



Keeping the Customer Satisfied

RACP ASM Workshop 12 May 2008

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Introductions



Workshop outline

- Reflecting on customer experiences
- Who are Customers?
- Customer Satisfaction – what and why?
- Drivers of satisfaction and dissatisfaction
- Understanding patient satisfaction in



The new business reality – customer satisfaction matters

- Customers describe value, not providers
- Competitive advantage
 - Price or quality or both
- Payment for Quality
 - Define a new relationship with consumers, based around service quality / satisfaction



Why is reflection important?



Why reflection is important

- Conscious, disciplined learning from past experience
- Putting time aside to think about why events unfolded in the way they did
- Engaging in self analysis- most events have a number of perspectives
- Time to understand why things went wrong and what was our own role in this
- Time to understand why things were successful and our contribution to success
- Allows us to do better next time or replicate successes
- Allows us to determine where we need extra training, education or coaching



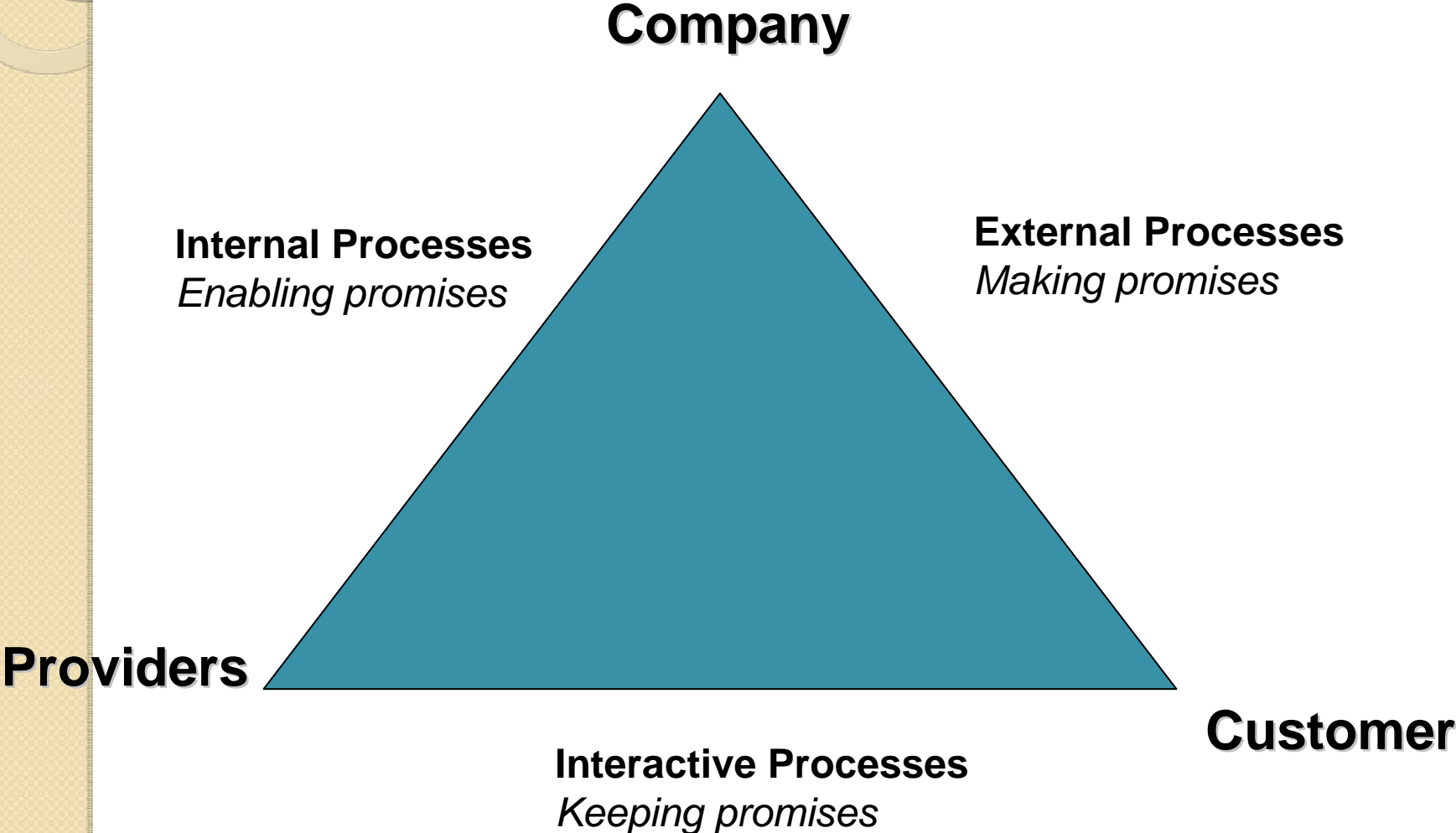
What is a Customer?



Who are customers?

- Groups or individuals who have a business relationship with the provider of services
 - those who receive and use or are directly affected by the products and services provided
- Customers include
 - direct recipients of products and services
 - internal customers (staff) who produce services and products for final recipients
 - other organizations and entities that interact with the service provider to produce products and services

Internal and External Customers





Customers of our services

- Services are deeds, processes and performances
- Services are
 - Intangible
 - Heterogeneous
 - Simultaneously produced and consumed
 - Tenuous

Who is a customer?

Referring Doctor

Referring Doctor's colleagues and networks

Patient

Patient's family and networks

Broader community are "potential customers"

Funding agencies

Government

Insurers

Staff

Suppliers

3rd party agencies

hospitals

pathology providers

staff of 3rd party agencies



What is satisfaction?

“Everyone knows what satisfaction is until asked to give a definition”

Richard Oliver



Two definitions

Comparison of expectations
versus perception of
experience.

How pleased the customer is
with the services provided



Satisfaction / Dissatisfaction

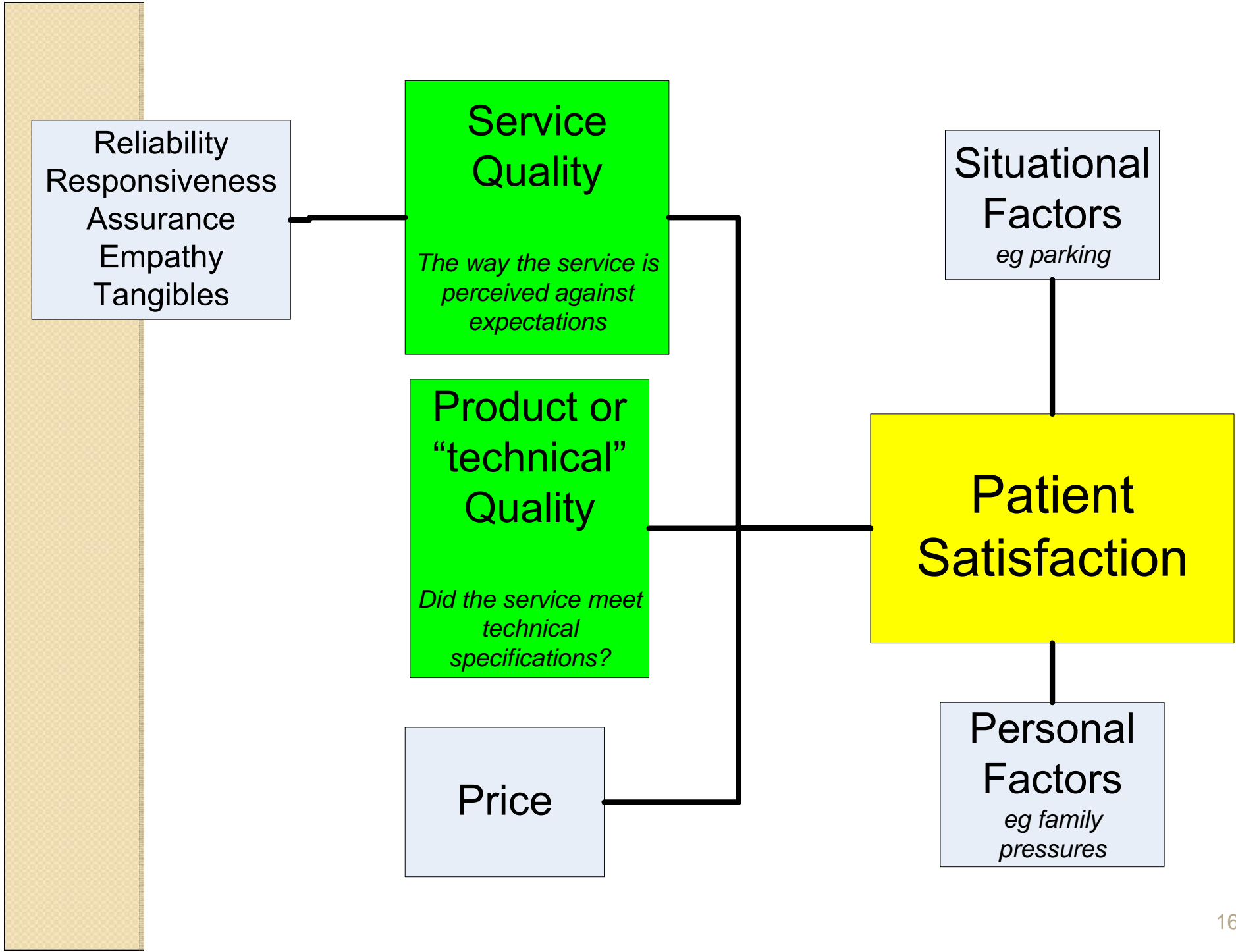
- Has the service met the customer's expectations?

Expectations

Desired Service

Zone of tolerance

Adequate Service



Who is a customer? All have potential to influence customer satisfaction

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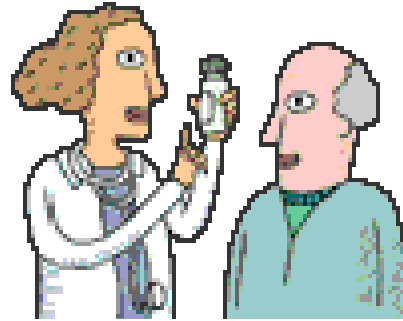
pathology providers

staff of 3rd party agencies



**Why is satisfaction
important?**

Individual Patient care is our business



“it’s all about the patient”



Finance

Facilities

Human Resources

Diagnostics

Governance

Policy

Admin support

Funding agencies

Transport

etc



The new business reality – customer satisfaction matters

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A new model for Healthcare

Building for high performance

20th Century

- Provider centred, but non clinician managed
- Price driven
- Knowledge disconnect
- Slow to innovate
- Reactive, episodic care – illness based
- Paper based
- Outcomes ignored
- Cost increases
- Safety static or worsening

21st Century

- Patient centred, clinician engaged, team based
- Driven by value to consumer
- Knowledge management
- Rapid innovation
- Health oriented
- Data in electronic form
- Outcomes measured
- Cost declines
- Safety improves



Adapting to change and competitive advantage

“It is neither the strongest of the species that survive, nor the most intelligent, but rather the one most responsive to change”

Charles Darwin



Quality?

- The customer is “the final arbiter of quality”

Gazibarich B. (1996)

Respecting the subjective: quality measurement from the patient's perspective

An unhappy patient suggests poor quality care, but **Glyn Elwyn and colleagues** point out that using measures of satisfaction to assess health providers is not without problems

Modern health care is recognising, albeit with difficulty, that it is a service industry and has to pay more attention to those who use it. It may have unique features—in that it deals with high stake issues—but in common with other knowledge intensive services, it has to balance the expert skills with the expectations and experiential expertise of users. Service industries have learnt that sustained profitability stems from meaningful customer focus, collaboratively designed products and services, and positive interpersonal exchanges that management science calls “moments of truth.”¹ Healthcare organisations are now keen to take patients' perspectives seriously, but it's not as simple as it may sound.

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be timely and that their views and preferences will be considered at least equally important as those of health professionals. Patient perceptions of what constitutes high quality care are likely to be fluid and will change as they understand that performance is not uniformly high. Providing patients with a framework to help them understand a broader array of performance and quality measures would help.³


Is what patients say they want the same as good quality care?

Patients' preferences do not exactly overlap with good quality care; meeting their priorities is necessary but not sufficient. Indeed, some of their wishes, particularly when uninformed or ill informed, can be

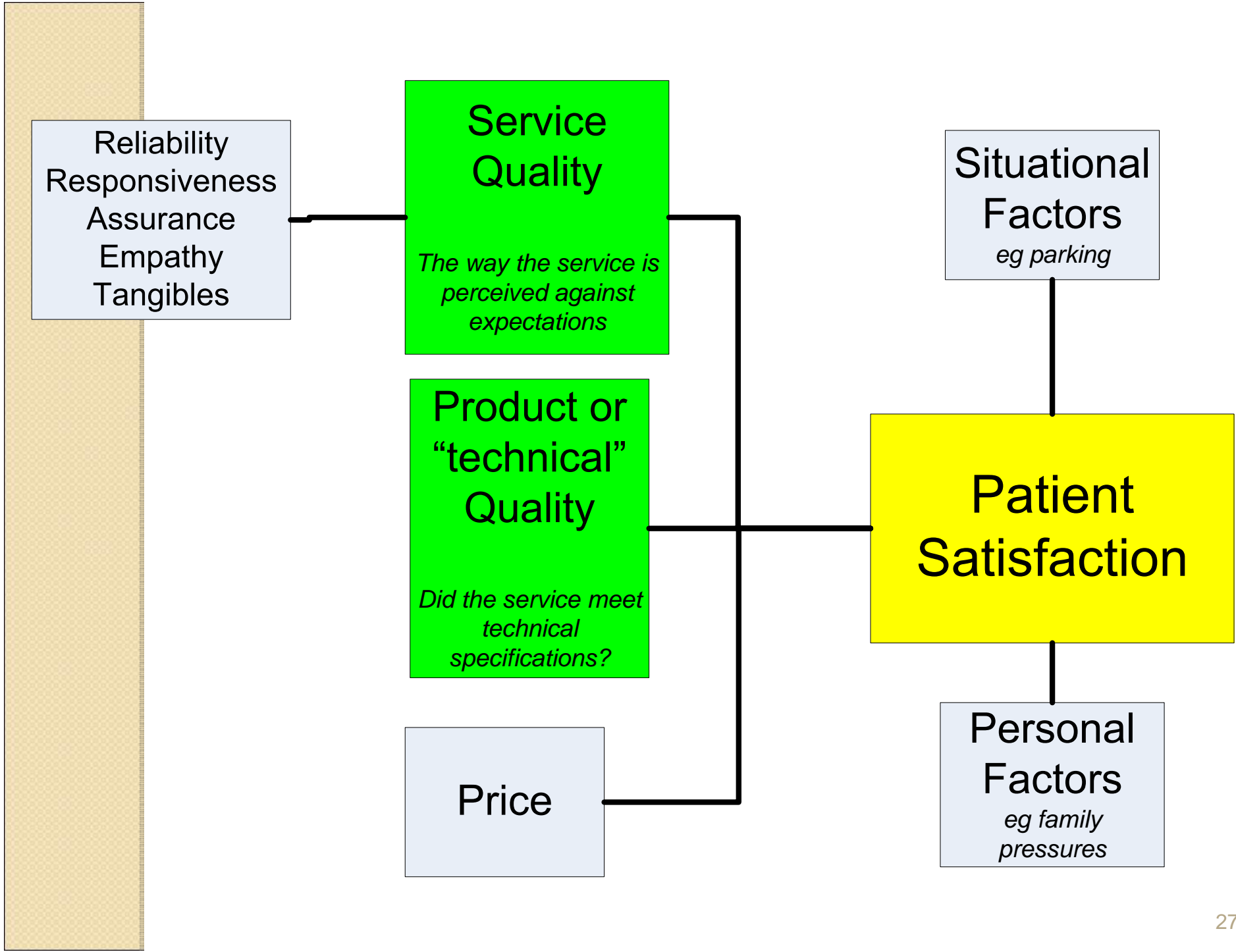


Why Satisfaction?

- Patient factors
 - *Increased compliance*
 - *Return business*
 - *Word of mouth*
- Workplace factors
 - *Happy staff*
 - *Workforce retention*
 - *Organisational culture*
- Personal/business factors
 - *Risk Management tool*
 - *Healthier business, better business outcomes*
 - *Who wants unhappy customers?*
 - *Fewer complaints- less stress and time wasted*

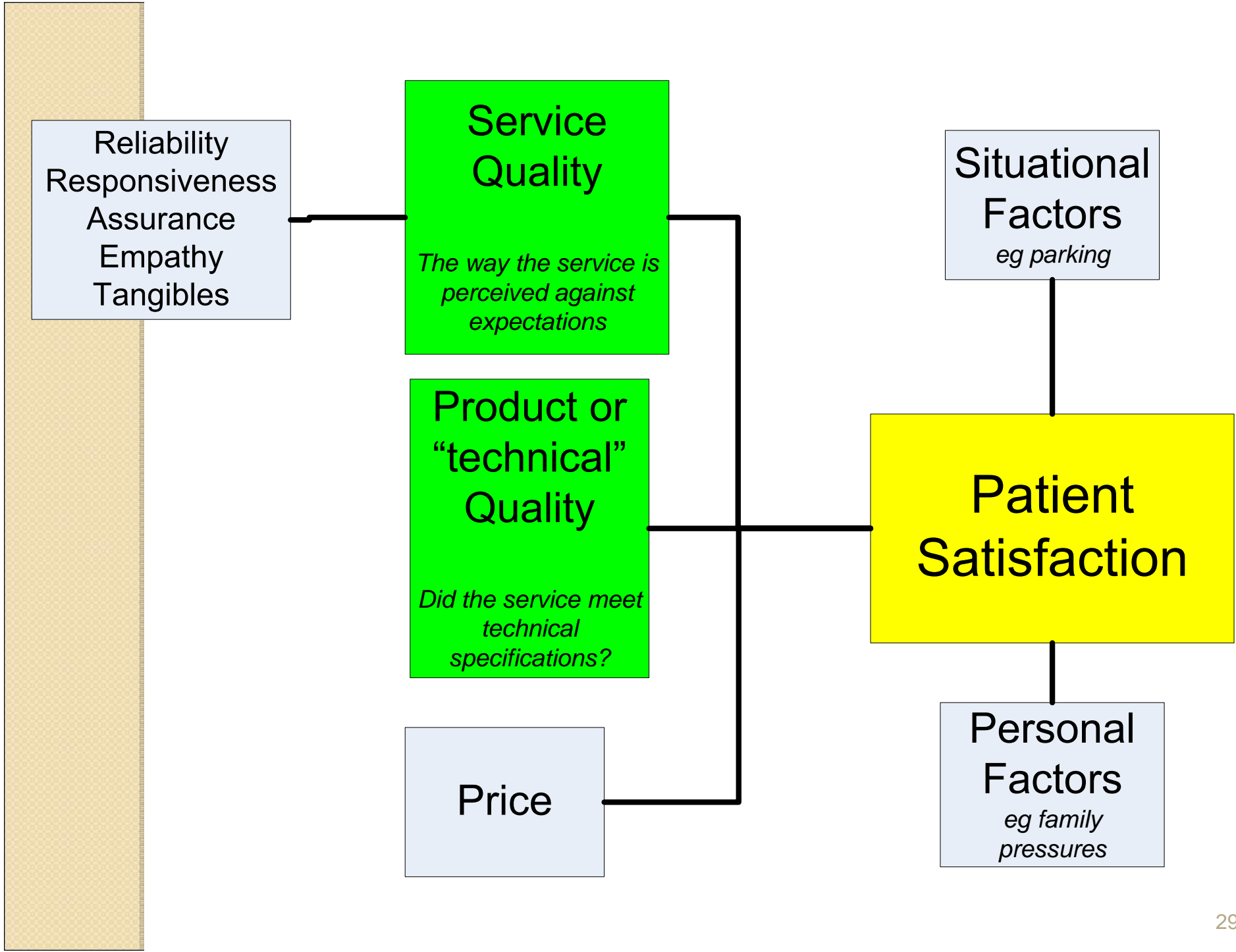


In health care, what drives satisfaction?





In health care, what drives dissatisfaction?





Customer satisfaction

- Product and Service features
 - Appointment within expected time?
 - Waiting time once arrived?
 - Technical 'success'
- Consumer Emotions
 - Environment
 - Staff relationship



Customer satisfaction

- Causes of success or failure
 - Expectations of success (e.g. complications, “cure”)
 - Was success or failure outside the control of provider
- Perceptions of equity or fairness
 - Have I been treated fairly compared with other customers?
 - Value for money



Predictors of successful service in an outpatient setting

- Staff attitudes 43%
- Limited waiting time 10%
- Provision of adequate information 10%
- Professionalism 5%



Service failure in an outpatient setting

- 18.6% experienced service failure in a number of domains
- Predicted by
 - Long waiting time 10.7%
 - Technical failure 2.9%
 - inconsistent service provider 2.9%
- 4.9% experience elements of service success and failure

Service Quality domains

Domain	Description	Comments
Reliability	Delivering on promises	“so many things done all at once”
Responsiveness	Being willing to help	“staff have been very friendly, willing to help with any issue that may arise at appointment”
Assurance	Inspiring trust and confidence	“Dr A was very helpful + made me feel very comfortable about further treatment needed”
Empathy	Treating customers as individuals	“caring and compassionate staff. They are always smiling and make you feel comfortable and treat you as an individual, not just a number”
Tangibles	Representing the service physically	<i>No specific comments made</i>



Measuring Quality / Satisfaction

- Service quality in our outpatient service is experienced in a positive way
 - ie we deliver at least ADEQUATE service to most
- Still has significant problems
 - eg 30% DNA rate / approx. 20% service failure rate
- Successful service appears common
 - Attitudes & Professional factors
- Service failure occurs in 1: 5 episodes
 - Causes largely remediable
 - Reflect organisational issues including staff / skills
- Suggested improvements
 - Largely “functional” issues, not related to “technical” quality



Measuring Quality / Satisfaction

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Measuring Quality / Satisfaction

- **Are patient expectations too low?**
 - Would their expectations be higher if they were better educated re the service?
 - Would higher expectations hinder or help the service experience?
 - Do patients in the private sector have higher expectations?
- **Service success and service failure coexist**
- **Simple measures can lead to preventing service failure**
 - ? Impact on Service recovery



Patient satisfaction in your environment...

The only reason to assess satisfaction is to seek to improve

Victorian Patient Satisfaction Monitor



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About the Victorian Patient Satisfaction Monitor (VPSM)


Patients' perception of their hospital stay is a key indicator of health care quality.

The Victorian Patient Satisfaction Monitor (VPSM) monitors the level of adult patient satisfaction with the care and services provided by the State's public acute and sub acute hospitals.

The VPSM is funded by the Department of Human Services, and administered under contract by an independent company. For the period 2005–2008, this company is UltraFeedback Pty Ltd.

Since the introduction of the VPSM in July 2000, improvement has been demonstrated in key areas of service delivery and, more specifically, in the communication between patients and hospital staff, and in the clarity, appropriateness and timeliness of written information provided.

Statewide Survey Results

 [VPSM Annual Survey Report - Year 6 - March 2006 to February 2007 \(pdf, 1.75 mb\)](#)

Last updated: 18 March, 2008

Contact: For further information about the VPSM, please contact [Cathy Fraser](#) on 1800 356 601

This web site is managed and authorised by the [Statewide Quality Branch](#) of the [Rural and Regional Health and Aged Care Services Division](#) of the Victorian State Government, [Department of Human Services](#), Australia



Other possibilities?

- www.ultrafeedback.com
- http://rand.org/health/surveys_tools
- <http://www.pressganey.com/>

- **Whatever you do, keep it simple.....!**

Assessing patient satisfaction *a simple 3 question tool*

1. "In what ways has your experience (of this practice) exceeded your

exp

Desired Service

Zone of tolerance

Adequate Service


2. “In what ways has your experience failed to meet your



Desired Service

Zone of tolerance

Adequate Service



Don't ask if you don't want to improve.....

3. “Can you tell us 3 ways in which we can improve your experience (of this practice) ?”



Other tips?

- The customer is always right (usually...)
- Remember this is not just about you – your staff and your organisation are critical
 - *This is all about culture*
 - *Staff can retrieve a failed episode of care*
- Welcome / Encourage / Reward complaints
- Mystery shoppers
- Advisory Boards can help provide a customer view



Thanks for coming!

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