

For Information

DATE: September 30, 2011

REPORT TITLE: **PEEL REGION'S CLIENT SATISFACTION SURVEY RESULTS**

FROM: David Szwarc, Chief Administrative Officer

OBJECTIVE

The purpose of this report is to provide a summary of the Region's client satisfaction research conducted in the spring of 2011

REPORT HIGHLIGHTS

- Peel's 2011 client satisfaction index stands at 7.9 out of 10, an increase of 4.9% over 2008.
- High levels of client satisfaction are achieved when staff performance is perceived to be satisfactory; there is a perception of a coherent service delivery process; and clients get what they want in a satisfactory time period.
- Demographic factors, such as age, first language or length of time in Canada have little or no impact on the perception of Peel services.
- Citizens of Peel express high levels of trust and confidence in their Regional government; with an average rating of 6.9 out of 10.
- Delivering quality services to residents and residents' perception of their quality of life contribute to trust and confidence in the Regional government.

DISCUSSION**1. Background**

Regional Council's Accountability and Transparency policy includes direction to regularly measure and report on the awareness of and satisfaction with the programs and services provided by Peel.

Measuring the success of our programs and services on an ongoing basis is key to our success as an organization. It helps us focus our improvement efforts on the things that matter most to our clients/customers.

In 2008, Peel commissioned ERIN Research to conduct a major study of client satisfaction to give a region-wide perspective on clients' experiences with Peel services. The research was replicated with some modifications in 2009.

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The 2011 research tracks progress and extends the investigation in three new directions: an analysis of how Peel Living contributes to resident's quality of life, a detailed study of waste disposal, and a study of business clients. Findings from the research highlight improvement opportunities for many of the Region's services and empower staff to move forward together in a consistent approach to service improvement across a wide range of services.

While individual programs have conducted client satisfaction research in the past, survey methods and questions have differed. As a result, research findings did not apply to the Region's client base as a whole.

a) Survey Methodology

Comprehensive questionnaires were designed and administered by telephone to a random sample of the general population, a random sample of business clients and a random sample of clients of Human and Health Services. In addition, customized paper surveys were administered to a sample of Paramedic clients, all the residents of the Region of Peel Long Term Care Centers, Emergency Shelters and Transitional Housing residents, and clients of Healthy Sexuality clinics. All surveys contained standard questions on core issues in addition to customized questions specific to the service area.

The 2011 surveys were conducted in the spring of this year. The surveys included more than 6,000 respondents and 28 Regional service groupings.

b) Survey Objectives

The survey was designed to address the following objectives:

- i) Provide current data for the Region-wide Client Satisfaction Index
- ii) Analyze historical trends in clients satisfaction measures for specific services
- iii) Understand clients' service access experience and potential barriers
- iv) Update the drivers of satisfaction among Peel clients and highlight priorities for improvement
- v) Expand the model of trust and confidence in Peel to describe the relationship between client satisfaction, trust and confidence

2. Survey Findings

a) Satisfaction ratings for Regional services

The results of Peel's client satisfaction research remain positive. Peel's client satisfaction index currently stands at 7.9 out of 10, an increase of 1.5% over 2009 and 4.9% over 2008. Peel compares favorably with other public sector organizations in Canada in the areas of Health, Human Services and Public Works Services.

The following table shows how the satisfaction ratings for Peel services compare with the satisfaction ratings for similar services in other municipalities across Canada, obtained through the national Citizens First 5 (CF5) survey conducted by the Institute for Citizen Centered Service. Compared to the Citizens First 5 survey, Peel continues to show results 2-3 points above the National average in most areas.

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CF5 is the latest in a series of world-class explorations of satisfaction with government services. Under the co-ordination of the Institute for Citizen-Centered Service, 18 municipal, regional, provincial, territorial and federal partners sponsored the CF5 national survey.

	CF5	Peel (2011)
CF5: Garbage pickup and recycling	7.7	
Garbage pickup and recycling		8.3
CF5: Quality of drinking water	7.8	
Quality of drinking water		7.7
CF5: Road maintenance	5.1	
Satisfaction with maintenance of regional roads		7.0
CF5: Ambulance and Paramedics	7.8	
Satisfaction with Peel's Paramedics service		8.9
CF5: Information services of your municipality	6.6	
Peel's Customer Contact Centre		7.7
Region of Peel website		7.2
CF5: A childcare subsidy	6.4	
Region of Peel Learn. Play. Care subsidized		9.0
Purchase of service at Contracted Childcare sites		8.7
Childcare Subsidy Wait List		4.4
CF5: Lived or stayed in public housing	4.8	
Rent Supplement at commercial buildings		8.4
Peel Living Residential services		7.6
Peel Access to Housing (PATH) wait list		5.8
CF5: Social assistance, welfare	5.8	
Ontario Works Social Assistance: Active Clients		7.7
Ontario Works Social Assistance Recent Clients		7.6
CF5: Lived or stayed at a shelter or hostel	5.0	
Homeless/Transitional Housing Clients		7.6

CF5: Citizens First 5 Survey, 2008

b) What contributes to satisfaction – Drivers of client satisfaction

High levels of client satisfaction are achieved when the Region performs well in four key areas:

- Staff performance: staff makes a real effort to ensure clients get what they need;
- Process: Clients navigate the service delivery system with ease
- Timeliness: Clients are satisfied with the time it takes to get the service
- Outcome: Clients get what they need

The four drivers are of similar strength. They have slightly different coefficients, ranging from .20 to .30, but they are all in the same ballpark.

The figure below illustrates the size of the impact that the drivers have on satisfaction. The first column represents clients who found service to be good in terms of all four of the drivers, that is, they:

- Gave a “good” rating of 4 out of 5 (7.5 out of 10) to process, to staff performance and to timeliness; and/or,
- Got the outcome they needed.

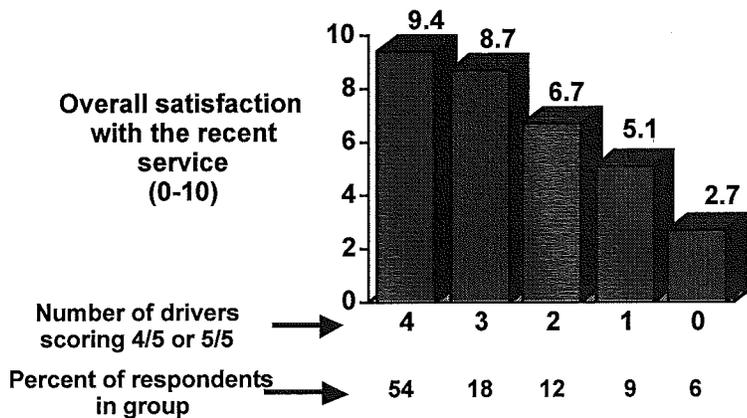
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54 per cent of clients in the aforementioned group rated overall satisfaction very high: 9.4 out of 10.

The second column represents 18% of clients who found service less than positive on any one of the four drivers. Either they did not get what they needed or they rated process or staff or timeliness at less than 4 out of 5. Their overall satisfaction with service delivery drops to 8.7 out of 10. When two drivers fall below the "good" standard, satisfaction drops to 6.7. When all four drivers are low, satisfaction averages just 2.7.

Impact of the drivers on satisfaction levels



The drivers of client satisfaction operate across the spectrum of Peel services and high scores come from service delivery that is consistently high across the full set of the driver. This implies that improvements will be achieved by ensuring that all clients experience the level of service that the majority receive today.

The existence of a set of common drivers means that Peel can adopt a unified approach to service improvement.

c) Satisfaction ratings of Peel businesses

Business clients give very similar ratings as residents to the services that they have in common, example given: garbage pickup, road and water. In general there are not significant differences in satisfaction ratings across the five Business Improvement Areas covered in the survey. Inspection service for food establishments, pools and spas, and personal service businesses received very high satisfaction scores of more than 9 out 10.

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Service	Overall satisfaction	
	BIA Businesses	Residential
CRC	8.8	8.6
Garbage pickup	8.6	8.3
Recyclable pickup	8.6	8.3
Peel website *	8.0	7.2
Water quality, overall	7.6	7.7
Customer Contact Centre	7.4	7.7
Regional road maintenance	7.0	7.0

d) Views on Diversity

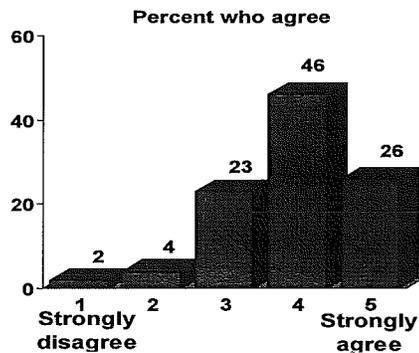
Among respondents to the general population survey, 57% stated that they were newcomers to Canada, and 35% have first languages other than English. A question about diversity was phrased carefully so that respondents had a common understanding of the issue:

Peel has people of many different backgrounds – There are people with disabilities, and different economic, cultural, racial and religious groups. On a scale of 1 – 5, how much do you agree with the statement that, “Peel services meet the needs of this diverse community”?

Overall, agreement is quite high, with the average standing at 7.3 out of 10. Of particular interest is that overall, demographics (e.g. first language, age, family income, immigration status) have no significant bearing on the perceptions that Peel meets the needs of its diverse community.

The clear message is that all segments of Peel’s client population access our services equally well, and perceptions of Peel service delivery is not impacted by demographic differences.

"Peel services meet the needs of our diverse community"



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e) Trust and Confidence in Peel

According to established theory, when governments do a good job they are rewarded by receiving the confidence of their citizens. The survey explored the extent to which citizens' perceptions of Regional services determine their trust and confidence in the Region. The following charts show clients' responses to a set of five questions used to measure citizens' levels of trust and confidence in the Region:

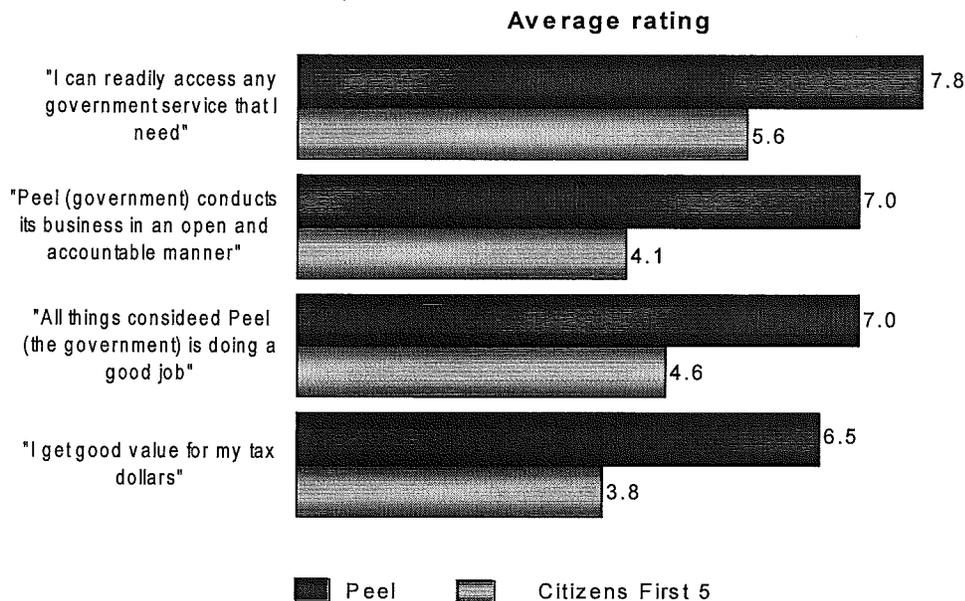
- i) "I can count on Peel to do what is best for its citizens"
- ii) "Peel conducts its business in an open and accountable manner"
- iii) "The Region of Peel is in touch with the needs of my community"
- iv) "The Region of Peel gives me good value for my tax dollars"
- v) "All things considered, the Region is doing a good job"

Each statement addresses a somewhat different aspect of trust and confidence and together they form a scale that captures several critical elements of trust and confidence.

The results indicate high levels of trust and confidence in the Region. Overall, citizens of Peel gave an average rating of 6.9 out of 10 for trust and confidence in the Region.

Peel's scores for the statements about governments are better than the national average based on ratings of municipal and regional governments across Canada through the Citizen First 5 survey. This implies that Peel compares favorably with other municipal and regional governments across Canada.

Views on Municipal and Regional Governments in Canada



3. What we will do with the information

While Peel clients may not always achieve their desired "outcome" for a variety of reasons, one of the most important factors for our clients, and one that we have complete control over, is the effort staff makes in helping our clients. This tells us that as an organization, we can influence our success in a very real way with each interaction our staff has with clients.

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The results of this survey will help us to focus on elements of our services that matter most to our clients. Our clients want knowledgeable staff who are empowered to make quick decisions and focus on providing the best outcomes. The improvements that are important for our organization internally will also have a positive impact on our ability to serve our clients well.

Specific actions have been developed based on the survey findings to address identified improvement opportunities and further inspire great customer service and instill trust and confidence.

Members of Regional Council will be engaged in disseminating summary results to survey participants in their respective wards. As well, survey results can be disseminated to residents of Peel through Councilors' newsletters.

CONCLUSION

Overall, the results of the latest organization-wide external client satisfaction research remain positive. Peel's client satisfaction index currently stands at 7.9 out of 10, an increase of 4.9% over 2008. Peel's results compare favorably with other public sector organizations in Canada.

The findings of this survey validates that the direction set by Council and carried out by staff through the Term of Council Priorities are the right directions. The survey results reaffirm that Council has chosen the right priorities and that we are on the right track.

Regular feedback from our clients is important to ensure that the Region continues to stay in touch with the needs of the community.

Approved for Submission:



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c. Legislative Services

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APPENDIX I

List of the 28 Service groups covered in the survey and their average satisfaction ratings out of 10

Overall satisfaction with individual Peel services

Service	Satisfaction (0–10)		
	2008	2009	2011
Human Services			
Ontario Works Services: <i>Active clients</i>	7.5	7.5	7.7
Ontario Works Services: <i>Recent clients</i>	6.2	6.8	7.6
Emergency Shelters & Transitional Housing §	7.3	6.7	7.6
Region of Peel Learn. Play. Care: <i>Full fee</i>	8.5	9.0	9.0
Region of Peel Learn. Play. Care: <i>Subsidized</i>	8.2	8.3	9.0
Contracted Childcare Services *	9.1	8.4	8.7
Childcare Subsidy Wait List Service	3.8	4.6	4.4
Rent Supplement Service: <i>Commercial buildings</i> *	6.6	7.4	8.4
Peel Living Residential Services §	7.7	8.1	7.6
Peel Access to Housing (PATH) wait list	4.8	4.3	5.8
Health Services			
Long Term Care Services *	8.2	8.5	8.3
Dental Screening Service (CINOT)	7.5	8.9	8.5
Breastfeeding Support Services	8.5	9.0	9.1
Breastfeeding Companion Service	–	–	8.3
Prenatal Services	9.1	9.3	8.7
Healthy Babies Healthy Children Services	8.8	9.1	9.0
Healthy Sexuality Clinics	–	9.2	9.1
Food Handler Training	–	9.6	9.3
Paramedic Services	–	9.1	8.9
Public Works			
Water Quality *	7.5	7.8	7.7
Water Billing and Collection Service *	8.0	8.3	7.8
Water Meter Repairs and Maintenance	8.3	8.4	8.8
TransHelp Service § (2009 and 2011 use same method)	(7.5)	8.5	8.7
Road Maintenance (Regional Roads) *	6.8	7.0	7.0
Waste Collection Service (curbside pickup) *	8.0	8.2	8.3
Community Recycling Service	8.2	8.6	8.6
Employee and Business Services			
Client Contact Centre	7.6	7.7	7.7
Regional website	7.4	7.4	7.2

* Statistically significant difference year-to-year

§ Methods differ over time: Results are not directly comparable