Input for dementia care quality standards: a multi-year project

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Service quality
in nursing homes

Input for dementia care quality standards:
a multi-year project

Freek Lapré and Marja Heida

How it al began in 2010

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Multi-year project

- 2011-2012: construction of an instrument survey to measure service quality/client focus

- 2013 – 2015: application of an instrument in nursing homes in Netherlands to re-test construct

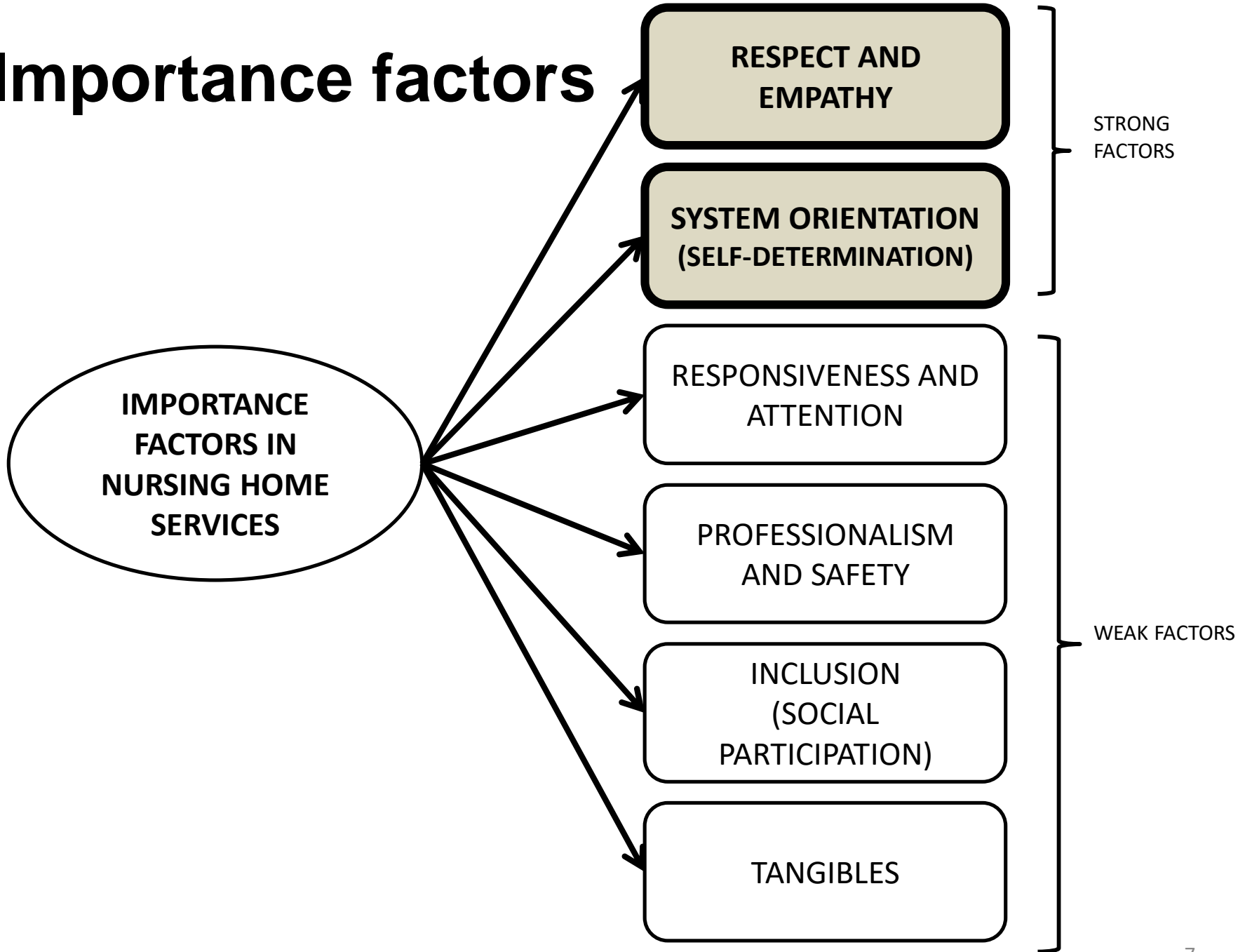- 2016-2018: more nursing homes in Netherlands have adopted instrument

Aim and objectives of project

- Aim: to provide a validated service quality construct for nursing home managers to increase client focus and satisfaction

- Objectives:
  - To develop scale items for service quality in nursing homes
  - To explore the role of perceived service quality as a predictor for resident/family satisfaction.
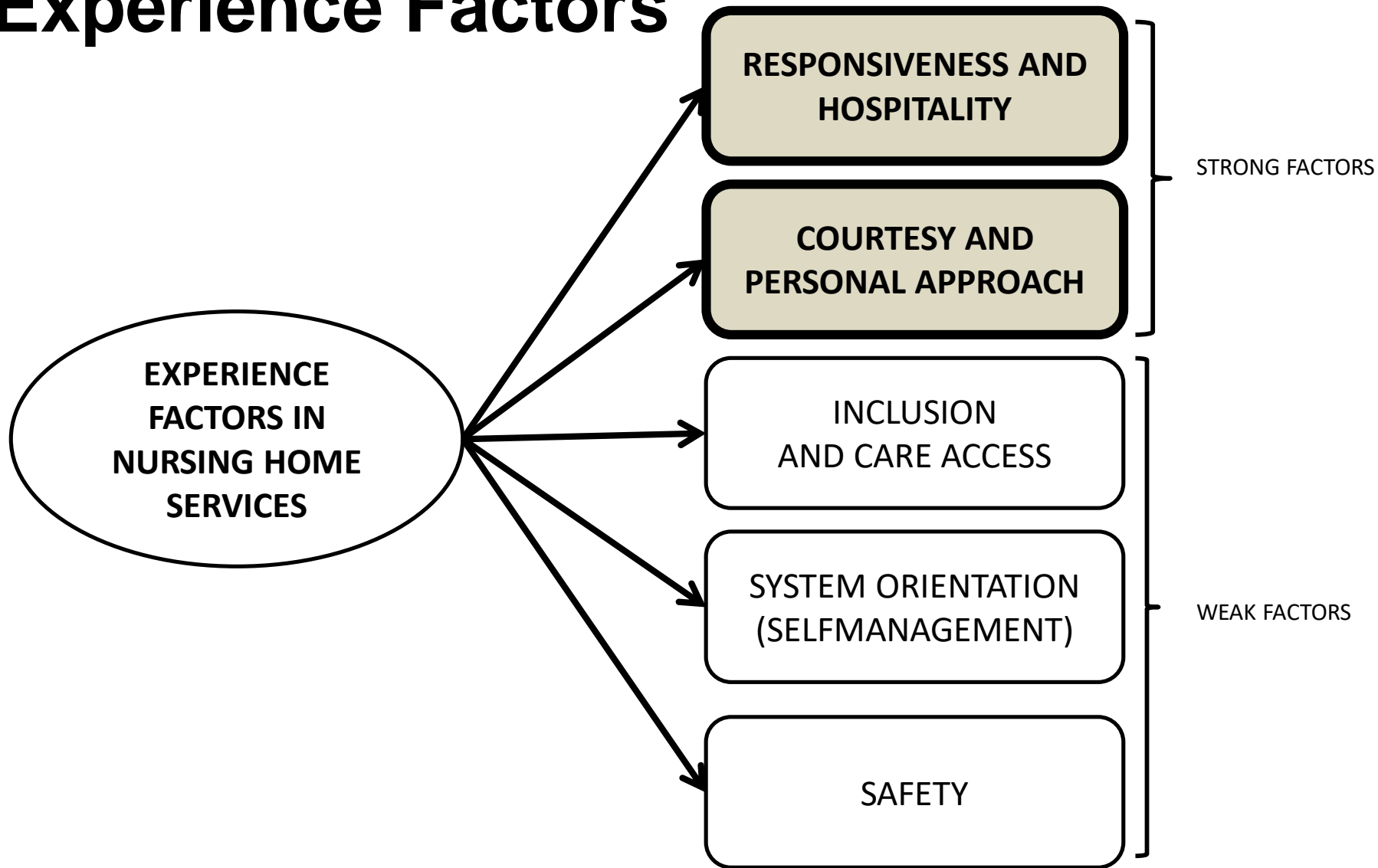
First development

- In 7 nursing homes in the Netherlands
- 40 residents with physical limitations
- 223 family members of residents with dementia
- Data statistically analysed:
  - Factor analysis: identification of importance and experience factors
  - Regression analysis to analyse relationship between factors and resident/family satisfaction

Importance factors

IMPORTANCE FACTORS IN NURSING HOME SERVICES

RESPECT AND EMPATHY

SYSTEM ORIENTATION (SELF-DETERMINATION)

STRONG FACTORS

RESPONSIVENESS AND ATTENTION

PROFESSIONALISM AND SAFETY

INCLUSION (SOCIAL PARTICIPATION)

TANGIBLES

WEAK FACTORS

CONCEPT

7

Experience Factors

RESPONSIVENESS AND HOSPITALITY

COURTESY AND PERSONAL APPROACH

STRONG FACTORS

EXPERIENCE FACTORS IN NURSING HOME SERVICES

INCLUSION AND CARE ACCESS

SYSTEM ORIENTATION (SELFMANAGEMENT)

WEAK FACTORS

SAFETY

CONCEPT

FACTORS

Other findings

- Importance factors are not a determinant of resident/family satisfaction but for choosing a nursing home

- Both experience factors are a predictor of perceived service quality

- Perceived service quality is a predictor of resident/family satisfaction
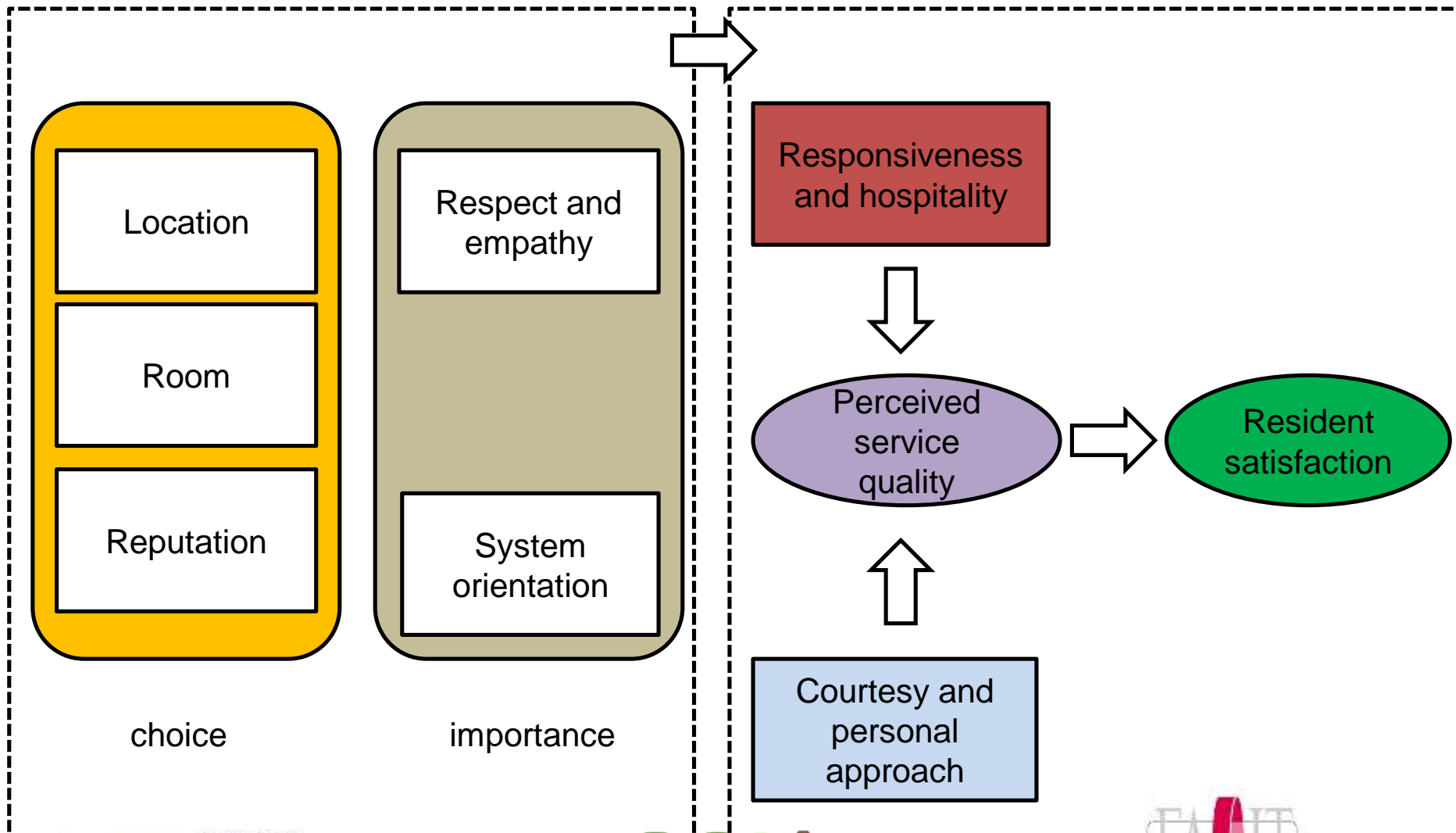
Analysis of independent variables

Choice for a nursing home:

- Made by (eldest) daughter/child supported by physician

- Location of nursing home: close to family/children

- Room: private room

- Reputation: word of mouth

Service quality construct for nursing homes

Service marketing

Service delivery

Location

Room

Reputation

Respect and empathy

System orientation

choice

importance

Responsiveness and hospitality

Perceived service quality

Resident satisfaction

Courtesy and personal approach

Implications for practice

Gives managers of nursing homes:

- Guidance for their marketing strategy

- Implicates that managers can improve quality of life of residents with dementia by focussing on the service delivery *experience* instead of the service delivery *organisation*

- Can be used separately: marketing input (importance variables) and service quality part (experience variables)

Measuring gaps in client focus
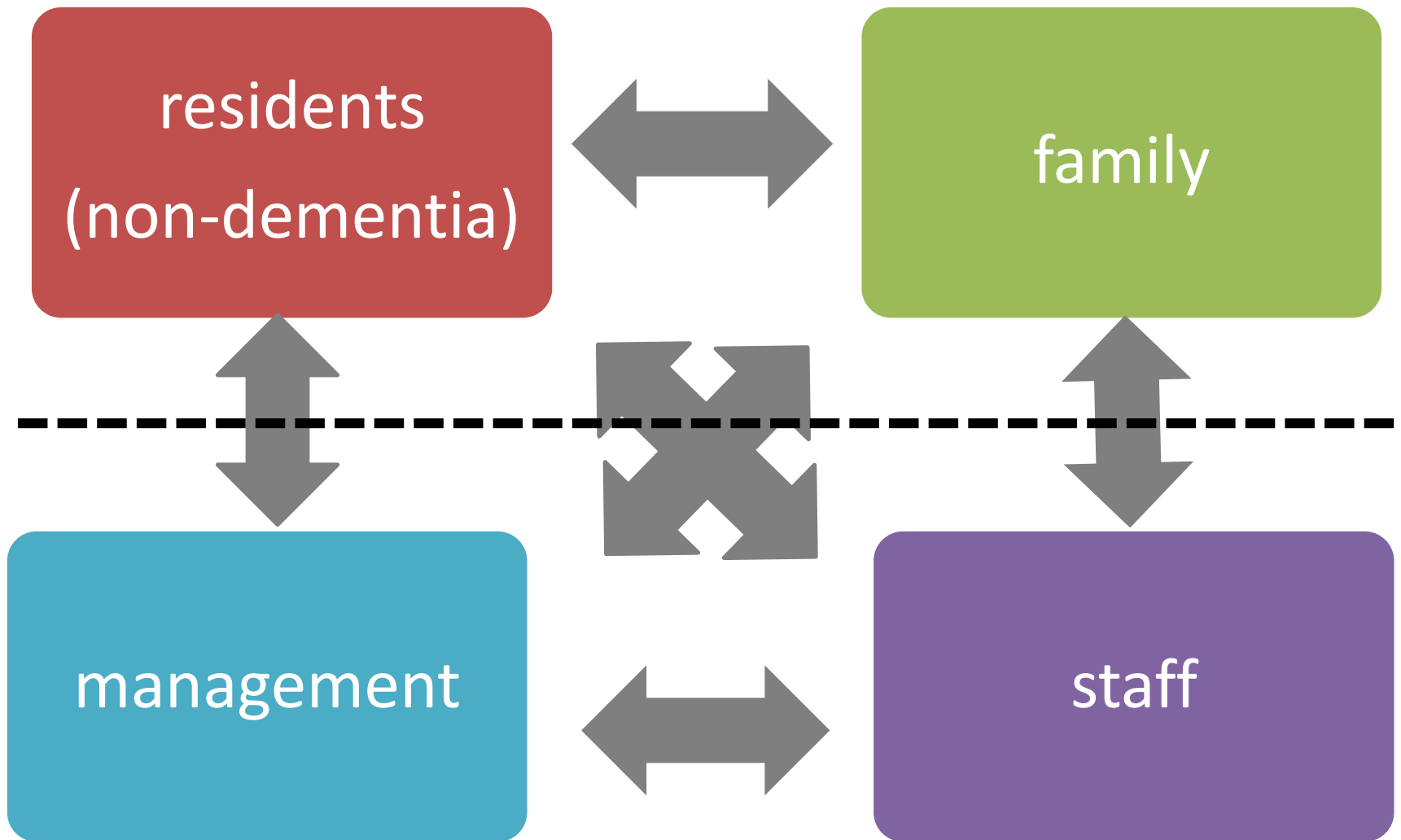
Online and offline research

- Interviews (face to face)
- **Online questionnaire**
- Group meetings

First part:
What is (more) important?
How important is it?

Second part:
How satisfied are you about certain topics?

Last part:
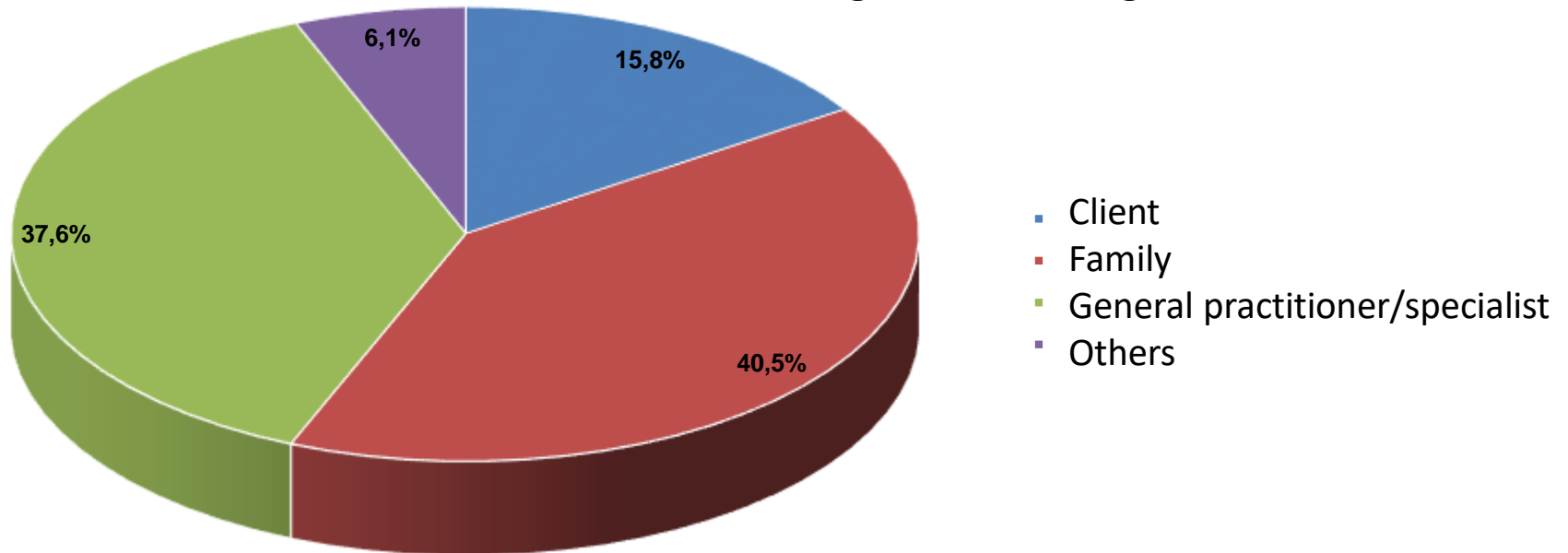*NPS (Net Promotor Score) and comments*

Focus on family

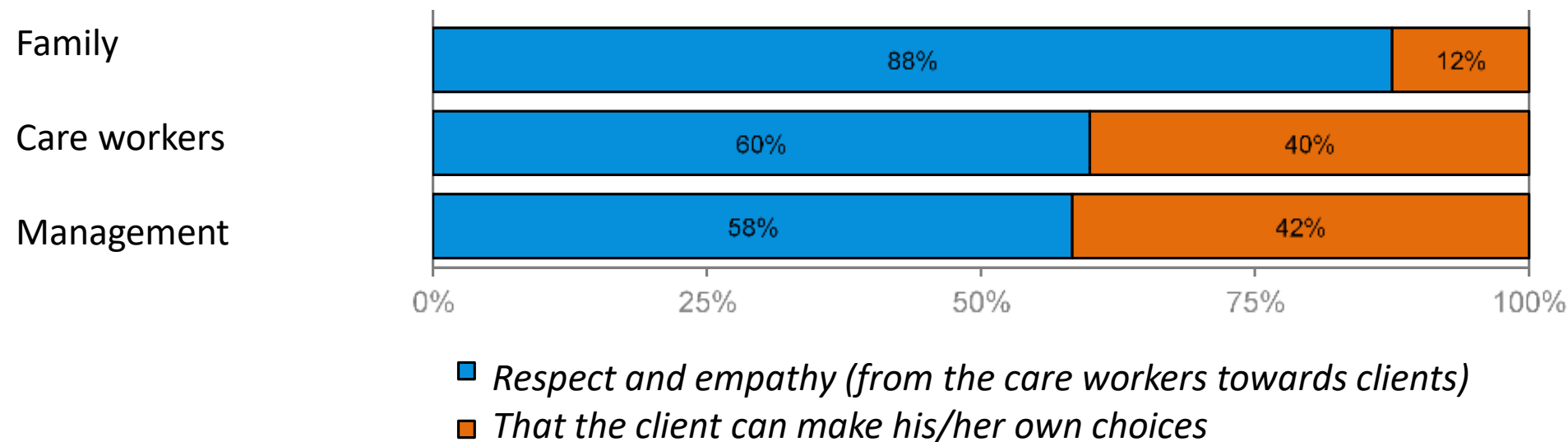Family=just as important as the client especially in dementia care

Who makes the decision that the client has to go to a nursing home?

6,1%

15,8%

37,6%

40,5%

- Client
- Family
- General practitioner/specialist
- Others

What is (more) important?

That employees show respect and empathy towards the client
or
that the client can make his/her own choices (selfdetermination)

Respondents could only choose one theme.

	Respect and empathy	Own choices
Family	88%	12%
Care workers	60%	40%
Management	58%	42%

■ *Respect and empathy (from the care workers towards clients)*
■ *That the client can make his/her own choices*

3 most important themes (according to family)

Giving comfort when a client is sad or lonely — 100%

Maintaining a high quality of life — 100%

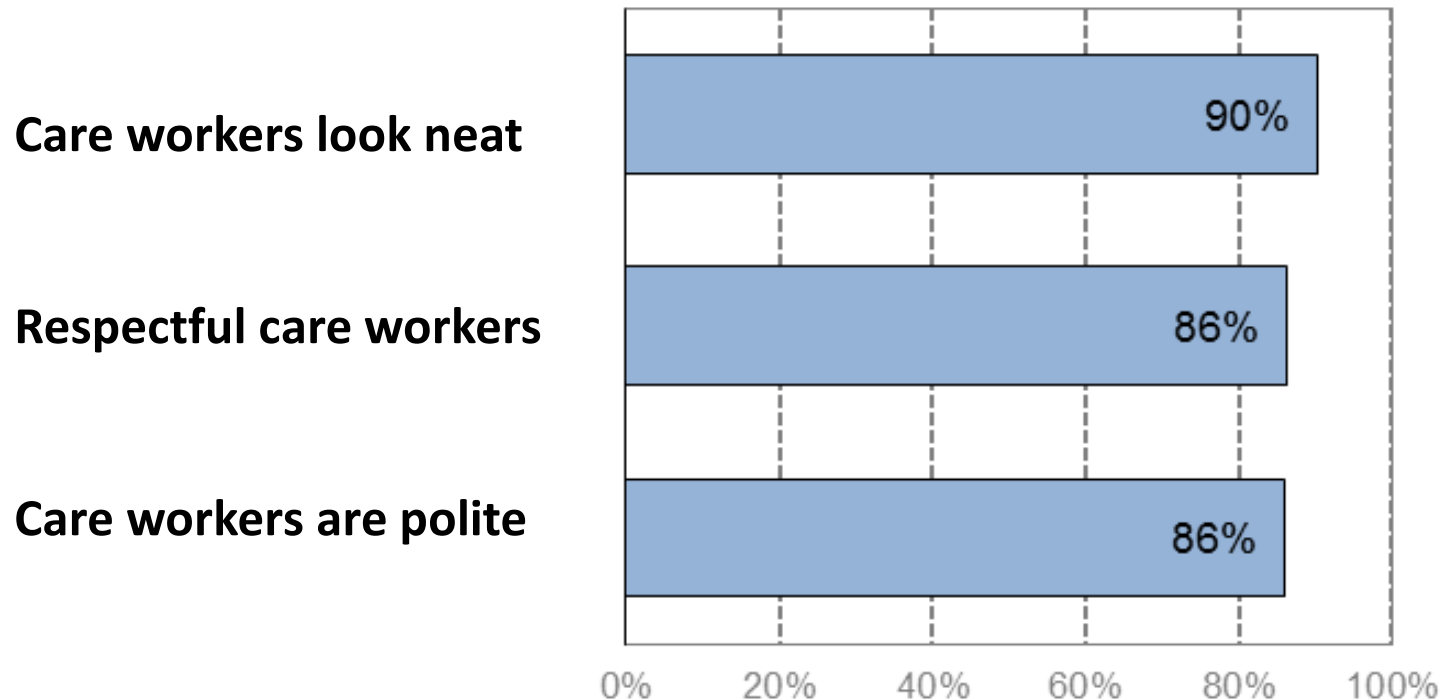**Showing sincere interest to solve a client's problem** — 99%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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3 best rated themes regarding satisfaction (family)

Care workers look neat — 90%

Respectful care workers — 86%

Care workers are polite — 86%

3 worst scoring themes regarding satisfaction (family)

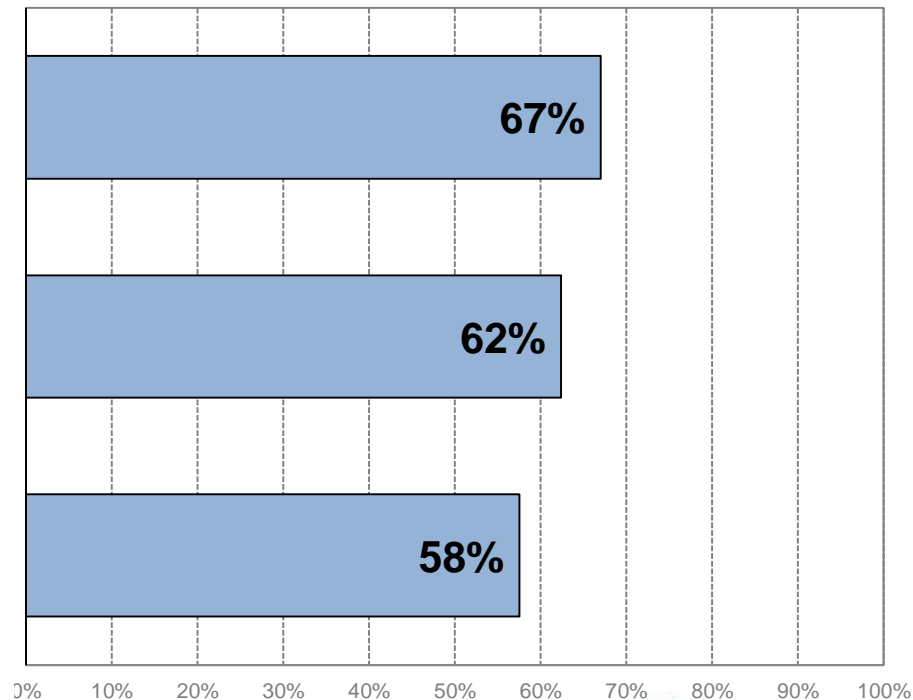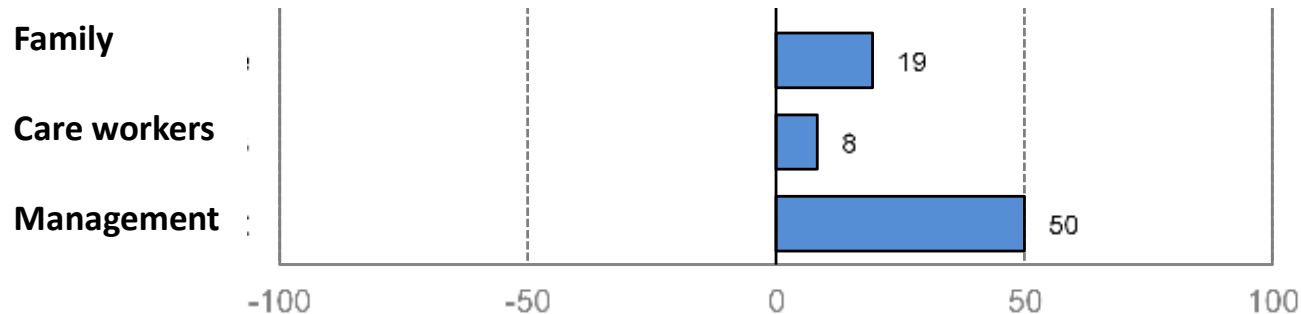| Theme	Score
Do not have to ask several times before something gets done	67%
Immediate response to personal alarm (bell)	62%
Never being too busy to respond to questions	58%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

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Focus on Net Promotor Scores

And use research results to see what determines this NPS!
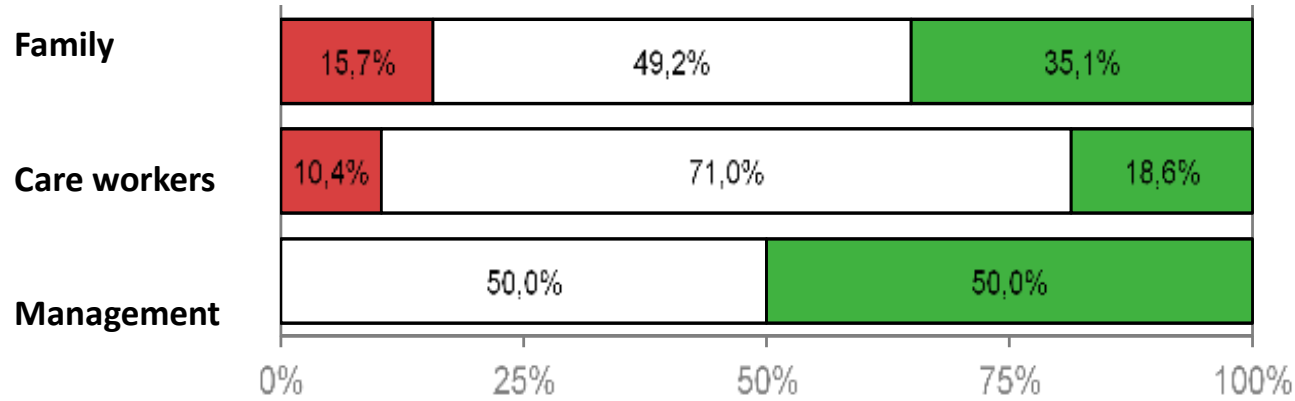
Importance versus satisfaction (family)

Have the opportunity to talk with care workers when something is bothering
- 3,9
- 4,6

Handle personal habits and lifestyle (of the client)
- 4,0
- 4,4

Giving comfort when a client is sad or lonely
- 4,0
- 4,7

Respectful care workers
- 4,2
- 4,7

Maintaining a high quality of life
- 4,0
- 4,7

Showing sincere interest to solve a client's problem
- 3,9
- 4,7

Satisfaction ▪ Importance
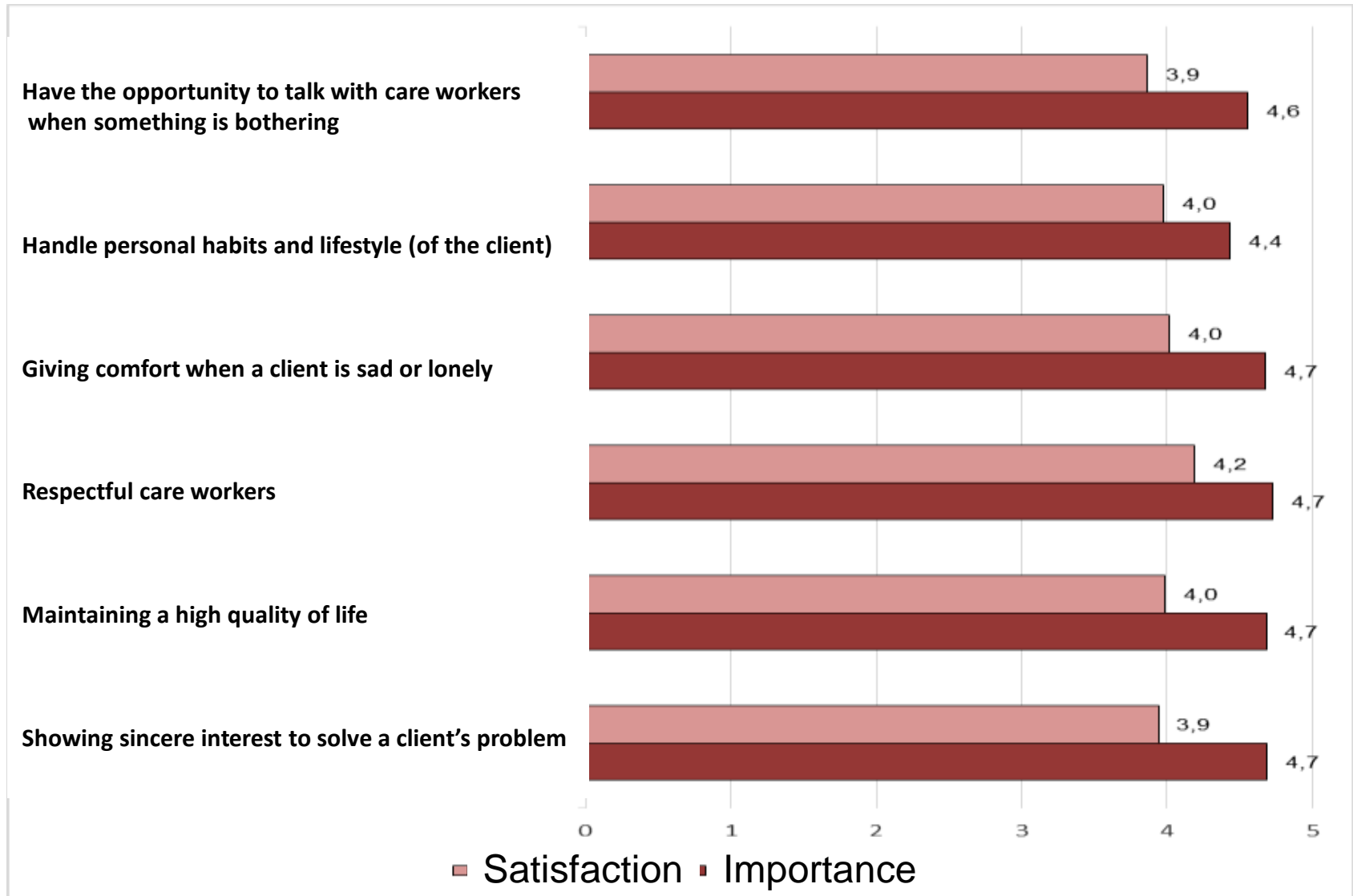
What did organizations learn?

- **Family is an important partner in delivering good care to the client.**

- **Ask what is important, before you start any project.**
  - Focus on what clients and family tell you what is important to them.
  - Do not implement a quality system only upon your own believes, but upon your customers wishes and experiences reviews.
  - Use research data for input on what to focus on.

- **Research the experiences your clients and family have with a service quality tool; what are they enthusiastic about, what do they want to be improved?**
  - Focus on the questions your clients and their family have, and on the comments they give.
  - Find out the difference between experiences of clients/their family and the view of employees/management, bridge the gap!
  - The outcome of the survey(s) not only helps to find the focus for improvement plans, but is also a good start for new conversations with family (and clients)

European standard?

- The Service Quality tool can be used in every country, in every nursing home.

- Qunatitative data must be combined with narratives (iterviews)

- Results can be used to improve the standard of quality of care in the organization to result in a higher client satisfaction.

- Using the same tool results in an European benchmark. Making it possible to learn even more from each other then we learn here in Prague today.

- The tool is available per 1st October 2018 in English, ready to launch and to apply. This will be for free.

- If benchmark is needed, Facit will collect the quantitative data by a tool in your own language (in collaboration with ECREAS.) and the data-analysis
- Costs: approx. 2.500 euro

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THANK YOU!

Service quality in nursing homes

A construct, measurement and performance model to increase client focus