physiotherapy	2	2	4
Laundry	-	2	2
Communication, addressing complaints, language barrier	1	2	3
Nursing care	2	2	4
Homelike environment including noise level, comfort	2	<1	3
Organization	<1	<1	1
Safe environment	<1	<1	1
Open door policy, freedom	<1	<1	1
Privacy	<1	<1	<1
Location, convenience	<1	-	<1
<b>Total</b>	<b>49</b>	<b>51</b>	<b>100</b>
<b>Base number of comments</b>	<b>309</b>	<b>320</b>	<b>629</b>

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

The loving care that the staff provides

People respect me and I respect them

Everyone tries to keep us happy and comfortable even though sometimes we are cranky

The staff are extremely kind

I like the communication between the staff and the resident. We get along very well. The Centre is a very happy place

Entertainment is enjoyable, it is a nice Centre

Enjoys mass and Rosary and other daily activities. Sometimes needs to be pushed by staff to get involved

I would like to keep the Centre just the way it is at the current moment

A job well done. The overall care and attention has been great and to our satisfaction. Many thanks to all and God bless each and everyone

The administration is excellent and as a result the Centre is run very well and does its best to keep residents comfortable, healthy and content

After hearing and seeing so much bad news about elderly centres I always feel secure knowing my mom is in such good hands. Thanks so much

The overall cleanliness, safety and upkeep of the Centre are good

What is liked the most about the centre is that my complaints are addressed right away

Because I live at a distance, I count on the Centre to keep me informed. They always let me know if something has happened or there's a concern, they respond to my requests

Most nurses are very helpful and friendly and possess a positive attitude

The nursing staff is great

I like that you get to go out on passes with family, as much time as I choose too

I have a nice room to look out at the garden

The personal attention - respecting my mom's individual needs - has been extremely effective

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

Evening staff not as good as day time staff

Spread activities more through the week

More activations so we do not have to spend a long weekend watching the floor get dirty

I would like to see more programs, especially on the weekends

Better tasting food. Instead of seeing the pail being full and the pigs getting all the left overs we need tasteful food to be served and eaten

Availability of good Asian vegetarian meals on continuous basis

Food- by the time it reaches the table - is often lukewarm or cold

Dinner meal service is slow and some of the staff do not move very quickly

Food - less pre-formed & lunch style meats, more fresh veg.

Cleaner rooms at all times and not just when I have noticed dust balls behind the furniture

Phone calls, in emergency situations, should not be coming through as unknown- people tend to ignore these calls

Communication with the doctor is almost nil

Communication between staff members to ensure the proper care is given on all shifts

I would like to see all staff wearing name tags, it helps residents and family members interact better

Response time for assistance for nursing and personal care. Right now it can take as long as 10 minutes to get assistance from nursing and or personal care! Too long! Especially in the event of a fall

Laundry services definitely need to be improved as clothes are lost

Staff are rushed with the admission of many new residents and little if any additional staff - improve the staff-resident ratio or next year's survey won't likely be as positive

Pads are not placed on wheel chair seats to prevent urine from leaking onto them, even though staff know this is going to happen. The resident ends up without the seat while it dries

## **ILLUSTRATIVE COMMENTS: What comments would you like to make about the food at the Centre?**

Very good overall - to have to please this many people at one time - you do a great job

Lunchtime food is poor

If there were more variety of menu instead of it being so repetitive the residents would be more satisfied

Would be nice to have more of a variety for snack. (Always have pudding)

Would like better and more variety in the food

More fresh food (vegetable, fruit etc)

Not the same thing every Monday

The salads are plain with very little dressing and no salt or pepper

The use of salt should be reduced especially in the soup.

It is very hard/difficult to satisfy everyone, and when you have lost most of your taste buds, it is difficult to enjoy anything. Most of the time one just has to imagine what the food tasted like

Too much food is given, weight gain excessive (42lbs). Perhaps a dietician could supply a diet

Quantity also problem- example seemed like a tablespoon of pork and beans and maybe \_ a sausage in 4 little pieces.( Residents comment)

The meals are not warm

I feel that the menus should be reviewed i.e.- waffles and pea meal bacon, my mother's waffle on occasion has been hard and cold enough that I actually rapped it on the table and it did not even flex

If I am sleeping at snack time, the food service staff know my favourite snack and leave it for me which I appreciate very much. Everyone always has a smile for me

Should always use slotted spoons when serving watery vegetables

The major concern regarding food services is that 90% of the hot meals are served either cold or if lucky lukewarm - cold vegetables are not appetizing. I realize that the majority of residents can't tell the difference, however there are those that can

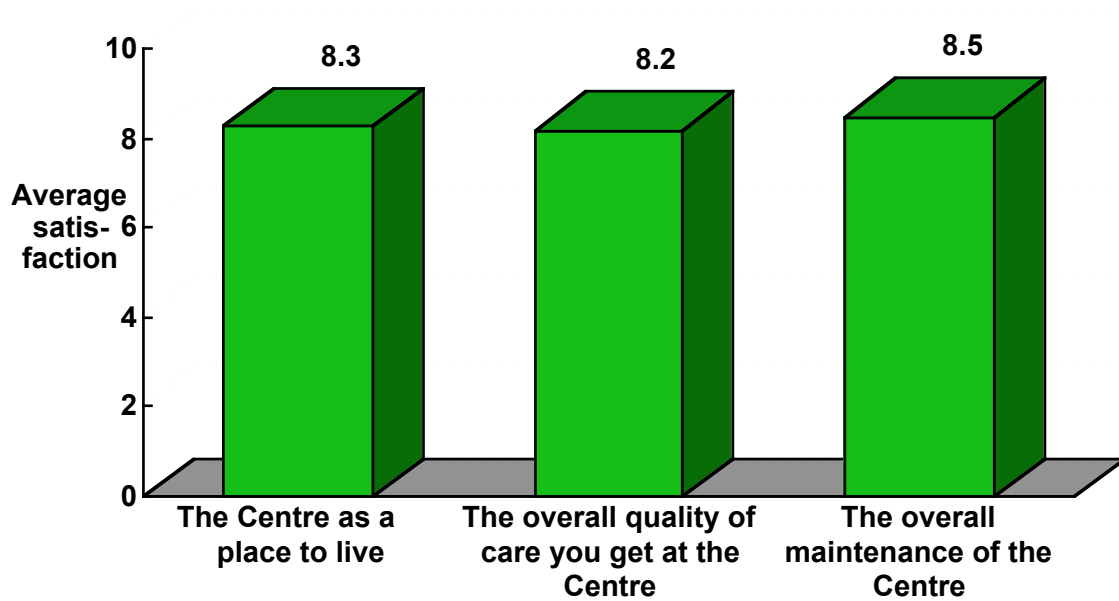
Too much noise- loud music playing, TV in adjacent room too loud.

Maybe quiet music while residents are waiting for meals

# 11. Overall assessment

Residents were asked three satisfaction measures intended to cover the overall Long Term Care experience. “Satisfaction with the Centre as a place to live” is the measure used in the Ontario Municipal Benchmarking Initiative (OMBI) report.

**Figure 23. Overall satisfaction measures: averages**



## OMBI scores over time

Table 2 shows that scores for the OMBI measure have varied between 89% and 95% satisfied over the years. Complete data are available for the 2008 to 2010 period, which enables testing whether these fluctuations are statistically significant. The variation in percent satisfied over the three years is, in fact, statistically significant, however it is due to differences in sample demographics, specifically to the proportion of residents who complete the survey on their own versus those who need help or have family members do it.

Residents who completed the survey on their own are more critical of many aspects of their facility (see Chapter 12). As the size of this group increases, “Satisfaction with the Centre as a place to live” decreases.

The proportions who completed the survey on their own were 11% in 2008, 9% in 2009, and 14% in 2010. This dynamic fully accounts for the year-by-year variation in overall satisfaction.<sup>2</sup>

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

<b>Year</b>	<b>Percent satisfied</b>	<b>Average satisfaction</b>
2005	95%	–
2006	93%	–
2007	90%	–
2008	92%	8.3
2009	95%	8.6
2010	89%	8.3

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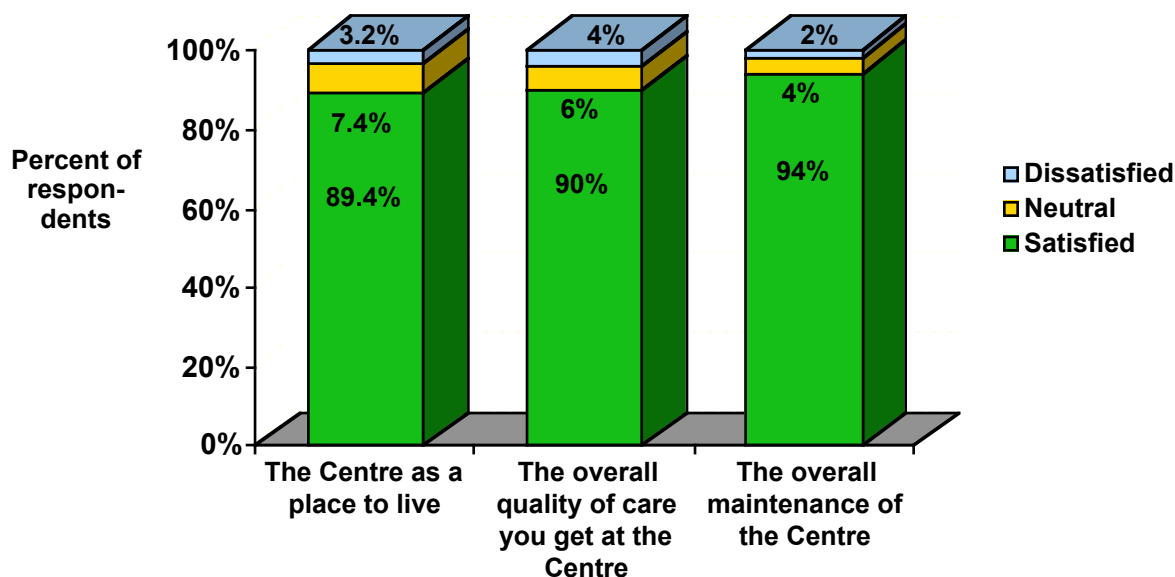
<sup>2</sup> The test was done in two ways:

1) An analysis of variance (ANOVA), with “Satisfaction with the Centre as a place to live” as the dependent variable, and year and independence (those who filled out the survey independently vs. not) as the independent variables. This tests for differences in average satisfaction across years.

2) A logit analysis compared those who were satisfied versus those who were not. This reduces the original 5-point scale data to two categories (satisfied and not). It maps exactly onto the OMBI score, which is defined as “percent satisfied”. Year and independence were the independent variables.

Generally, ANOVA is the preferred method for this kind of test, however the outcome of both tests is the same – doing the survey independently vs. not accounts for the yearly differences. The differences in satisfaction from 2008 to 2010 reflect the differing proportions of independent respondents, and not any “real” trends in resident satisfaction.

**Figure 24. Overall satisfaction measures: percentages**



### A note on the OMBI measure

OMBI's "percent satisfied" measure is the percent of respondents who said they were either Satisfied or Very Satisfied with the Centre as a place to live, (i.e. who answered 4 or 5 out of 5).<sup>3</sup>

The most recent available OMBI report is for 2008. Differences among municipalities on this measure are, for the most part, small. In 2008 all except 2 of the 13 municipalities scored within 3 points of the median 94% satisfied. 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 well 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 high satisfaction scores.

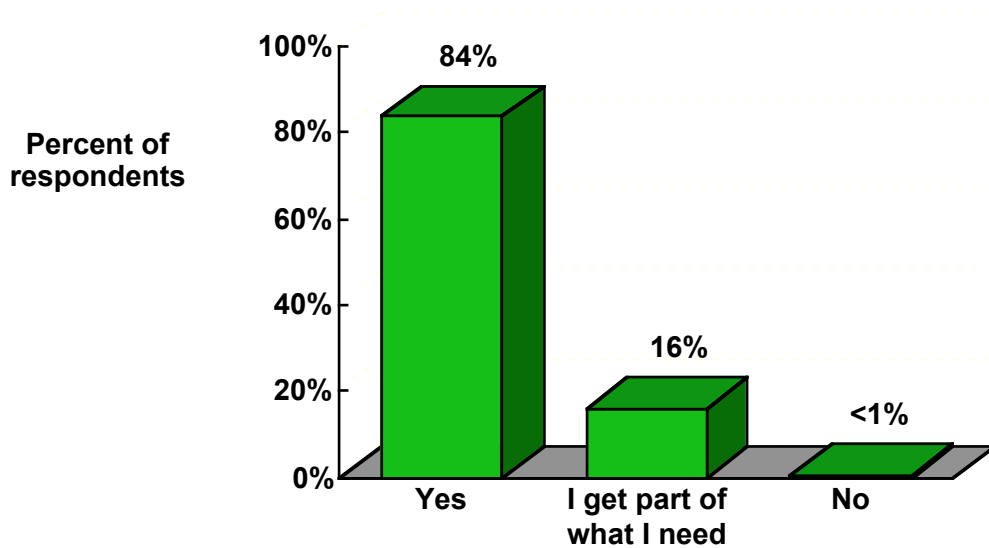
<sup>3</sup> OMBI 2008 Performance Benchmarking Report.

## Does the Centre give you what you need?

84 percent of residents felt that the Centre gives them what they need, while a further 16 percent said that they are getting 'part' of what they need. Only 0.3 percent said that they are not getting what they need.

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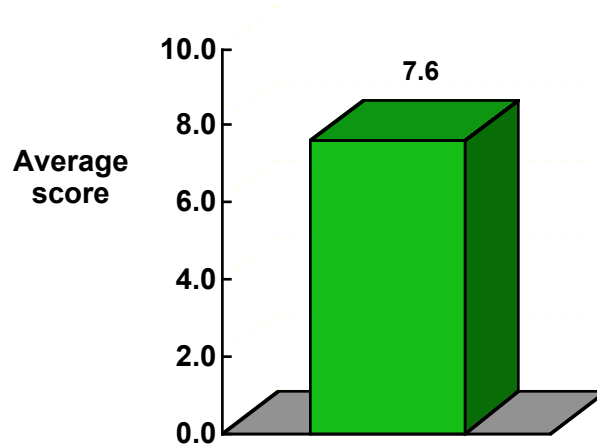
**Figure 25. In the end does the Centre give you what you need?**



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 7.6, and is therefore in the “Better” range.

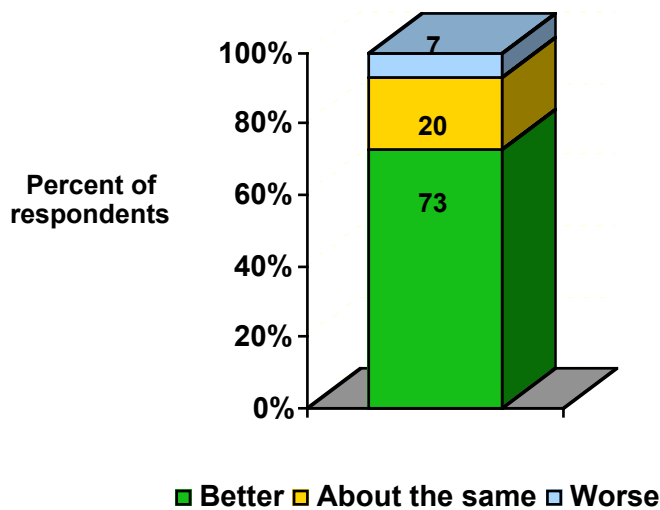
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**Figure 26. Thinking about life in the Centre, would you say that it is better or worse than you expected when you first came?: average**



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**Figure 27. Thinking about life in the Centre, would you say that it is better or worse than you expected when you first came?: percentage**



## 12. Comparison of 2008, 2009 and 2010 results

Overall, results for 2010 are incrementally lower than for 2009, and are similar to 2008 levels. The increase in 2009 and the decrease in 2010 are largely attributable to changes in the proportion of residents who completed their surveys independently (as was the case with the OMBI satisfaction measure discussed in Chapter 11).

Table 3 averages the eight to ten individual measures in each section of the survey (excluding measures new to the 2010 study). The variation across the three years is statistically significant only for the Admissions process. The difference is attributable to the number of independent respondents. When this is taken into account there is no remaining difference over time.

**Table 3. Performance in specific areas**

Area	2008	2009	2010	Statistically significant
Admissions Staff (Average of 10 items)	8.2	8.8	8.1	√
Nursing Care (Average of 8 items)	7.8	8.1	7.9	–
Personal Care (Average of 9 items)	7.7	7.9	7.7	–
Medical Care (Average of 9 items)	7.8	7.9	7.8	–
Homelike Environment (Average of 10 items)	7.8	8.1	7.9	–

**Table 4. Overall satisfaction measures, 2008–2010**

Area	2008	2009	2010	Statistically significant
Satisfaction with... The Centre as a place to live	8.3	8.6	8.3	–
The overall quality of care you get at the Centre	8.1	8.5	8.2	–
The overall maintenance of the Centre	8.3	8.7	8.5	–

## Residents who are more and less independent

In 2010, as in 2009 and 2008, the great majority of residents did not complete the survey independently. There are three groups:

- 14 percent of surveys were completed by residents entirely on their own;
- 31 percent of surveys were completed by residents with assistance, and;
- 55 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 existed but was less evident, possibly because the number of independent respondents was small.

In 2010, this tendency is as strong as in 2008, although not always on the same measures. It is especially apparent for perceptions of the nursing staff, where the more independent residents gave scores significantly lower than the less independent group on 6 of the 8 possible measures. Additionally, more independent residents gave significantly lower scores for all three of the new food services measures.

In Table 5, measures which showed statistically significant differences in 2 or more out of the 3 years are listed in **bold**.

**Table 5. Perceptions of more and less independent residents**

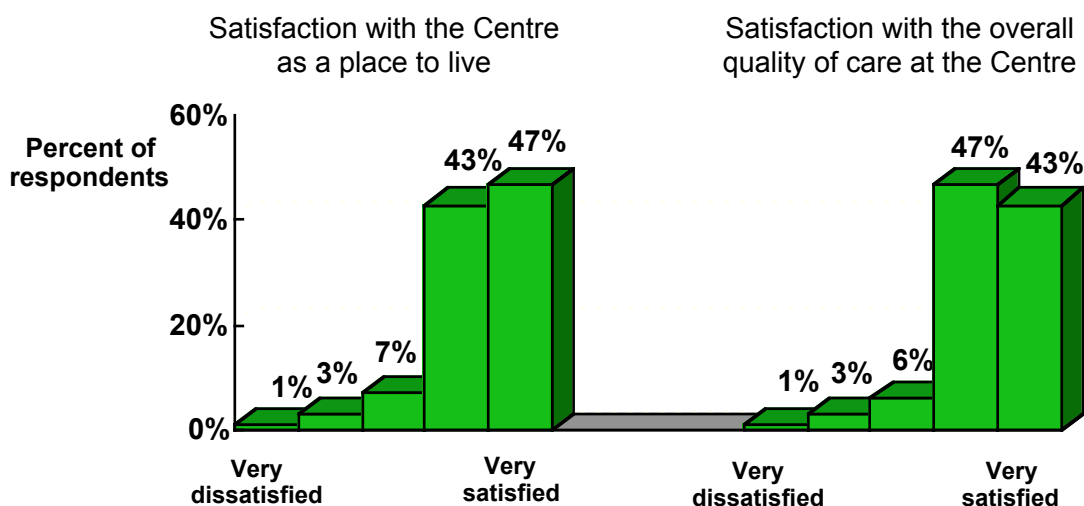
Statement	Independence:		Difference 2010	Difference 2009	Difference 2008
	More	Less			
Nursing staff...					
<b>– are caring and compassionate</b>	<b>7.4</b>	<b>8.2</b>	<b>0.8*</b>	<b>0.5</b>	<b>1.3 *</b>
– treat me fairly	7.4	8.2	0.8*	0.3	1.0 *
– respect my privacy	7.4	8.2	0.8*	0.4	0.9
<b>– are knowledgeable and competent</b>	<b>7.4</b>	<b>8.2</b>	<b>0.8*</b>	<b>0.8</b>	<b>1.2 *</b>
– are good listeners/hear what I say	6.9	7.9	1.0*	0.7	0.5
– treat me with dignity and respect	7.6	8.4	0.8*	0.5	0.7
Personal care staff...					
– respond promptly when I call	7.1	7.2	0.1	1.1	1.5 *
<b>– treat me fairly</b>	<b>7.4</b>	<b>8.1</b>	<b>0.7*</b>	<b>0.7</b>	<b>1.1 *</b>
– respect my privacy	7.4	8.0	0.6	0.4	1.0 *
My doctor...					
– is upfront and honest with me	7.8	7.7	-0.1	0.2	1.1 *
– respects my privacy	8.0	8.0	0.0	0.7	1.0 *
Food services...					
Variety of menu choices provided	5.0	7.2	2.2*	–	–
Quality of food and snacks provided	5.8	7.4	1.6*	–	–
Your overall dining experience	5.2	7.4	2.2*	–	–
Environment...					
The cleanliness of the centre	7.9	8.7	0.8*	0.4	0.6
<b>The safety of the Centre</b>	<b>7.9</b>	<b>8.7</b>	<b>0.8*</b>	<b>0.6</b>	<b>1.3 *</b>
The way your complaints are addressed	7.2	7.6	0.4	1.6*	0.8
<b>The variety of activities offered</b>	<b>7.1</b>	<b>7.9</b>	<b>0.8*</b>	<b>1.2 *</b>	<b>1.3 *</b>
<b>The food services</b>	<b>5.6</b>	<b>7.6</b>	<b>2.0*</b>	<b>2.1 *</b>	<b>2.3 *</b>
The banking services	8.1	8.2	0.1	-0.3	1.5 *

\* Statistically significant difference.

# 13. 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 28). This raises the question of what separates those who are more satisfied with their experience from those who are less satisfied.

**Figure 28. 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 five major sections:

- Nursing care
- Personal care
- Medical care
- Quality of food (additional questions in the 2010 survey)
- “A homelike environment”.<sup>4</sup>

A statistical model, Figure 29, shows how residents view the interplay of these factors. The model is very similar to those developed in 2008 and 2009, with some refinements.

<sup>4</sup> 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 items in the “Homelike Environment” section of the survey. These are:

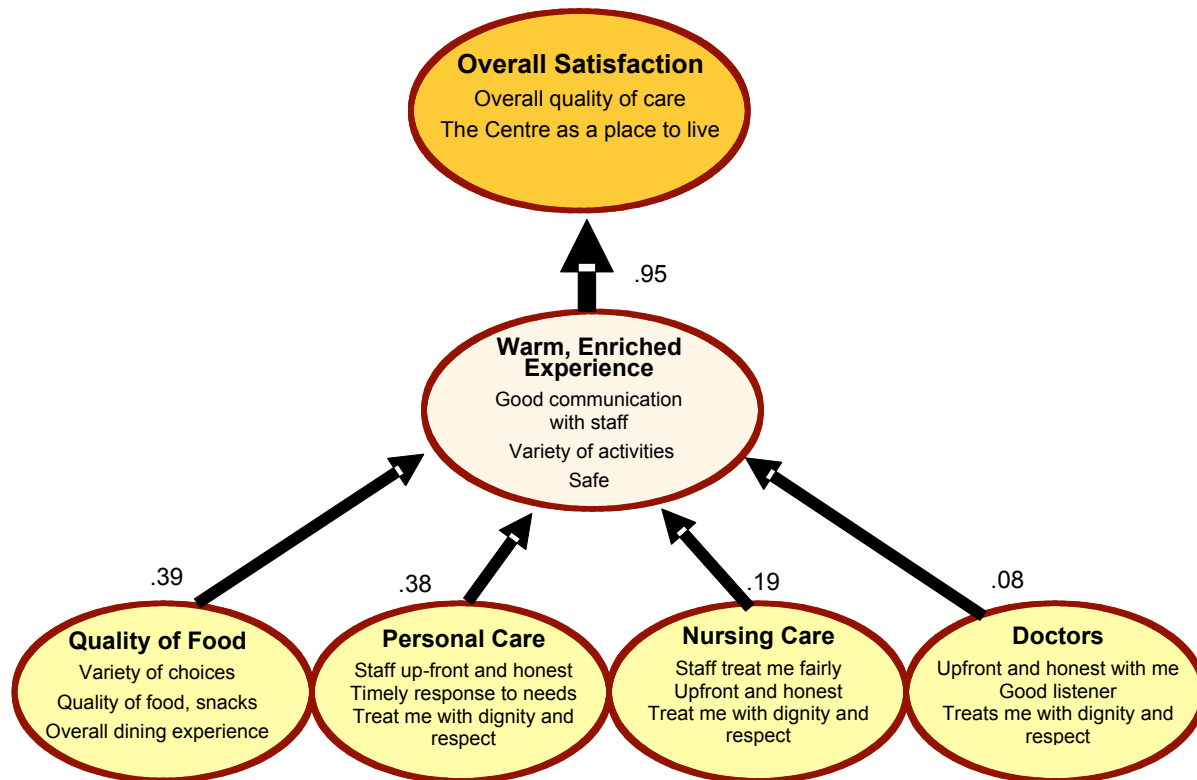
- The communication between you and staff
- The variety of activities offered at the centre
- The safety of the Centre environment.

(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 (.95) that joins them indicates that the two concepts are, for all practical purposes, identical.

The question then becomes, “What contributes to this desirable environment?” 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<sup>5</sup>.

**Figure 29. Drivers of satisfaction**



<sup>5</sup> The numbers beside the arrows are standardized regression coefficients. For “Quality of food” the coefficient of .39 indicates that a one-point increase in quality of food will lead to a .39 point increase in the perception of a warm, enriched experience (and about the same increase in overall satisfaction, as it is closely related to the warm enriched experience).

Quality of Food and Personal Care play equally important roles in creating the sense of a Warm, Enriched Experience. Quality of Food is more important in the 2010 model than in previous years, and the reason is likely that a new section of the survey dealing with food was added this year, giving a stronger measure of this element. The prominence of food in the model is consistent with the number of open-ended comments on the subject. It would appear to be appropriate that Quality of Food has a prominent place in the model.

Personal Care remains a strong component, while Nursing Care has a slightly lower profile than in 2009. This may reflect the amounts of time that residents spend with Personal Care Workers and Nursing Staff. Doctors also figure in the model; the smaller coefficient associated with this group may again be a function of the amount of time that residents typically spend with doctors.

For each of the staff groups, the components that make up the cluster are overlapping – “upfront and honest” and “treats me with dignity and respect” appear in each. This simply shows that residents value these qualities whoever they are dealing with; they do not “switch hats” when different types of staff come along.

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 30 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 38 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 8.7 out of 10.
- The second column represents the 33 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 8.2 out of 10.
- The final column shows the 4 percent of residents who rated care on all four drivers at less than 7.5 out of 10. Their average satisfaction score is just 6.1 out of 10.

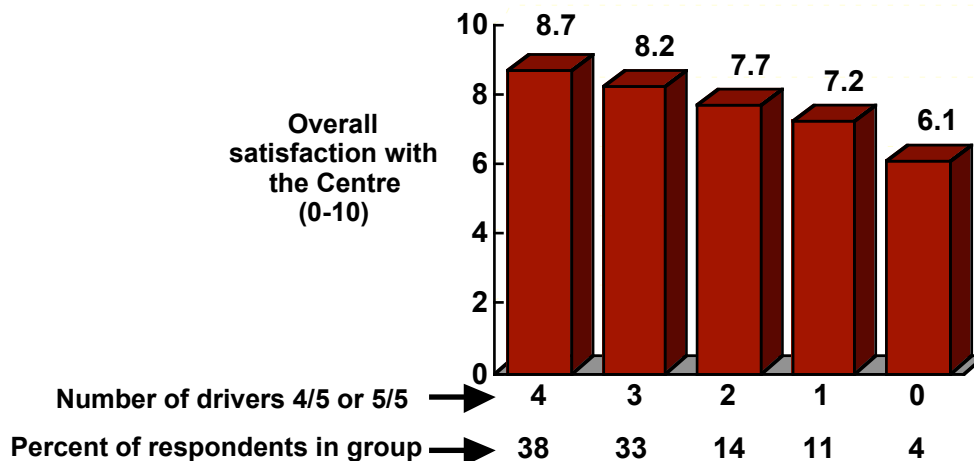
This illustration is somewhat of a simplification, because not all the drivers have equal impacts, however it serves to show the large effect that the drivers do have.

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 8.7 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. More than two-thirds of residents are in the top two groups, with average satisfaction scores over 8 out of 10. It follows that there is no need to re-invent the LTC system. (If the top group had scored 6.1 rather than 8.7, 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 30. Impact of the drivers on overall resident satisfaction**



# 14. Continuing the caring work

## Generally stable pattern

The 2008-2010 Resident Satisfaction Surveys shows that Peel Long Term Care (LTC) has remained relatively stable over the three years that the survey has been tracking residents' views and experiences.

In general, the results of the survey, over the past three years, show a high level of satisfaction among residents.

The results demonstrate that each and every staff member is essential to gaining and sustaining resident satisfaction. Every day, every staff interaction is important to building 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 ensuring continuous improvement in every Peel LTC facility.

## The challenging times

As in 2009, the forward path must take into account real financial, resource and regulatory 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.

## Four pronged action strategy

As LTC acts on the 2010 results in a timely way, we recommend a four 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 2010 survey:

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

**2. Provide staff sessions oriented to action:** It is recommended that Peel LTC continue workshops with staff, facilitated by an (outside) expert 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. Work on the priorities that residents perceive as needing improvement.** Respondents in 2010 have indicated some downward creep in satisfaction. To stem any further creep and reverse the direction, it is very important for staff to identify the sources of problems and to come up with creative, do-able solutions.

**4. Continue to measure resident satisfaction and share results with staff and other key people.**