

Wisconsin Department of Health Services AGING AND DISABILITY RESOURCE CENTER EVALUATION

ADRC of Calumet, Outagamie and Waupaca Counties

Aging & Disability Resource Center
Customer Satisfaction Report
September 2010



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EXECUTIVE SUMMARY

This report presents the 2010 results for the Aging and Disability Resource Center of Calumet, Outagamie and Waupaca Counties. The purpose of the report is to summarize the ADRC's service strengths, opportunities for improvement and overall customer satisfaction ratings so that the ADRC can make strategic decisions using an evidence-based understanding of potential impacts on customers and customer satisfaction.

Highlights of the results show that:

- Over half of customers (62.7%) were 60 years of age or older and 61.2% had a physical disability. A combined 40% had either a developmental disability (10.4%), Alzheimer's or dementia (16.4%) or another mental illness (16.4%). This distribution is similar to that seen in the statewide sample, with a somewhat higher incidence of Alzheimer's, dementia and other mental illness.
- 2010 customer satisfaction ratings for COW appear to have decreased overall in comparison with the 2008 survey. A smaller sample size in 2010 and changing expectations associated with the ADRC becoming more well-known and established may be partly responsible for this change.
- The percentage of COW customers who would recommend the ADRC's services remained about the same, from the 2008 result of 93.9% to 88.9% in 2010. The 2010 figure is comparable to the statewide average of 93.1%.

GREATEST STRENGTHS:

- **Home visits.** Over half of COW customers (56.3%) reported having had an I&A specialist visit them in their home and among them, most said the visit occurred within 3 days (37.9%) or 1 week (41.4%) after they contacted the ADRC. The majority of COW customers (62.5%) reported that the ADRC was better able to help for having been in their home and 82.9% were satisfied with their home visit experience.
- The vast majority of those who received a referral were very satisfied (71.4%) or satisfied (21.4%) with the experience. The level of customer satisfaction with referrals was above average.

OPPORTUNITIES FOR IMPROVEMENT:

- The domains of Accessibility (2.89), Personalization (3.00) and Empowerment (3.02) offer the greatest opportunities for improvement.

- **Accessibility and Empowerment.** The domains of Accessibility (2.89), Personalization (3.00) and Empowerment (3.02) were the least favorably rated and several items related to these domain appear as key drivers of customer service for COW customers. Ease of finding the phone number and returning calls or messages promptly all offer opportunities for improvement. These issues of access can also be disempowering for customers who struggle to gain access. In addition, items in the Empowerment domain such as ‘listened carefully’ and ‘helped weigh the pros and cons of each choice’ are both key drivers of customer satisfaction and less favorably rated for the COW ADRC.
- **Follow-Up.** Over half of COW customers (59.6%) reported that they *had not* received a follow up, and when asked about the I&A specialist in particular, 1 in 3 (33.9%) disagreed that they had followed up to see how they were doing. The follow-up is especially important in identifying additional needs or unforeseen barriers to service, both of which have strong impact on the usefulness of services and every customer service outcome.

METHODOLOGY OVERVIEW

Table 1 briefly outlines the methodology employed in this project. Sixty-seven customers of the COW ADRC completed interviews, were selected at random from a sampling of customers who received information and assistance (I&A) and/or options counseling within the past 6 months and were listed in the electronic database system. Interviews were conducted from January through May of 2010, and typically lasted 16 minutes.

Table 1: Methodology Overview

	Telephone interviewing
Length	16 Minutes
Sampling	ADRC customers who received I&A and/or options counseling with contact in the past 6 months
Survey Timing	Early 2010
Statewide sample size	2308
COW 2010 sample size	67
COW 2008 sample size	103

Because not all customers were surveyed, there are bound to be differences between the results obtained from interviewing the sample respondents and the results that would be obtained if all people in the population were interviewed. These differences are known as ‘sampling error’. In general when comparing your results with the average for all surveyed ADRCs, the sampling error for COW is approximately plus or minus 10%, and plus or minus 3% for the state averages.

In addition to analysis of response percentages, many results are discussed with respect to a descriptive mean, or average. The table below shows the scales for each corresponding question. Responses of ‘don’t know’ and ‘no answer’ are not included in calculating the means for any question. Questions with negative connotations, such as “Do you agree or disagree that the person you worked with... Was hard to get a hold of?” were coded so that a high score represents a positive response. When evaluating the averages presented in this report, high scores represent positive attributes.

Table 2: Question Scales

	Scale	Values
Satisfaction	1 to 4	1 = Very dissatisfied 2 = Somewhat dissatisfied 3 = Somewhat satisfied 4 = Very satisfied
Agreement	1 to 4	1 = Strongly disagree 2 = Somewhat disagree 3 = Somewhat agree 4 = Strongly agree

READING YOUR PACKGE DOMAIN SCORES

All aspects of customer satisfaction that were measured in the evaluation have been categorized into six domains. Through statistical analysis, these domains emerged as distinct qualities of the ADRC that are significant predictors, or key drivers, of all aspects of customer satisfaction.

This section of the report will discuss COW’s ratings in each of the six domains and identify your particular strengths and areas for improvement. The report will also identify quality indicators or quality processes that are associated with domain excellence to assist with your quality improvement efforts.

Domain scores are assessed by taking an average of all items that contribute to the domain. Like the items that comprise them, domain scores are measured on a scale of 1 to 4, with 4 representing an ‘excellent’ result and 1 representing a ‘poor’ result. These domains are used to measure customer service delivery, including Personalization, Access, Culture of Hospitality, Knowledge, Guidance and Empowerment. Together, they make up the complete PACKGE of customer service.

P ersonalization	Consideration for the customer’s and their family’s individual needs and circumstances, following up to see how they were doing
A ccessibility	Convenience of location and hours, ease of finding the phone number
C ulture of Hospitality	Responsiveness, courtesy and privacy when talking to staff
K nowledge	Offering knowledge about a wide range of services and offering the customer easy access to information
G uidance	Explaining each step clearly, helping to navigate the system and fill out paperwork
E mpowerment	Helping the customer to explore their choices, weigh the pros and cons, and connect to needed services

Table 3: Domains and their Meanings

Domain	Meaning	Indicators
Personalization	Consideration for the customer's and their family's individual needs and circumstances, following up to see how they were doing	The person I worked with... ... Addressed my special circumstances and needs. ... Considered my opinions, likes and dislikes before recommending services or programs. ... Considered my family and their needs. ... Helped me understand the cost of different alternatives. ... Followed up to see how I was doing
Accessibility	Convenience of location, hours, responsiveness and privacy when talking to staff.	Convenient Location The accessibility of the office and facilities Hours Open (Office hours) Parking Ease of finding the phone number Hours someone is available
Culture of Hospitality	Responsiveness and courtesy of staff	Waiting time in the office Comfort of the waiting room environment Welcoming environment overall Friendliness of the receptionist Treating customers with respect and courtesy Returning calls promptly Overheard people talking Felt concern that conversation was not private
Knowledge	Offering knowledge about a wide range of services and easy access to information	The person I worked with... ... Was knowledgeable about a wide range of services ... <Did not> overwhelm me with too much information The ADRC made it easy to access the information I needed.
Guidance	Explaining each step clearly, helping to navigate the system and fill out paperwork	Helped me to evaluate the choices available. Went above and beyond his or her job. Explained each step clearly. Helped with the paperwork, if I needed it. Helped connect me with the services I needed. Helped to navigate the system.
Empowerment	Helping the customer to explore their choices, weigh the pros and cons, and connect to needed services	The person I worked with... ... Was <not> hard to get a hold of. ... Helped me weigh the pros and cons of each choice. ... (Did not) try to talk me into things I did not want. ... Listened to me carefully. ... Helped connect me with the services I needed. ... Helped me evaluate the choices available to me.

CUSTOMER PROFILE

This section profiles customers of the ADRC of Calumet, Outagamie and Waupaca Counties, including demographics and issues leading them to contact the ADRC. These results may be useful in identifying gaps in services, unmet needs, or areas to target your marketing efforts. The chart to the right shows COW’s results in green and the average result for all ADRCs that participated in the 2010 survey in dark blue for comparison purposes.

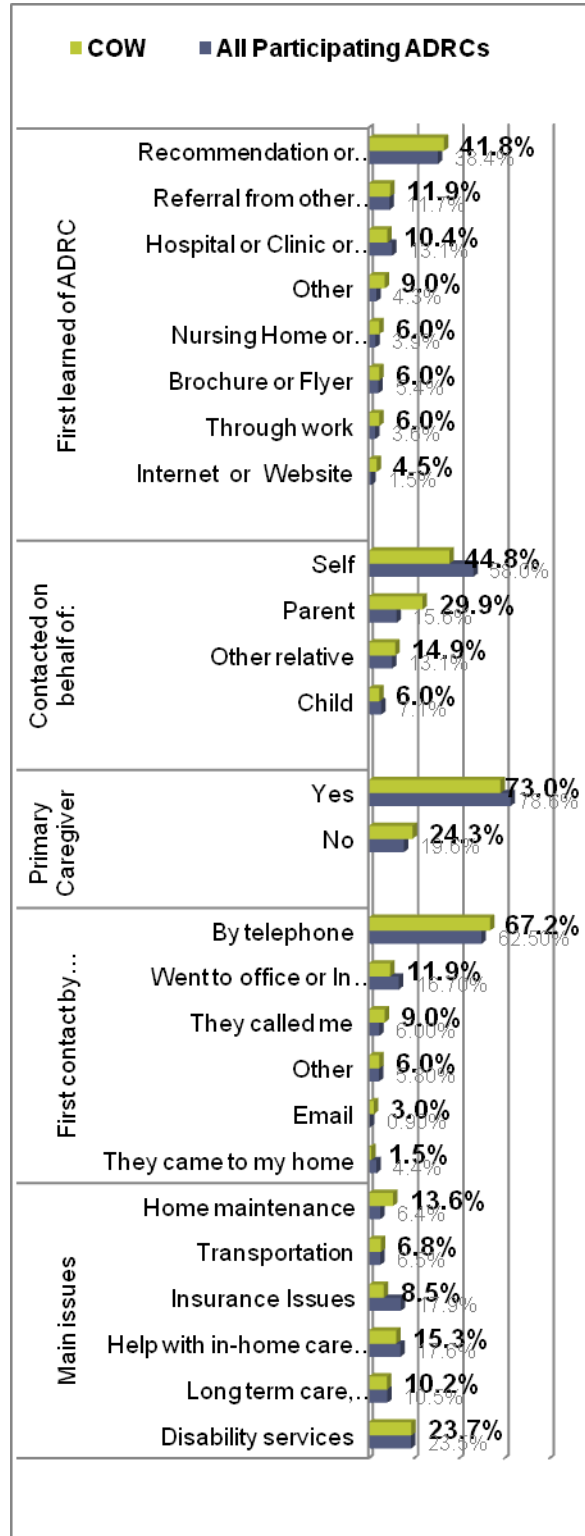
FIRST CONTACT

COW customers most frequently hear about the Resource Center by word of mouth (41.8%), referral from another agency (11.9%) or through a hospital, clinic or doctor (10.4%).

Almost half of customers surveyed (44.8%) contacted the ADRC on their own behalf. Among those who contacted the ADRC on behalf of a relative, friend or family member, the majority (73.0%) were the primary caregiver for that person.

Most customers first contacted the ADRC by telephone (67.2%). The main issues that brought customers to the ADRC services related to disability services (23.7%), help with in-home care (15.3%) or home maintenance (13.6%).

Note that customers often named multiple “main issues” for contacting the ADRC. Thus, answers do not total 100%.



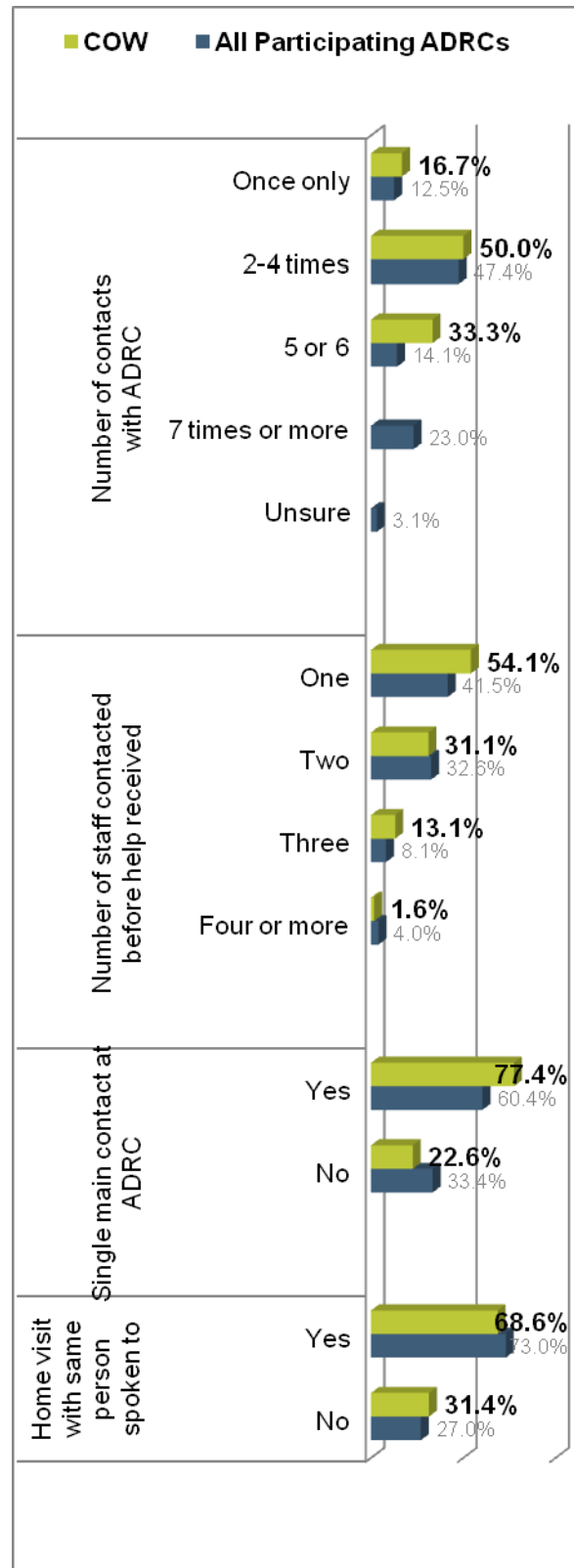
CONTINUITY OF STAFF

Half of COW's customers (50.0%) contacted the ADRC 2-4 times or more before getting the help they needed and 33.3% contacted the ADRC 5 or 6 times.

About half of customers surveyed (54.1%) interacted with just 1 staff member, and 31.1% interacted with two people.

The majority of customers (77.4%) reported that they had a single point of contact at the ADRC, whereas 22.6% did not believe they had a single point of contact.

About two-thirds of the COW customers surveyed who had a home visit (68.6%) said that the person who visited them in their home was the same person they had spoken to previously.



DEMOGRAPHICS

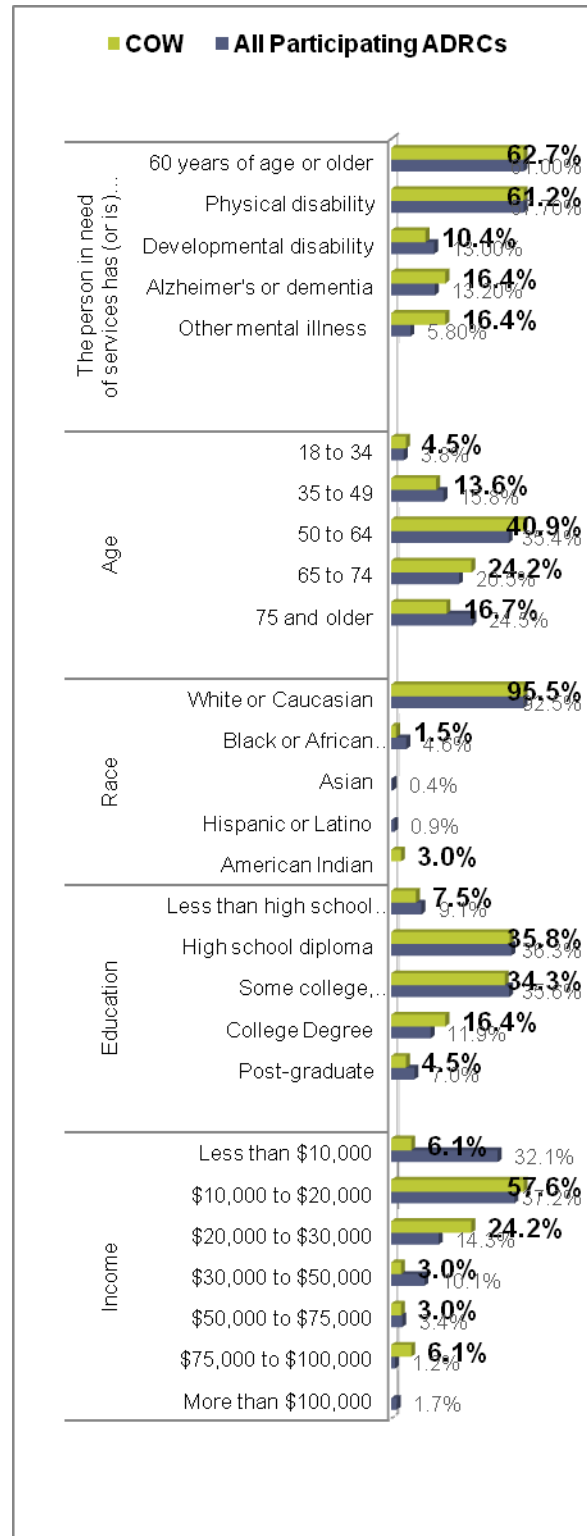
Survey respondents were asked what conditions affect the person in need of services. Over half of customers (62.7%) were 60 years of age or older and 61.2% had a physical disability. A combined 40% had either a developmental disability (10.4%), Alzheimer's or dementia (16.4%) or another mental illness (16.4%). This distribution is similar to that seen in the statewide sample, with a somewhat higher incidence of Alzheimer's, dementia and other mental illness.

A single customer may be affected by multiple conditions so that the percentages of responses do not total 100%.

The remaining demographic questions refer to the person who contacted the ADRC, including those who were in contact on behalf of another person. The ADRC of Calumet, Outagamie and Waupaca Counties customers' age, race, education, education and income are similar to those of the statewide sample.



Analytic Insight



HOME VISITS

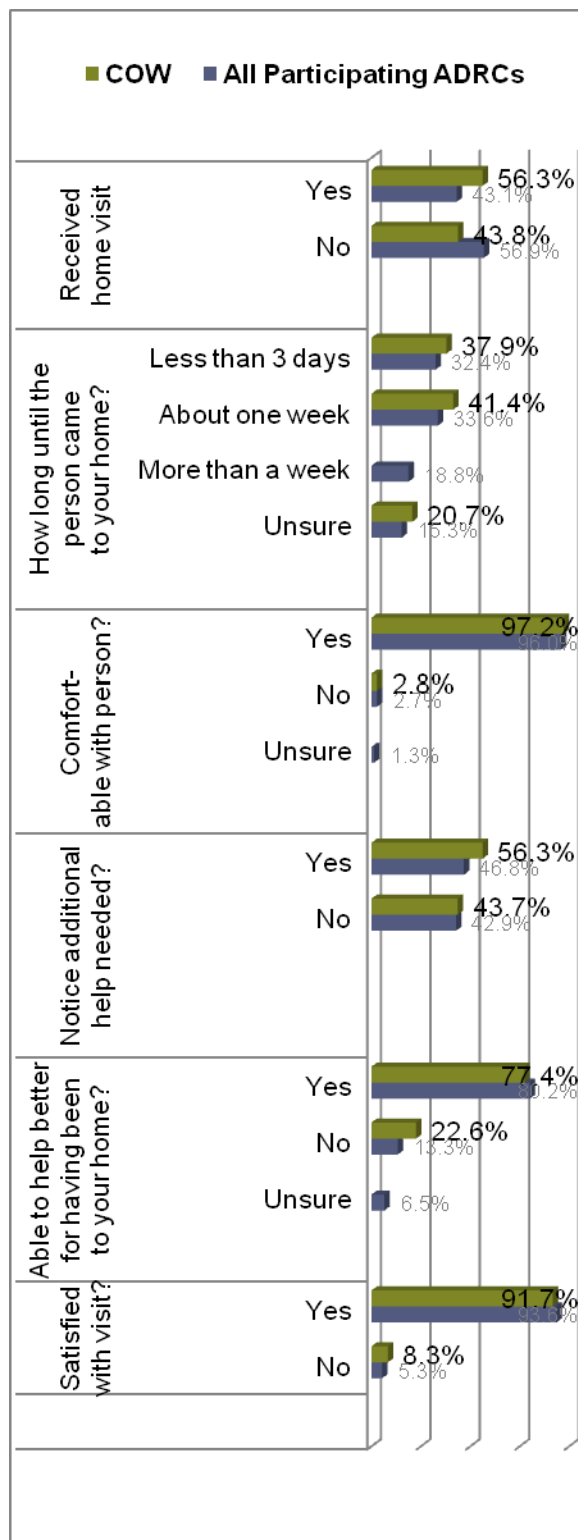
Over half of COW customers (56.3%) reported having had an I&A specialist visit them in their home.

Most customers said the visit occurred less than 3 days (37.9%) or 1 week (41.4%) after they contacted the ADRC.

The vast majority of Calumet, Outagamie and Waupaca County customers said they felt comfortable with the person who came to their home (97.2%).

Over half the customers who received a home visit said that the I&A specialist noticed they needed additional help (56.3%).

The majority of COW customers reported that the ADRC was better able to help for having been in their home (77.4%) and 82.9% were satisfied with their home visit experience. These percentages are about average in comparison to all participating ADRCs.



REFERRALS

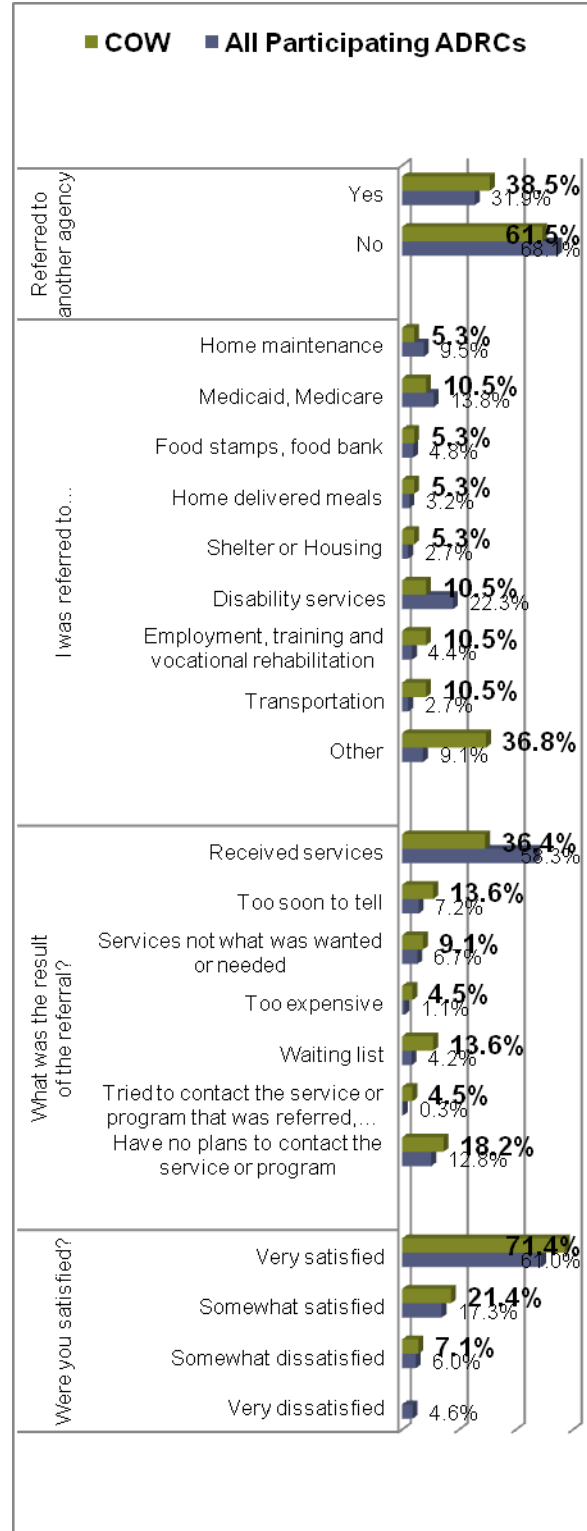
This section presents survey results related to referrals made through the ADRC and their outcomes. Over a third of customers (38.5%) reported that they received a referral.

The referrals were distributed across a range of agencies and organizations. About 10% received a referral related to disability services (10.5%), employment or vocational rehabilitation services (10.5%), Medicaid or Medicare (10.5%) or transportation related services (10.5%). Other responses include veteran’s related issues, caregiver services and specific programs, each with less than a few percent.

About a third of those who received a referral (36.4%) had received services at the time of the survey. 13.6% said it was too soon to tell and an additional 13.6% were on a waiting list.

The vast majority of those who received a referral were very satisfied (71.4%) or satisfied (21.4%) with the experience. 7.1% were somewhat dissatisfied.

The utility of COW’s referrals were about average and the level of customer satisfaction with referrals above average.



FOLLOW UPS

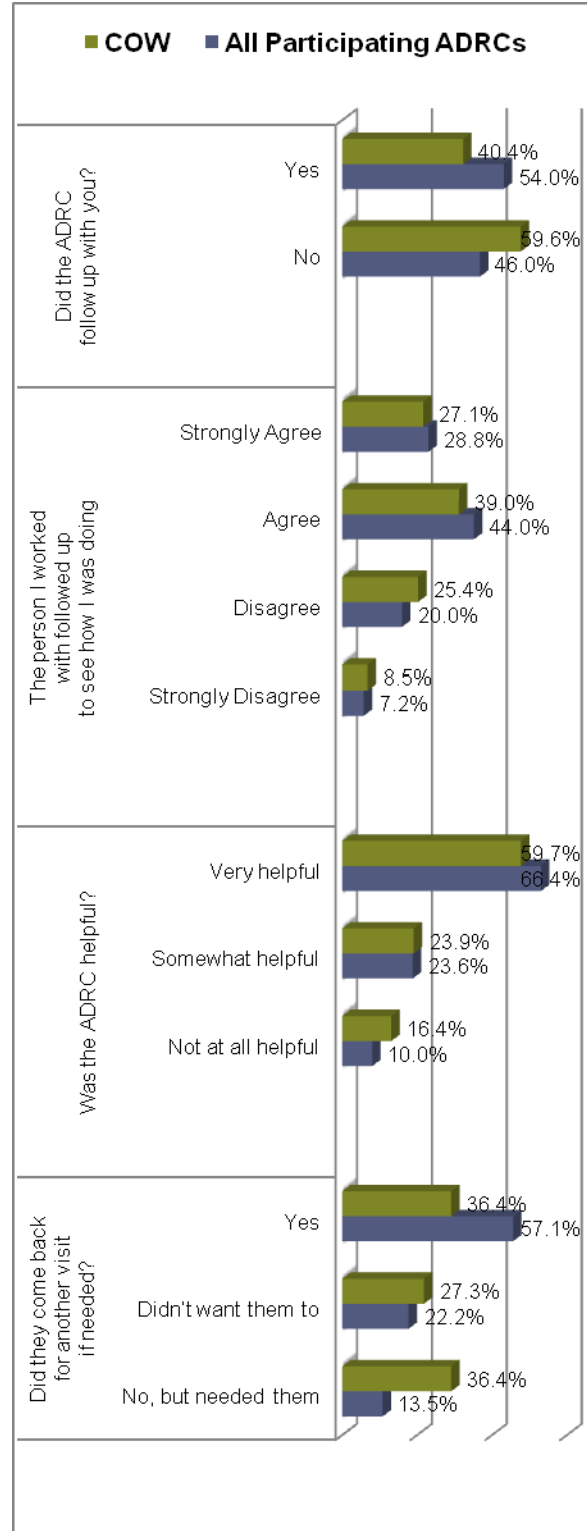
Less than half of COW customers surveyed (40.4%) said that the ADRC followed up to find out if the information they received was useful. This rate is lower than the average of 54.0% among all 34 ADRCs surveyed.

When thinking of the I&A specialist in particular, the majority strongly agreed (27.1%) or agreed (39.0%) that the person they worked with followed up to see how they were doing.

COW's customers were more likely to report that the I&A specialist followed-up with them than the ADRC. In surveys generally, individuals are often rated more highly than the organization or institution they represent. Customers may also report less formal follow-ups, such as an I&A specialist inquiring "how are you doing" in reference to the I&A specialist but not the ADRC.

Over half of COW customers (59.7%) found the ADRC to be very helpful with key issue or challenge they were concerned about.

About a third of COW customers who received a home visit reported that the I&A specialist did not come back for an additional visit although they needed them to (36.4%). Among all surveyed ADRC customers statewide, 13.5% who received a home visit said they needed a follow-up visit but did not receive one.

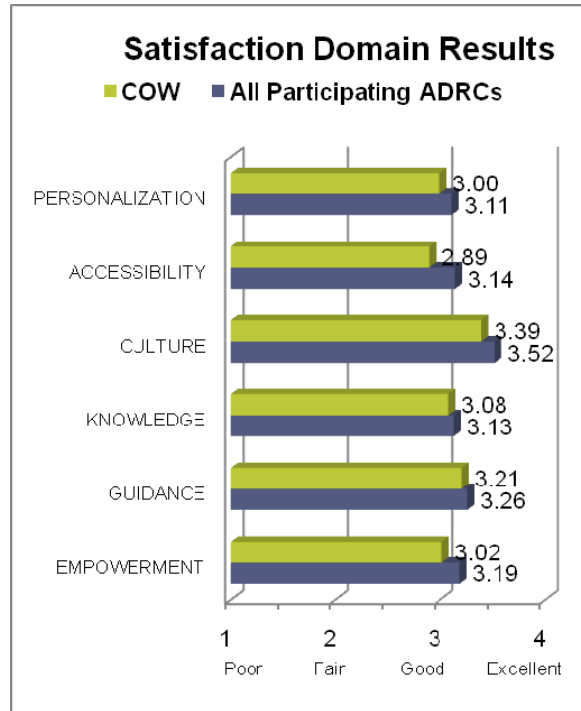


DOMAIN RATINGS

The chart to the right shows the average domain rating on a scale of 1 to 4 where 1 represents ‘poor’, 2 represents ‘fair’, 3 represents ‘good’ and 4 represents ‘excellent’.

The ADRC of Calumet, Outagamie and Waupaca Counties domain ratings are about average or below in all areas.

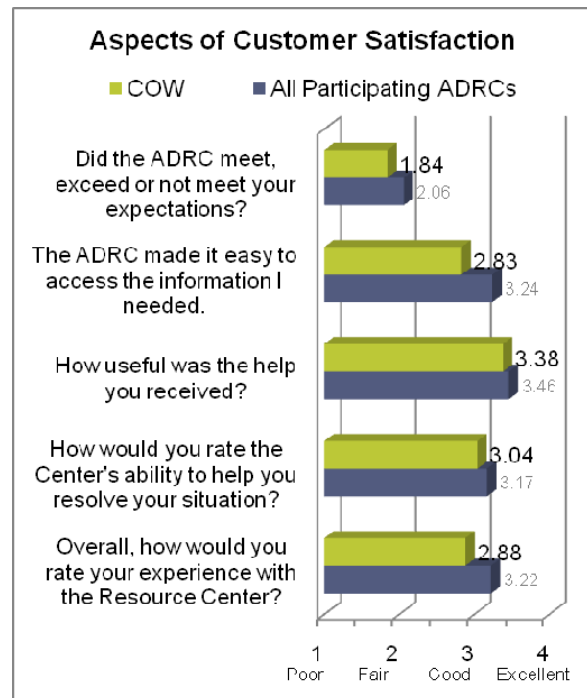
COW’s greatest strength was in the area of Culture of Hospitality (3.39). The domains of Accessibility (2.89), Personalization (3.00) and Empowerment (3.02) offer the greatest opportunities for improvement.



ASPECTS OF CUSTOMER SATISFACTION

The five customer service domains were predictive of several distinct aspects of customer service. These included customer ratings of the usefulness of the help they received, their overall experience at the ADRC, whether the ADRC did not meet, met or exceeded their expectations, and the customer’s stated willingness to recommend the services to someone else. Note that ‘meeting expectations’ was measured on a scale of 1 to 3, so ratings appear lower for that measure.

The ADRC of Calumet, Outagamie and Waupaca Counties was rated below the average of all surveyed ADRCs on all aspects other than the usefulness of help received, which was rated about average.



EXPECTATIONS AND WILLINGNESS TO RECOMMEND

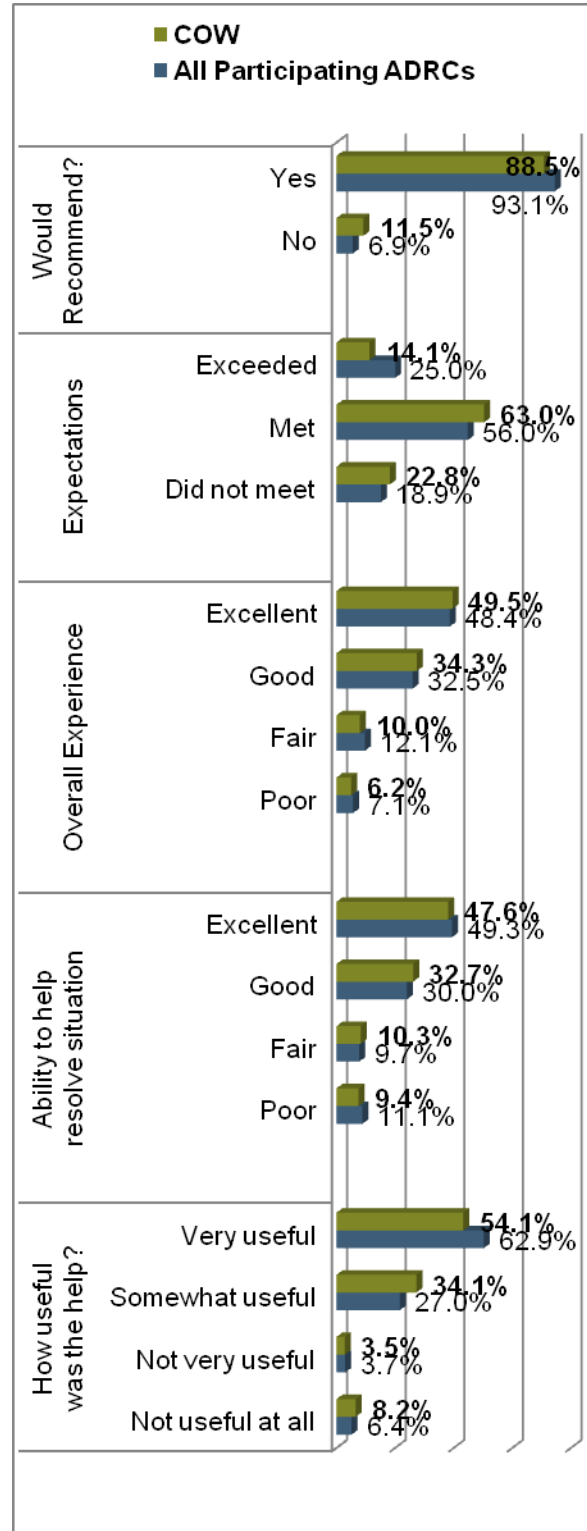
Although customers often rate ADRC services highly, there are two questions that often discern between mere ‘customer satisfaction’ and ‘customer delight’.

The first of these questions involves willingness to recommend the ADRC services to others. This willingness is particularly important given the high percentage of ADRC customers who first hear about the ADRC services through word of mouth. The majority of COW customers (88.5%) said they would recommend the ADRC, somewhat lower than the statewide average of 93.1%.

The second question used to differentiate excellent from good customer service is “Would you say the ADRC met, exceeded or did not meet your expectations?” By comparing a customer’s experience to expectations, which are often high, this question often prompts survey respondents to distinguish between a good and excellent experience.

As shown in the chart to the right, 14.1% of COW customers said that the ADRC exceeded their expectations, compared with 25% statewide. A somewhat higher percentage did not meet expectations (22.8% vs. 18.9% statewide).

The chart also offers the distribution of COW and statewide results for several other customer outcomes.



The following table shows some of the strongest predictors of several customer service outcomes and the COW results for those questions. The Gap Analysis shown in the table provides an indicator of how far above or below the statewide average COW was rated. A negative “gap” means that your ADRC is below average, and a positive gap that you are above average.

The ADRC of Calumet, Outagamie and Waupaca Counties is at or below average in all of the customer service areas. The recommendations in this report can be used to understand what is being done well and to progress customer service that is already perceived as “good” to “excellent”.

Improvements in the areas strongly associated with the outcome are likely to result in improved domain and outcome scores. In other words, these areas have both the most room for improvement and the greatest potential impact on customer satisfaction. The areas with the greatest potential improvement and impact are highlighted in yellow. The “gap” represents the discrepancy between the COW result and the average for all surveyed ADRC customers. A negative gap indicates a below average score and a positive gap shows an above average score.

Table 4: ADRC Processes and Characteristics Associated with Selected Aspects of Customer Service

Customer Service Aspect	Predictors	Calumet, Outagamie and Waupaca Counties	Statewide	Gap
Overall Experience	The person I worked with helped me weigh the pros and cons of each choice	2.93	3.13	-0.2
	The person I worked with explained each step clearly	3.16	3.29	-0.13
	Ease of finding the phone number	2.95	3.14	-0.19
	Treating customers with respect and courtesy	3.54	3.49	0.05
Exceeding Expectations	The person I worked with cared about my needs	3.25	3.35	-0.1
	The person I worked with listened carefully to me	3.34	3.42	-0.08
	Approximately how many times have you spoken with or met with an ADRC staff member, not including leaving	2.17	2.49	-0.32
Willingness to Recommend	Comfort of the waiting room environment	2.67	3.29	-0.62
	Hours Open	2.67	3.22	-0.55
	Privacy when talking to the specialist or staff	3	3.44	-0.44
	The person I worked with returned calls or messages promptly	3	3.44	-0.44

RECOMMENDATIONS

- **Accessibility and Empowerment.** The domains of Accessibility (2.89), Personalization (3.00) and Empowerment (3.02) were the least favorably rated and several items related to this domain appear as key drivers of customer service for COW customers. Ease of finding the phone number and returning calls or messages promptly all offer opportunities for improvement. These issues of access can also be disempowering for customers who struggle to gain access. In addition, items in the Empowerment domain such as ‘listened carefully’ and ‘helped weigh the pros and cons of each choice’ are both key drivers of customer satisfaction and less favorably rated for the COW ADRC.
- **Follow-Up.** Over half of COW customers (59.6%) reported that they *had not* received a follow up, and when asked about the I&A specialist in particular, 1 in 3 (33.9%) disagreed that they had followed up to see how they were doing. Further, a third of COW customers who received a home visit reported that the I&A specialist did not come back for an additional visit although they needed them to (36.4%). The follow-up is especially important in identifying additional needs or unforeseen barriers to service, both of which have strong impact on every customer service outcome.