



THE
FRIENDS

QUALITY OF CARE ASSESSMENT



Caislyn Consulting Inc.

Kate Pautler, Ph.D.

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Introduction

The Friends is a non-profit, community-based organization serving Muskoka and Parry Sound Districts. During its twenty year history, the organization has developed a comprehensive range of services and supports for people with physical disabilities as well as seniors and their caregivers. Values of dignity, teamwork, innovation and empowerment guide this organization. Overall the goal is to promote clients' optimal health, independence, quality of life and participation in community life.

As of 2012, The Friends offers the following services in various locations:

- ✚ Seniors Services –
 - Adult Day Away Programs
 - Respite Program
 - Caregiver Support Programs
 - HAL – Home At Last Program
- ✚ Support Services –
 - 24 Hour Assisted Living
 - Outreach Program
 - Attendant Services Program
 - Respite Apartment Program
 - Seniors Homemaking Program
 - Volunteer/Lifeskills Program
 - Transitions to Home
 - Meals on wheels/Volunteer transportation

Local and Provincial Health Care Contexts

The Friends receives funding through the North East Local Health Integration Network as its head office is located in Parry Sound. Planning and system management for health care services in Muskoka District are under the purview of the North Simcoe Muskoka Local Health Integration Network. Operationally, this requires a significant commitment on the part of the Administration to participate in two ongoing processes regarding local health care system operations.

The LHINs have the mandate to plan, fund and integrate health services in their own communities. They are responsible for bringing together health care partners including

community care, hospitals, community support services, community health centres, long-term care and community mental health and addictions with the goal of ensuring timely access to high quality services. High priorities for LHINs include the development of innovative and collaborative solutions that will result in efficient and effective local health services.

With LHINs assuming the funding role in Ontario, the Ministry of Health and Long-Term Care (MOHLTC) is serving as the steward of the overall system, providing leadership and system direction. To quote the Ministry's website: "The ministry will be less involved when it comes to the actual delivery of health care and more involved in:

- ✦ Establishing overall strategic direction and provincial priorities for the health system;
- ✦ Developing legislation, regulations, standards, policies, and directives to support those strategic directions;
- ✦ Monitoring and reporting on the performance of the health system and the health of Ontarians;
- ✦ Planning for and establishing funding models and levels of funding for the health care system;
- ✦ Ensuring that ministry and system strategic directions and expectations are fulfilled." <http://www.health.gov.on.ca/en/ministry/>

Recently, the MOHLTC introduced the *Excellent Health Care Act for All (2010)*. This legislation focuses on the quality and value of the health care patient experience through the application of evidence-based health care. The Act is being implemented first in Ontario hospitals, then following assessment, will be extended to other health care organizations, like The Friends.

Generally speaking, the legislation directs health care organizations to establish internal processes that focus on quality of care they deliver. They will:

- ✦ Establish Quality Committees to report on quality-related issues;
- ✦ Prepare annual quality improvement plans and make them public;
- ✦ Link executive compensation to achievement of improvement targets set out in the annual quality improvement plan;
- ✦ Conduct client/caregiver surveys to assess satisfaction with services;
- ✦ Assess satisfaction of employees with their employment experience and views of the quality of services delivered by the organization;
- ✦ Develop client relations processes to address experience issues and reflect the organization's declaration of values.

Rationale for the Quality of Services Study at The Friends

The opportunity to undertake a formal assessment of service quality at The Friends was present in the 2011-2012 operational year. Even though the *Excellent Health Care Act for All (2010)* does not yet apply to community-based health care organizations, the Administration wished to take the first step on the issue of quality of care. The rationale was to survey the agency's clients and their family caregivers, as well as staff, to gather benchmark data and provide possible directions for the Board of Directors and Management teams to pursue in establishing a quality of care plan for the organization.

Caislyn Consulting Inc. was hired to develop and administer the research portion of this project. Participants were thus ensured of the anonymity of their responses.

Study Design and Methodology

The project began in January 2012. A series of meetings were held with the Chief Executive Officer to establish the exact scope of the assessment and to review draft questionnaires. A scan of grey literature was conducted to obtain sample quality assessment questionnaires from like organizations (see References). The final decision was to assess the quality of support services provided from the perspectives of people being served (clients), their family caregivers and frontline staff. Landlord/tenant issues were not included at this time as the nature of this relationship is very different from the provision of attendant, support or outreach programs.

Three brief questionnaires were developed (see Appendix 1). The majority of questions used a rating scale format. Open-ended questions to obtain additional comments were also included. SurveyMonkey was used to format the surveys. Rating questions on the client and staff surveys mirrored each other so that the two perspectives could be compared. Questions on the family caregiver questionnaire sought feedback on the caregiver's perception of the care their loved one was receiving as well as on aspects of the care process that impact directly on the caregiver.

A cover letter was prepared for each group. Client and family caregiver invitations and surveys were mailed by the agency mid-March to all individuals on their client roster. Postage return envelopes were provided to direct the surveys to the researcher. There was a one-month response timeframe. Frontline staff members received an invitation to participate in the survey with their paystubs mid-March and they had a two week window within which to respond; computers were also made available to them at central worksites to provide access to the online questionnaire. A decision was made in May to

administer the staff survey at a staff meeting as the initial response was quite low. This substantially increased staff members participation in the survey.

Table 1 documents the potential and final number of respondents to the three questionnaires. The overall response rates varied with the staff group have the highest rate at 85%, followed by clients at 39% and then family caregivers at 23%. There were a small number of client and family surveys received well after the submission deadline and these responses were not included in the final report.

	Total	Number (Response Rate)
Clients	570	221 39%
Family Caregivers	146	33 23%
Staff Members	100	85 85%

Results

Client Survey

People being served by The Friends were asked to rate the performance of their professional caregiver¹ along a number of dimensions of the caregiving relationship. Their responses are presented on Table 2.

Dimension	Excellent	Very Good	Good	Fair	Poor	Rating Average	Response Count
The caregiver treats me with respect while caring for my needs.	75.5% (160)	18.9% (40)	5.2% (11)	0.5% (1)	0.0% (0)	4.69	212
Services are delivered to me at or close to my scheduled time.	70.1% (148)	19.9% (42)	8.1% (17)	1.4% (3)	0.5% (1)	4.58	211
The caregiver considers how I like to have things done.	69.9% (147)	21.1% (45)	6.1% (13)	2.8% (6)	0.9% (2)	4.54	213
The worker is very caring with me.	76.5% (163)	16.0% (34)	7.5% (16)	0.0% (0)	0.0% (0)	4.69	213
My privacy is respected by the caregiver.	74.2% (158)	20.2% (43)	5.2% (11)	0.0% (0)	0.5% (1)	4.68	213
The caregiver listens to me.	74.6% (159)	17.4% (37)	5.6% (12)	1.9% (4)	0.5% (1)	4.64	213
The caregiver does what I ask them to do.	72.9% (156)	16.8% (36)	7.0% (15)	2.3% (5)	0.9% (2)	4.58	214
						Answered question	217
						Skipped question	4

Overall, the professional caregivers were rated very highly along the seven dimensions, with the average ratings falling between 4.54 and 4.69 out of 5.00. The statement, “the worker is very caring with me” elicited the highest endorsement at 76.5%. There were very few individuals who gave fair or poor ratings on any of the dimensions; consideration of how a client wants things done had the highest combined percentage of a negative rating at 3.6% and the related statement “the caregiver does what I ask them to do” was close behind at 3.2%.

The second set of ratings dealt with the person’s level of agreement with six service-related dimensions including current needs, awareness of client rights, feeling safe in the way care is delivered, knowing how to make a complaint, care plans changing as needs change and feeling confident with the services/supports received. Three of these elements were worded in the negative so as to prompt respondents to really read and

¹ The term “professional caregiver” is used here to distinguish the caregiver employed by The Friends from the person’s family caregiver.

think about each of the dimensions. There were some respondents that were confused by this negative wording as indicated by their adding question marks or comments beside these questions or in some instances skipping the answers to those dimensions. Table 3 highlights the ratings of the service dimensions.

Dimension	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	Rating Average	Response Count
My current needs are not being met.	12.6% (24)	9.9% (19)	3.7% (7)	8.9% (17)	64.9% (124)	1.96	191
The worker has informed me of my rights as a client.	68.0% (132)	11.3% (22)	10.3% (20)	7.2% (14)	3.1% (6)	4.34	194
I feel safe in the way services are delivered to me.	85.9% (176)	9.8% (20)	1.0% (2)	0.5% (1)	2.9% (6)	4.75	205
I do not know how to make a complaint about my care.	15.8% (29)	11.4% (21)	13.0% (24)	11.4% (21)	48.4% (89)	2.35	184
My care plan changes when my needs change.	65.4% (123)	14.4% (27)	12.2% (23)	3.2% (6)	4.8% (9)	4.32	188
I am not confident with the services/ supports I receive.	11.2% (21)	4.3% (21)	3.7% (7)	7.4% (14)	73.4% (138)	1.72	188
Answered question							208
Skipped question							13

Clients generally provided high ratings for the six service dimensions. For the three dimensions that were presented using the negative wording, the low rating averages actually indicates high support for those dimensions. For example, 65% of respondents strongly agree and another 9% somewhat agree that their current needs are being met by the agency. More than 59% of clients agree somewhat or strongly that they know how to make a complaint about their care. In terms of confidence with the services or supports they receive, more that 80% of clients agree somewhat or strongly. Along these three dimensions, there is some room for improvement.

For the remaining dimensions, 80% of clients agree their care plans are adjusted when their needs change, 79% agree they have been informed of their client rights, and most impressive, 96% of respondents feel safe with in the way services are delivered to them.

Clients were asked to rate their overall satisfaction with the care they receive from The Friends. Of the 213 respondents, 87.3% indicated they were very satisfied along with another 8% that were somewhat satisfied. This is a very high rating of satisfaction with the services.

An open-ended question asked respondents if they wished to provide additional comments. One hundred and twenty-six comments were received. These responses are presented in Appendix 2. A content analysis was conducted in which the comments were coded into seven categories: 1) gratitude/satisfaction with care; 2) quality of the staff; 3) excellence of care quality; 4) problems with care; 5) problems with services; 6) suggestions; and 7) other. Some 51 clients expressed their appreciation for the services they received. More than 40 people specifically praised their professional caregivers and what they do. Another 20 comments were made about the quality of care being excellent. In terms of problems with the care provided, 13 people had issues that ranged from workers not doing the housework in a way agreeable to the client, lack of training of the personal support workers, being missed during check in calls, problems with scheduling or timing of visits, length of visit times, turnover of the workers, lack of worker initiative, not all needs being met, need for additional light housekeeping instead of visiting. There were a small number of people who indicated problems with management not being responsive to complaints, lack of communication from the administration. A few suggestions were noted including wanting more hours of support, more frequent assessment of personal needs as these fluctuate, transportation to and from on-site programs, and a way to make contact outside of regular office hours.

Family Caregiver Survey

Family members of people receiving services from The Friends were asked to participate in the assessment of quality of care delivered. These family members had a person participating in a program for seniors. While some of the questions asked the family member about the care their loved one was receiving, there were also questions examining the support provided to the family caregiver. The Friends recognizes the importance of its support programs in providing relief to those family caregivers at home who care for disabled and/or aging people.

The response rate for this survey was 23%. Caution should be exercised in terms of generalizing these reported results to the total population of family members. Overall,

the participating family caregivers gave the agency high marks in terms of overall satisfaction with the care their family member received with 67% being very satisfied and another 30% saying they were satisfied. There was only one respondent that indicated dissatisfaction.

Table 4: Family Caregiver Ratings of Service Dimensions

Dimension	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	Rating Average	Response Count
Due to the worker's encouragement, my family member is more active than he/she used to be.	51.5% (17)	24.2% (8)	18.2% (6)	6.1% (2)	0.0% (0)	4.21	33
The worker provides help at times that are convenient to us.	72.7% (24)	27.3% (9)	0.0% (0)	0.0% (0)	0.0% (0)	4.73	33
I know what to do if I have a problem with the care my family member is receiving.	77.4% (24)	22.6% (7)	0.0% (0)	0.0% (0)	0.0% (0)	4.77	31
I have the right amount of ongoing communication with the program staff.	81.3% (26)	12.5% (4)	6.3% (2)	0.0% (0)	0.0% (0)	4.75	32
The program offers my family member activities that are stimulating and interesting.	68.8% (22)	25.0% (8)	3.1% (1)	3.1% (1)	0.0% (0)	4.59	32
My family member has a backup plan he/she can use if the regularly scheduled worker is not available.	46.4% (13)	35.7% (10)	14.3% (4)	3.6% (1)	0.0% (0)	4.25	28
Answered question							33
Skipped question							0

The ratings on the care dimensions reinforced this overall positive assessment of the care quality (see Table 4). The majority of family caregivers indicated moderate or strong agreement that their family member is more active than he/she used to be due to encouragement by the worker and another 94% agreed that the activities offered are stimulating and interesting. Communication with staff was rated highly with more than 93% agreement. Care being delivered at convenient times was also rated at the high end, with 100% in agreement. Likewise, an overwhelming majority knew what to do if there was a problem with the care their family member was receiving. The one dimension where the level of agreement was slightly lower (82.1%) was with the issue of a backup plan for the family member if the regularly scheduled worker was not available.

The family caregivers were also asked to rate their personal level of caregiver stress before and after their family member accessed services from The Friends. Emotional stress was rated high by 55%, moderate by 38% and low by 7% prior to service delivery. Almost 45% of respondents rated their physical stress as high, 38% as moderate and 17% as low. Rates were considerably different once the family member received services. Here, emotional stress was rated very low by 17%, low by 43%, moderate at 33% and high by 7%. A similar result was evident for physical stress, with 14% rating this very low, 45% as low, 35% as moderate and 7% as high. These results suggest that caregiver stress is moderated when family members receive services from the organization.

Many family members added comments to the survey. These are recorded in Appendix 2. Brief content analyses indicated that the majority were comments expressing gratitude for the care received. Some mentioned the relief the programs provide to the family caregivers, for example: "I am very thankful for the one day a week that is peaceful." There were also a few comments about the quality of the care provided by the staff members as well as appreciation for particular workers who "brighten the lives of those around them," "they are really friends," and "great bunch of ladies!" Impact on the clients was also raised: "he is happy with his day out;" "would be nice if it was two days per week instead of three hours per week;" and "she enjoys the chats with other people her age."

Staff Survey

Table 5 presents the staff ratings of the caregiving dimensions. The response rates to these questions were very high and may be considered representative of all members.

The average ratings these questions range from 4.40 to 4.73 out of a possible 5, indicating that these staff respondents saw the caregiving dimensions in a very positive way. In comparison to the clients, the staff ratings were more widely dispersed over the three positive ratings of excellent, very good and good; like clients, the workers only rated a couple of items in the fair category. The majority (90%) thought workers were excellent or very good in treating their clients with respect. A slightly lower percentage (88%) thought workers were doing well in considering the person's wishes in how things get done. Three other dimensions, namely, respecting client's privacy, listening to clients and doing what the client asks the worker to do had very high percentages of excellent and very good scores at 93 %, 94% and 93% respectively. Finally, the professional relationship and delivering services on were both rated at 92% across the excellent and very good categories.

Table 5: Staff Ratings of Caregiver Performance

Dimension	Excellent	Very Good	Good	Fair	Poor	Rating Average	Response Count
The caregiver treats the person with respect while caring for their needs.	59% (49)	31.3% (26)	8.4% (7)	1.2% (1)	0% (0)	4.48	83
Services are delivered to the person at or close to his/her scheduled time.	47.1% (40)	45.9% (39)	7.1% (6)	0% (0)	0% (0)	4.40	85
The caregiver considers how the person likes to have things done.	55.3% (47)	32.9% (28)	10.6% (9)	1.2% (1)	0% (0)	4.42	85
As a caregiver, I know how to maintain a professional and caring relationship with the client.	61.2% (52)	30.6% (26)	7.1% (6)	1.2% (1)	0% (0)	4.52	85
I respect my client's privacy.	77.6% (66)	15.3% (13)	5.9% (5)	1.2% (1)	0% (0)	4.69	85
I listen to my clients.	76.8% (66)	15.5% (13)	6.0% (5)	0% (0)	0% (0)	4.73	84
I do what the client asks me to do (within the scope of my job).	68.2% (58)	24.7% (21)	5.9% (5)	1.2% (1)	0% (0)	4.60	85
Answered question							85
Skipped question							0

The ratings of the service dimensions provided by the staff members are high for four dimensions. Here two dimensions were worded in the negative and so low average ratings reported on Table 6 indicate high support. Seventy-one percent of the respondents rate their agreement as moderate or high that clients' needs are being met, only slightly lower than the percentage agreement by clients.

Table 6: Staff Ratings of Service Dimensions

Dimension	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree	Rating Average	Response Count
The current needs of my clients are not being met.	4.8% (4)	19.3% (16)	4.8% (4)	25.3% (21)	45.8% (38)	2.12	83
I inform people of their right as clients.	51.8% (43)	26.5% (22)	13.3% (11)	3.6% (3)	4.8% (4)	4.17	83
People I serve feel safe in the way I deliver their care.	77.1% (64)	14.5% (12)	3.6% (3)	1.2% (1)	3.6% (3)	4.60	83
My clients do not know how to make a complaint about my services.	16.7% (3)	16.7% (3)	22.2% (4)	16.7% (3)	27.8% (5)	2.78	18 ²
My clients' care plans change when their needs change.	53.7% (44)	30.5% (25)	4.9% (4)	3.7% (3)	7.3% (6)	4.20	82
My clients are confident with the services/ supports they receive.	60.2% (50)	25.3% (21)	7.2% (6)	3.6% (3)	3.6% (3)	4.35	83
The service procedures and policies of The Friends reflect principles of person-centred care.	53.7% (44)	31.7% (26)	7.3% (6)	4.9% (4)	2.4% (2)	4.29	82
						4.9%	83
						Answered question	
						Skipped question	2

The majority of the staff respondents felt that people are being informed about their client rights (78%), feel safe in the way care is delivered to them (92%), have care plans

² This low response rate to this question represents responses collected from the web-based survey administered to staff members in March, 2012. Unfortunately, this question did not appear on the paper version of the survey administered to staff members at the June 2012 session.

change when their needs change (84%) and are confident with the services and supports they receive (86%).

Staff members were also asked to rate their agreement with the statement that policies and procedures reflect principles of person-centred care. Approximately 85% of the respondents agreed moderately to highly with this dimension.

Responses to the question of knowing how to make a service complaint were very low (n=18) due to this question not being transcribed onto a printed version of the questionnaire when the survey was re-administered and so are not considered representative of the total staff membership. Only 44% of workers had moderate or high agreement and another 25% neither agreed nor disagreed with this statement.

In terms of an overall rating of how satisfied staff are with the care the agency delivers to clients, 80 of 83 (96%) respondents were very or somewhat satisfied.

Two open ended questions were asked of the workers. They were asked what the organization should do more and less of with respect to client services. These responses are captured in detail in Appendix 2.

Comments as to what more the organization could offer coded into a number of categories. The amount of time devoted to each client was raised frequently as was the number of hours available to provide services to clients. In other words, staff members identify the need for more service capacity. Scheduling issues included the challenges associated with meeting set meal times for clients as well as offering services earlier in the day. Another large category of comments related to client needs. Here again the need for more programming was mentioned (no waitlists, more types of supports) as well as more frequent assessments and consulting the workers in terms of emerging client needs or requisite changes. Changes to client care processes also emerged such as charting and progress notes in client homes, clients being able to message their caregivers after office hours, a better complaints procedure and involvement of supervisors directly with clients where residential services are offered. Some workers also suggested that supports should be expanded to connect seniors to the community – either taking them to shopping, getting them to socialize more and be with other people. Comments relating to workers addressed increasing the scope of practice of personal support workers, increased payment of mileage to workers so that people in more remote locations could be served and having more staff to deliver more care. Other comments asked for provision of transportation to clients, praised the work being done, more contact with family caregivers, more advertising and a dedicated Friends location instead of renting in other facilities.

As for what the agency should do less of in client services, staff turnover and changes to staffing and program routines were noted as being stressful for clients. Consistent

staffing was recommended and at least two people suggested reinstating the keyworker approach. Two comments were directed at too much time being spent on reporting. One comment highlighted the need for fewer restrictions to receive service. There were two people who commented there is not enough time allotted to get to a client and visit with them before service begins. Some staff members thought this question was not appropriate – “Why would we do anything less?” They stated the programs could never do enough to support people – strong evidence of their compassion and commitment to service to people.

Discussion

Overall, the quality of services provided by The Friends was highly rated across the three groups surveyed in this study. The organization should share these positive outcomes with its stakeholders and use the results as a springboard for establishing a culture of continuous quality improvement all of its programs.

The client group response rate was in the acceptable range and so the organization may feel confident that the quality ratings obtained from clients are reasonably representative of their total client population. The lower response rates for both the family caregiver and staff groups means that caution should be extended in generalizing these findings to any degree. That being said, with some additional effort to encourage increased response, the agency should continue to explore quality of service assessment by all groups. Support services, by their nature, link professional caregivers, clients and family caregivers and consideration of multiple perspectives is integral to full assessment of service quality.

Clients, professional caregivers and other staff positively assessed caregiving dimensions that were explored in the surveys. Clients tended to rate the caregivers very high on most of the dimensions – there may be some “halo” effect evident here, meaning that people who are positive in their attitude on one of the characteristics being judged, carry over this generalized impression from one rating to the next. While the survey was designed to deal with this by having some of the characteristics of care worded in the negative sense, there were client respondents that found these negative wordings confusing. Staff respondents’ ratings were positive but not as high overall as the client ratings and may be somewhat more realistic, though this assertion needs to be tested through a second administration of the survey.

Given that this was the first attempt to assess quality of services, the number of caregiving dimensions included was limited. The majority of clients indicated they felt safe in the way care is delivered to them and staff members agreed. What this question did not address were dimensions of risk assessment that are inherent in the provider-client relationship. For example, The Friends deliver services both on-site and in

people's homes. There are potential risks that professional caregivers may assume when having to work in individual's homes where safety standards may not be met. The organization is not in a position to directly address the living conditions of clients but bears the responsibility of ensuring the safety of its employees. Future quality assessments may need to explore dimensions of risk assessment so that policies and procedures are developed to safeguard both clients and employees as far as possible.

Family caregivers are not in the same position as clients or staff to comment on the caregiving dimensions. They are not in direct receipt of the support services offered by The Friends. However, their comments were very insightful in terms of other dimensions that may be relevant to include in future surveys. Communication to family caregivers is one area that merits attention. Family members want to know how programs are structured and what their family members are likely to be experiencing while in attendance. They want to be able to connect with their loved ones about what goes on in the programs.

Family members also requested improved communication about care delivery – when workers change or when scheduled appointments are not kept – as these have impact on both the person in the program and the family caregiver. There are many ways in which the organization may creatively respond to these needs: produce a regular newsletter, tweets or other electronic communication so family members may learn about the day-to-day operations of support programs; demonstrate the procedures and programs through open-house events (at the agency sites or at health fairs); develop a family member handbook for each program; develop procedures to obtain permission from clients to share information with family members.

Initially there was low response of staff members to the survey and that may have been an artifact of the two week window for survey completion. When asked to fill in the survey at a staff meeting, everyone responded. Staff would benefit from a briefing on *the Excellent Care for All Act* and how the organization intends to develop its capacity to meet the obligations of this quality of care initiative over time. Staff members are central to the delivery of care and need to understand their role and how results of surveys like this will be used to enhance care delivery. While not addressed in this first survey, the *Act* does state that worker satisfaction with their jobs will be included. So, it is vital that the organization works diligently to include and support participation of all staff in this process.

One question asked the professional caregivers to rate the degree to which policies and procedures reflect principles of person-centred care. This concept, in various permutations (e.g., patient-centred care; client-centred care) is very prominent in Ontario's health care discussions, but there is no universal definition of what this means or how best to measure elements of care which reflect its principles. This initial quality

of care assessment included elements that other organizations have pursued in similar work, but may, in the future, be super-ceded by a more clearly defined concept and/or tested theory of person-centred care. In the short-term, The Friends should explore, at both its governance and operational levels, a definition of person-centred care and how its services, policies and procedures implement and reflect such a model of care. The organization will benefit from this work in terms of being on the forefront of understanding what person/client/patient centred care means in the community support service sector and how to measure its effectiveness in the spirit of implementing a program of continuous quality improvement.

Finally, a few methodological comments are in order. The following points are suggested for improving the survey process:

- ✚ Ensure that client and family caregiver contacts are up to date prior to administration of the survey. In some instances, surveys were sent to the homes of recently deceased clients.
- ✚ Use a large font on the client questionnaire.
- ✚ Use preprinted and stamped envelopes for return of surveys.
- ✚ Questions should include both “don’t know” and “don’t wish to respond” options.
- ✚ Family members should be asked only to respond to the caregiver survey.
- ✚ On the client survey, include an instruction that if the person is unable to complete the survey due to cognitive impairment, a box should be checked and the survey returned without the remaining questions being answered.
- ✚ Provide workers with a longer window of time to complete the survey.

Appendix 1 – Surveys

Client Survey 2012					
<p>The Friends wants to hear from you about the care you receive from its workers. It will only take a few minutes of your time to complete the questions. You will not be asked to give your name and other personal information - the survey is anonymous.</p> <p>Your feedback is very important. The Friends will use the survey results to plan and improve its services for people like you.</p>					
1. Select one answer that best describes your caregiver's performance:					
	Excellent	Very Good	Good	Fair	Poor
The caregiver treats me with respect while caring for my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services are delivered to me at, or close to my scheduled time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver considers how I like to have things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The worker is very caring with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My privacy is respected by the caregiver.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver listens to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver does what I ask them to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Please rate your agreement with the following statements:					
	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree
My current needs are not being met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The worker has informed me of my rights as a client.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe in the way services are delivered to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not know how to make a complaint about my care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My care plan changes when my needs change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not confident with the services/supports I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Client Survey 2012

The Friends wants to hear from you about the care you receive from its workers. It will only take a few minutes of your time to complete the questions. You will not be asked to give your name and other personal information - the survey is anonymous.

Your feedback is very important. The Friends will use the survey results to plan and improve its services for people like you.

1. Select one answer that best describes your caregiver's performance:

	Excellent	Very Good	Good	Fair	Poor
The caregiver treats me with respect while caring for my needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services are delivered to me at, or close to my scheduled time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver considers how I like to have things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The worker is very caring with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My privacy is respected by the caregiver.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver listens to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver does what I ask them to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please rate your agreement with the following statements:

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree
My current needs are not being met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The worker has informed me of my rights as a client.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe in the way services are delivered to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do not know how to make a complaint about my care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My care plan changes when my needs change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am not confident with the services/supports I receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Family Member Survey 2012

The Friends wants to hear from you regarding the care delivered to your family member.
It will only take a few minutes of your time to complete the questions.

You will not be asked to give your name or to provide any other personal information - the survey is anonymous.

1. Please rate your agreement with the following statements:

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree
Due to the worker's encouragement, my family member is more active than he/she used to be.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The worker provides help at times that are convenient to us.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know what to do if I have a problem with the care my family member is receiving.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have the right amount of ongoing communication with the program staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The program offers my family member activities that are stimulating and interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My family member has a backup plan he/she can use if the regularly scheduled worker is not available.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. How would you rate your level of caregiver stress prior to your family member receiving care from The Friends?

	Very Low	Low	Moderate	High
Emotionally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physically?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. How would you rate your level of caregiver stress after accessing The Friends?

	Very Low	Low	Moderate	High
Emotionally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physically?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Family Member Survey 2012

4. Select one answer that describes your feelings:

	Very Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Very Satisfied
Overall, how satisfied are you with the care your family member receives from The Friends?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Do you have any other comments you wish to make about the care your family member receives from The Friends?

When you are finished, please put the survey in the envelope. Then mail the envelope as soon as possible.

Thank you for helping The Friends!

Staff Survey 2012

The Friends wants to hear from you about the care that is delivered to clients. It will only take a few minutes of your time to complete the questions. You will not be asked to give your name and other personal information - the survey is anonymous.

Your feedback is very important. The Friends will use the survey results to plan and improve its services for people like you.

***1. We'd like to ask your opinion regarding the care we deliver to people. Please tell us how well you think we are doing for the items below:**

	Excellent	Very Good	Good	Fair	Poor
The caregiver treats the person with respect while caring for their needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services are delivered to the person at, or close to his/her scheduled time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The caregiver considers how the person likes to have things done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a caregiver, I know how to maintain a professional and caring relationship with the client.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I respect my client's privacy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I listen to my clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I do what the client asks me to do (within the scope of my job).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Staff Survey 2012

*2. Please rate your agreement with the following statements:

	Strongly Agree	Somewhat Agree	Neither Agree Nor Disagree	Somewhat Disagree	Strongly Disagree
The current needs of my clients are not being met.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I inform people of their rights as clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I serve feel safe in the way I deliver their care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My clients do not know how to make a complaint about my services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My clients' care plans change when their needs change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My clients are confident with the services/supports they receive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The service procedures and policies of The Friends reflect principles of person-centred care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*3. Select one answer that describes your feelings.

	Very Satisfied	Somewhat Satisfied	Neither satisfied Nor Dissatisfied	Somewhat Dissatisfied	Very Dissatisfied
Overall, how satisfied are you with the care we deliver to clients?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What do you think The Friends should do less of with respect to client services?

5. What do you think The Friends should do more of with respect to client services?

Thank you for taking the time to complete the survey. Your feedback is very useful. The researcher will be studying the results and preparing a

Appendix 2: Coded Responses to Open-Ended Questions

Client Survey Do you have any other comments you wish to make about the care you receive from The Friends?	
Highlights of Client's Comment	The client said:
GRATITUDE	I cannot complain about any of these services. Thank you very much.
	Just a great thank you for the care I receive!
	It has been a great help.
	I appreciate the light housework and the cooking of meals when required.
	Appreciate the service I get.
	Very important part of my life as disabled and very sick. They need a BIG thank you
	Very helpful and invaluable.
	Very satisfied and grateful services exist to allow me to stay in my own home.
	Great organization – very caring and helpful.
	I am very happy with the care I get.
	The Friends are very courteous and kind.
	Extremely pleased. Thank you.
	Keep up the good work.
	I only have light housework. I am not sure what I can expect. Thank you. I appreciate the help.
	Thank you.
	Very thankful for the service providers. We are fortunate to have The Friends.
	Thank you to The Friends.
	Thanks for the great help.
	My husband is very satisfied with the services. I was also satisfied with the services.
	I have nothing but praise for my Friends. Without your help I couldn't stay in my own home.
My mother just passed away. This is how she would have answered with high praise and gratefulness to The Friends. Thank you. You are angels.	
Very satisfied. She washed the kitchen and bathroom floors and vacuums.	
My mother who is now deceased, attended The Friends Outreach Program for people with dementia. She could never remember what she did at the program but she did like to go. She would not be able to answer your questions because of her memory. As her	

<p>Client Survey</p> <p>Do you have any other comments you wish to make about the care you receive from The Friends?</p>	
<p>Highlights of Client's Comment</p>	<p>The client said:</p>
	<p>primary caregiver, I can say that when I had the opportunity to interact with the staff, I was very satisfied with the care and concern they showed my Mom. She trusted the staff to car for her and they did. This was the only service she received from The Friends.</p>
	<p>Good to have help.</p>
	<p>Well satisfied.</p>
	<p>You wouldn't want for better.</p>
	<p>I am very pleased with the service. Thank you.</p>
	<p>I am very pleased with my meetings at The Friends.</p>
	<p>No complaints!</p>
	<p>I am really satisfied.</p>
	<p>Both my wife and I are very happy with the services we are getting.</p>
	<p>Very thankful for the service.</p>
	<p>The Friends is superb. I wouldn't miss a day if I could possibly help it.</p>
	<p>The help I get from The Friends is a Godsend for me and very, very much appreciated.</p>
	<p>I am very pleased with the service I get. Friends has done a great job.</p>
	<p>Great effort during my wife's illness. Doing great work.</p>
	<p>Very satisfied.</p>
	<p>I am very fortunate to have the services provided by The Friends available to me. What would I do without them?</p>
<p>GRATITUDE AND QUALITY OF STAFF</p>	<p>The help and care you gave us saves us from despair. I am fully aware of the amount of caring my husband gives me – and believe me "time out" is like a holiday. The people you have are outstanding. Thank you! They are a Godsend.</p>
	<p>Happy with the care given to myself and my wife. Hope she continues with us.</p>
	<p>Doing a great job and is very much appreciated. Never had any problems with any of the girls.</p>
	<p>My help has always been kind, considerate and very helpful. Thank you. I appreciate very much their help.</p>
	<p>The Friends have been exceedingly helpful to me for many years. They have wonderful employees. I have the highest regard for all of them.</p>
	<p>We appreciate the care we receive. Probably we would have a difficult time coping if we could do it at all. The caregivers we have are compassionate, hardworking, kind people. They are a</p>

Client Survey Do you have any other comments you wish to make about the care you receive from The Friends?	
Highlights of Client's Comment	The client said:
	bright spot in our week and bring a smile.
GRATITUDE AND QUALITY OF CARE	The Friends do great service. I am very pleased with the service I get.
	I appreciate the help by the Friends and find their services good.
	The care I receive has helped me and my husband enormously. We are so grateful. It gives us both peace of mind.
GRATITUDE AND SUGGESTIONS	I am very pleased with the services. Wish I could have them long-term – really needed. Hoping for more hours.
	I am satisfied with the care I receive. Many of the things that may hamper me is that I have not always known what my needs are as they change from day to day. As I age this becomes more difficult.
GRATITUDE, QUALITY OF STAFF AND QUALITY OF CARE	Filled this out on behalf of "D" who passed away at the end of November. She went to her program right up until 1 week prior to her passing. Even when she was having difficulties, she still did not want to miss her program. The girls were excellent with her and she had a great deal of respect for them. We cannot say enough good things about The Friends. Excellent program we would recommend highly. Thank you.
QUALITY OF STAFF	Mom was reluctant to have an outsider coming in. P has overcome that obstacle and Mom looks forward to her visit. Thank you.
	They are caring, nice and friendly girls.
	Excellent caregiver. Thank you, The Friends for such a wonderful person – she has been so good with "B".
	J is an excellent representative for your organization. All workers should be like her.
	Good worker.
	As a family member, we wish to tell you that we are very pleased with J. Our mother enjoys her very much (and enjoys her bath!)
	The caregivers are very friendly and considerate of my mother. They take time to talk to her, share their history and background with her. Their sense of humour is a big bonus.
	The Friends was invaluable while I was caring for my husband who suffered with Alzheimers. Now I have a caregiver who helps me for 1 hour on Fridays. I am very pleased with C and M.
	Very satisfied. My girl is perfect. No complaints at all. So glad of the help.
	My caregivers are A1. I am totally happy with the high level of care.
	As far as I am concerned, the staff and workers at The Friends

Client Survey Do you have any other comments you wish to make about the care you receive from The Friends?	
Highlights of Client's Comment	The client said:
	are excellent.
	Our caregiver – wonderful person and look forward to her visits.
	H is great.
	I greatly appreciate my caregiver. Her help enhances my daily living. She shops and helps with a bath.
	A good group of people.
	My worker is a Godsend. I really appreciate her help and care that she gives me.. Thank you Friends.
	I hope I have made my feelings clear in my answers. My caregiver is a very caring and competent person and willing to listen to me. Thank you for my services.
	Strong relationship with my caregiver. Look forward to her visit.
	They are very caring.
	Am fond of L.
	I have no complaints about my caregiver ever. They are wonderful.
	I love her red hair and laughs and has things, knows things I don't. Very lucky to have this one.
	They do a great job.
	I find the caregivers all friendly and very helpful.
	F is the very best!!!
	We are very fortunate to have P – a very special person.
	The caregivers are a Godsend. So cheerful and take pride in the tasks they perform for me. I thank you for this service.
	My girls are terrific. They are the best. They really seem to care about all of us.
	C is excellent. Would not want to be without her.
	T and S are very personable and pleasant and always willing to help me.
	We are more than happy with the care the girls give, they do the best they can and give excellent care for me.
	My worker is very pleasant and helpful. I enjoy her company and the assistance she gives me. Thank you.
	I am completely satisfied with my caregiver.
	At 93 years of age I really do appreciate my help. Caregiver lights up my day on arrival.
QUALITY OF STAFF and SUGGESTIONS	Without the girls I would not be able to stay un my own home. Some of the times are too short.
	I have no complaints about L whatsoever. My major "unmet" need is for transportation/ someone to do shopping and errands with.

Client Survey Do you have any other comments you wish to make about the care you receive from The Friends?	
Highlights of Client's Comment	The client said:
	This transportation issue has yet to be addressed honestly in Muskoka.
QUALITY OF STAFF and PROBLEMS WITH CARE	I am not happy with the reduction of time allotted to me. My condition has not improved over time but the amount of time the worker spends has been reduced. The workers are excellent but they do not have enough time to do what is needed.
	Apartment cleaning is done very good by some of the workers. Some of them don't like to sweep before they mop and dirt is all over my floor after it dries – it makes me upset. Also they don't like to move the carpet when they should be sweeping under it. Also tub isn't clean at times and has dirt on the bottom of the bathtub. The workers are doing one-half of the job they should be doing...the workers here need to improve cleaning habits. When you complain at times, I don't get the problem fixed after reporting to one of the front office workers; they don't let you know if they have even looked or dealt with the problem so you are left hanging.
	Some of the caregivers aren't doing the job they are doing for me very good. They are taking short cuts that make me very upset. I've reported this 2 or 3 times – nothing is done and if anything is being done the person I reported it to should come and tell you if the problem was handled and how. Also I have been missed for supper checks and lunch checks several times since I moved in. I've reported several times too and nothing changes. A few of the caregivers are a lot better at their job than a lot of the others. Some of the ones that have been working here for a while think they can do what they want when doing their job for me. But otherwise everything else is not too bad.
QUALITY OF CARE	Wish Red Cross was even half as proficient!
	Due to poor hearing I made her complaints to a supervisor. She addressed the situation right away to my Mom's delight.
	Excellent care.
	Care received is very good. Really lucky to have this support in place for our community.
	Overall great care and caring workers.
	Although I am new to these services, I cannot say enough about the care I am given.
	Really enjoy Wednesday Day Away Program.
	Very happy for making new friends.
I filled this out for my Dad asking him the questions. He said he likes going to The Friends and he likes the bus driver. For me	

<p>Client Survey</p> <p>Do you have any other comments you wish to make about the care you receive from The Friends?</p>	
<p>Highlights of Client's Comment</p>	<p>The client said:</p>
	<p>The Friends is the saving grace for my Dad.</p>
	<p>Excellent care.</p>
	<p>The services The Friends provided were excellent and contributed to a better quality of life for my parents. Outstanding service in every way.</p>
	<p>Friendly atmosphere. Professional care.</p>
	<p>I could not have better care. Keep up the good work.</p>
<p>QUALITY OF CARE and SUGGESTION</p>	<p>Overall excellent service especially when extra "check ins" are requested. I wish there were more hours on the weekends – one hour is not enough.</p>
	<p>Once again great service but would like contact number for hours when the office is closed.</p>
	<p>Great service – would like to be able to contact someone out of hours is there is a change.</p>
<p>QUALITY OF CARE and PROBLEMS WITH CARE</p>	<p>The care provided is excellent. The policies are sometimes an issue – notification of service change cannot be directed to a family member rather than the client. This is an issue for memory impaired clients. Also availability of service is dictated by location – the distance from town centre. In general, questionnaires of this type address care within the home – in our experience this is never the issue – the issue is how services policies are designed and managed.</p>
	<p>You have asked the wrong questions. The problem is with management not those who administer the care. Lately there is not enough time to do the job properly. Can they not make a schedule and stick to it so the client knows what to expect each day? The caregivers tell me or write on my calendar but can the computer not so this as my memory is not the best at 85? Although it is getting better, there has been too much change. When the caregiver becomes familiar she is changed and you must train a new worker. Not only the person is changing their times are changed without warning or notice of the change to the client who is unable to make plans in their own life. When my plans change of necessity or opportunity it is difficult for me to notify or alert the caregivers of this – communication is difficult as when the office is closed, messages are not getting through. There should be minimum training on basic things such as how to make a bed the old fashioned way, how to wash a cast iron skillet without ruining the surface, to check the usual or normal setting, the amount of soap or detergent in different makes of washing machines, dust with care and order picture frames, books etc. I</p>

<p>Client Survey</p> <p>Do you have any other comments you wish to make about the care you receive from The Friends?</p>	
Highlights of Client's Comment	The client said:
	am very grateful for the good care, kindness, respect I have received from The Friends.
PROBLEMS WITH CARE	The scheduling of visits could be improved relative to employee turnover. Also letting clients know about the changes.
	The time of day should be changed.
	Support workers need more training. Schedule changes need more advance notice. More effort needed by support workers to the job they are paid to do, not to chat and visit so much.
	Never know the exact time the worker is coming.
	Some of the girls don't look for extra things to do. Some just say my time is up but 20 minutes is not enough time to make a meal. Not the best bed makers. I wish they would notice things to be done like tidying up couch covers etc. Some days I am not up to reminding them.
	Getting laundry done twice per month is not enough. This way can only change linen once per month.
	Need more help to go for walks and some housework.
	If I am not up and about during the day, I would like if someone could check on me without me having to call.
Services with outreach have changed now that the HSW only wants to do personal care only. My service plan states light housekeeping including vacuuming etc but the HSW says they didn't go to school to clean house. Keep people living in their own homes and the ratio of personal to homemaking should be 1/3 personal and 2/3 homemaking but this is not happening. I never ask for anything that is not listed on my service plan but there are always reasons why they can't do it. I do not need anyone to sit and drink tea with me.	
OTHER PROBLEMS	I find upper management rude and unapproachable. Outreach supervisor and staff are great.
	A faster response time from the supervisor would be appreciated. The program needs a better backup system for sick workers. Talking from experience it is the supervisor's responsibility to cover for an ill employee's shift not the employee.
	Was not able to have anyone from The Friends since they were not able to come the day I needed them.
	Very expensive for this senior.
SUGGESTION	The one thing my father would have found helpful would have been if he could have been picked up and dropped off at home. It tied me up for the day.

Family Caregiver Survey	
Do you have any other comments you wish to make about the care your family member receives from The Friends?	
Highlights of Family Member Comments	The family member said:
Gratitude	Both the Day Away and Respite programs make a huge positive difference in both of our lives. Thank you Friends.
	Thank You!
	A okay.
	Thank you from the bottom of my heart. Mum and I both looked so forward to The Friends coming. They were really friends.
	Keep up the good work.
Quality of Staff	The lady who runs the Day Away program and her little elves are simply wonderful. We are lucky to have them.
	R is extremely efficient and follows through on all the assistance I require.
	The staff are very caring and attentive. They listen and are very supportive of my mother and us as a family.
	They are very good. B talks a lot!
	Great bunch of ladies. Thank you.
	Our family have only been benefitting from The Friends for two months. We are very pleased with the professional help we are receiving. C and M are exceptional at their jobs. They work wonderfully together as a team. I have spent many hours observing the program, by necessity, to help my mother settle into the program. During these hours, I have become highly impressed with the teamwork and expertise that M and C demonstrate faithfully. They brighten the lives of those around them.
	I could not cope if it was not for The Friends. The ladies are awesome and they make all the difference to us.
Quality of Care	I am very pleased with the care she is getting, but she only has 3 days at The Friends but so far everything is going great.
	I am quite satisfied with all the help I receive.
	The care is excellent and quite satisfied with the program.
Caregiver Related	I am thankful for the one day per week that is peaceful.
	Because I don't accompany my spouse to the program I can't comment much. I do appreciate the program, as it gives us both time away etc. Also because my spouse does enjoy going it gives me a sense of relief. A suggestion may be an occasional update – e.g., what happens in the program, any changes or new activities etc to me an idea of what takes place because my spouse has a speech impediment; or the odd newsletter. Thank you. P.S. I think it's great that the program offers something for somebody to be able to get out and interact with people and activities.

<p>Family Caregiver Survey Do you have any other comments you wish to make about the care your family member receives from The Friends?</p>	
<p>Highlights of Family Member Comments</p>	<p>The family member said:</p>
<p>Problems with Care</p>	<p>Some personal relationships “click” better than others. We are served by our third caregiver in a couple of years. My family member does not have access to the workers she clicked best with. This does not help much in what is already a difficult situation = more flexibility would be a good thing. I do realize this is not always possible. The help we get is certainly appreciated.</p>
<p>Impact on Client</p>	<p>My husband does not communicate to me his reaction to the program and what he does say does not reflect the truth. He complains about going in the morning. When he comes home he seems in a good mood. When I ask him how his day was he is very negative about it. He always says he didn’t have much to eat and he didn’t do much.</p>
	<p>My family member enjoys and looks forward to his two days away each week.</p>
	<p>She enjoys the chats with other people her age.</p>
	<p>Would like to play more games. Shaking dice for one. Some cards he doesn’t understand.</p>
	<p>It would be nice if it was 2 days a week instead of three hours per week.</p>
<p>Impact on Client and Caregiver Related</p>	<p>He is very happy with his day out. Tells me all about what they did and had for lunch. Looking forward to the next one. Things at home have not changed. Lives for himself. Does not want to do anything with me, his wife. Just wants me around. I am very lonely and sad. Going to counseling for myself. My caregiver stress is still high because I am too busy catching up on chores that did not get done and financial problems.</p>

Staff Survey	
What do you think The Friends should do more of with respect to client services	
Amount of Time/Hours/Scheduling	Make more time available for services in programs. Expand the scope of what we do, i.e., offer more services such as transportation, foot care. More training for staff.
	More hours if needed.
	Time frame – some more some less.
	Increase hours for homemaking/housekeeping in Muskoka. There is need.
	It's unfortunate that some of the wait lists are so long. Other than that I believe the organization tries very hard to accommodate clients.
	Friends in rural should be more involved. Flex hours especially if client is in need.
	More homecare for some clients.
	More hours allowed for some clients for personal care and housekeeping.
	Giving more time.
	Try and fit more convenient times for client breakfast/lunch/dinner bookings which suit the client within all AL programs.
	At times, mealtimes are not met. Need more time for visits, unable to do a visit in 10 minutes, eg find parking, walk up to place, take elevator, get inside and see the client – client feels very rushed and this upsets them
	Make more hours available for programs.
	Be more responsive to time changes the client requires.
	Need more time for caregivers
	As we are a government funded organization, more funding is always an obstacle, we would like to provide more hours to more clients. I would like to see no waitlists, have more fulltime employees to provide consistent staff and hours.
	Consider offering service earlier (many clients up early). A review of services and time allotments (some may need more, some less now).
Client Needs	Caregivers have the most insight into a client's needs – consult with them regarding needs and changes.
	More programming to suit clients' needs. One-to-one, more funding.
	I feel we are meeting clients' needs but should keep vigilant for where we could expand or respond to new requests.
	More day program days allowed for some clients.
	Assessing clients' needs more often.
	Pay more attention to client care as individual rather than as a statistic or number.
	I think The Friends need to assess client needs more often as for as homecare. As a service provider I find my clients' needs are

Staff Survey	
What do you think The Friends should do more of with respect to client services	
	constantly changing.
	Assessments for clients – increased needs are not communicated openly between staff and management. Many floor staff do not feel comfortable talking with management therefore hindering client services – fear of retribution etc.
	More assessments = client needs are constantly changing, their needs & mobility.
	More training/in-service for clients.
	Emphasis needs to be placed on the ongoing changes of a client's needs. Too often a client's needs are not being met on a week by week, or month by month basis despite documentation of these shortfalls for supervising staff to see. Not enough follow up actions are taken when an issue arises from a client – i.e., following up on employees as well as the client. Some clients are uncomfortable with the care they receive from some staff, and some staff themselves, yet there is no follow up with these staff to ensure that their care is corrected if a real problem exists. It is too often the caregivers hear about other caregivers, while supervisors hear nothing until it escalates to unreasonable standards.
	They should do more personal care such as grooming and oral hygiene. The clients feel better about themselves when they look better.
Client Care Processes	I think there should be service plans and progress notes in the clients' homes so we can document as soon as we need to.
	Have some way a client can get a message to their caregiver if there is a cancellation (when office hours are over).
	I think the supervisor should be more involved with the clients directly. Visiting them on a weekly basis (the assisted living clients in the building) i.e. smoking in apt with oxygen on. I feel it should come from upper management the rules and regs, about 15 minute rule it does not. I don't think enough is being done about this issue.
	Be more flexible in respite program.
	Listen to the clients when they complain about staff members. The people who live at The Friends should be able to direct their own care and have done it in the way they see fit. If an employee is not doing this for a client and more than one complaint is lodged there should be repercussions anywhere from a pink slip to termination for said employee.
Activities/Community Involvement	I believe we should assist in getting our clients more active in community events.
	A lot of my clients would like to join in on the shopping instead of me shopping for them.

Staff Survey	
What do you think The Friends should do more of with respect to client services	
	More meaningful activity resources, i.e., resource library with music, dvds, magazines, games.
	More activities and things for them to do.
	Maybe more socialization for this client – they need to talk to someone not just the physical needs of the client.
	Social time. Ability to drive clients to assist with grocery shopping – many of my clients cannot drive and need to be out of their homes to mix/mingle/socialize with other seniors.
	We should have more activities in the winter to keep morale up. A lot of our clients don't have ways of getting out and doing things during the winter. I understand that we have the day Away program here, however it is not suitable for all of our clients to attend. During the winter months most clients become irritable and depressed because of the lack of things to do. I think our large common room we could have activities or something going on for the clients. If The Friends could put it in their budget to organize activity days or something to that effect it would be great. I personally would be willing to assist with organizing and participating in these type of things.
Worker Related	If we had more staff we could give more one-to-one care.
	Pay additional gas mileage to get to clients in more remote locations.
	I believe as PSWs it is not out of our scope of practice to be able to do things, such as check vitals or put on a bandaid. I understand that we are not permitted here to do wound care. However, when a client needs something simple as a bandaid we should be able to assist them with that. As a PSW you are required to have your first aid. From my knowledge we are told to call the paramedics when a client has an injury, but a minor injury that requires a bandaid, I think we could handle. As far as vitals go, I mean more towards having a thermometer, to check temp from the ear, with removable cups. That way if a client stated they are feeling well, we can start off by checking temps and remaining vitals. I do understand that this is independent living but it would be nice to be able to provide these clients with some assurance. Most of our clients are elderly or have some sort of physical or mental disability it would be nice to assist them without having to go through the ordeal of going to the hospital. Another option would be to possibly have an RPN on staff. Someone who is knowledgeable about medications and who may assist clients with needs. I do understand that would be an increase in hiring costs but to be perfectly honest, I think it is a great option. You have registered staff who can train properly for fleets and suppositories. They could work 12 hour shifts during

Staff Survey	
What do you think The Friends should do more of with respect to client services	
	the week and be on call weekends or something. Again, I believe this could give clients and staff peace of mind while providing clients with care.
	More respect for staff. For example, a staff with over 10 years of service learned that her job was advertised from the notice going out to staff. She could have been told at least a day before all of the other staff. The idea and philosophy of The Friends is excellent and our services are essential to our clients.
Other	Transportation service may be something we could look at.
	Make more support available like transportation.
	Transportation for clients for last minute issues.
	Care and kindness is above.
	Just keep improving – good work!
	More advertising.
	Have our own workplace instead of renting other facilities.
More contact with family caregivers.	

Staff Survey	
What do you think The Friends should do less of with respect to client services?	
Consistent staffing to clients	I think we should be reducing the amount of staff turnover. Possibly either by increasing hours or pay. I think that it is bothersome to the clients that they are constantly seeing new staff. I think that it is hard for the clients to feel safe and respected when the staff providing them with care is not confident in what they are doing. I understand that the clients should be able to direct their own care, but let's be honest, most of them don't. We assist them with the decisions of daily living.
	Less switching of psWs in home, more consistency, clients especially with dementia struggle with change of psw coming into home.
	Try to keep same caregiver with the same client – less switching.
	Keep up with continuous care using the same staff for each client when possible.
	Changing staff providing services, often stressful for families and clients.
	Have too many different people visiting – seniors like to know who is coming, routine.
No changes required	They should be doing more over everything not less.
	We can never do enough.
	Why would we do anything less?
	I believe there is nothing we could cut back on.
	At this point, there is nothing Friends would do less.
	I do not think we should do less of anything – our goal should always be to expand and so more if ever possible.
Nothing.	
Great job	Nothing – I feel our organization has improved over the last five years.
	I think the Friends are doing a great job in respect to client services.
Client needs	I feel that their needs are being met.
	Clients have many varying needs so since we are working on the individual needs what is less for one is more for another.
	The clients I see are satisfied with the services they are receiving. They receive help in all aspects of ADI's. I like and they like that their care can be self-directed.
Timing issues	Less running around instead of giving us 10 or 15 minutes, give more time to be with the client, 10 minutes is just getting the parking and going to the seniors' building as well as a safety concern if we are giving their pills as well as charting.
	Sometimes the times we visit are very workable. Should be

Staff Survey	
What do you think The Friends should do less of with respect to client services?	
	more flexible with time of visits.
	Sometimes I feel under pressure to get from client A to client B and no time to drive safely/take a washroom break – most days no time for lunch.
	When there is change in program routine we should not inform clients until the day before so they don't get confused about the change.
Less paperwork	Too much time is spent doing computerized reports that takes away time from service to the client.
	Less paperwork. Less restrictions to receive service.
	If I had to answer I would say less paperwork.
Other	Going into residential smoky environments.
	Housekeeping
	Less interoffice/interdepartmental politics.
	Assistive living should be serving clients just in town not outside of town.

References

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