



No Wrong Door

Client Satisfaction Survey

March 1999

by

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Prepared for
Delaware Department of Health and Social Services

Published by
**Center for Community Development & Family Policy
College of Human Resources, Education & Public Policy
University of Delaware**

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ACKNOWLEDGMENTS

The purpose of this survey is help staff of the Delaware Health and Social Services (DHSS) to determine whether a new screening and intake process introduced into the State Service Centers is useful and user-friendly to Department clients. An inter-divisional team from DHSS developed the survey instrument and staff from the University of Delaware's Center for Community Development and Family Policy (CCDFP) worked with members of this team to refine the instrument and determine how the survey would be conducted. The University of Delaware's Center for Applied Demography and Survey Research (CADSR) carried out the survey and prepared the data set for analysis.

We wish to thank William Love, Celeste Anderson, and Rebecca Wykoff of DHSS and Edward Ratledge, Rebecca Bedford and other staff members and interviewers of CADSR for their assistance in carrying out this project. We also appreciate the help of all the staff members of the State Service Centers who helped and encouraged clients to participate in the survey. Finally, we thank the clients themselves who generously gave their time to respond to our questions.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	vii
NO WRONG DOOR CLIENT SATISFACTION SURVEY	1
INTRODUCTION	1
The No Wrong Door Pilot Project	1
Evaluation of the No Wrong Door Pilot Project	2
The Client Satisfaction Survey	2
Administration of the Survey	3
SURVEY RESULTS	4
DATA ANALYSIS	15
SOME COMMENTS FROM THE INTERVIEWERS	17
CONCLUSION	18
RECOMMENDATIONS	19
APPENDIX: THE SURVEY INSTRUMENT	21

EXECUTIVE SUMMARY

Purpose

In March 1997, Delaware Health and Social Services (DHSS) initiated a services integration pilot project called "No Wrong Door" (NWD). Through a common screening and intake process, staff work with clients to identify needs and make appropriate referrals for services, regardless of the Division in which the services are offered. This process provides access to services from any point of entry and promotes a holistic approach to addressing the health and human service needs of Delaware's vulnerable families and individuals. NWD has been piloted at the Hudson State Service Center in Newark and at the Williams State Service Center and its satellite site, Carroll's Plaza, in Dover. All Department staff at those locations participate and new clients (as well as those whose eligibility is being re-determined) who visit those sites are offered the opportunity to go through the assessment interview and receive referrals to other services they might need.

A two-part evaluation of NWD has been completed by Department staff. NWD assessment and referral forms have been reviewed to determine how well the forms are being completed, the extent to which referrals are being made, and whether services are being accessed as a result of NWD. In addition, a confidential survey of staff and staff focus groups have been conducted to determine the impact of the programing on operations and workers.

Methodology and Implementation

The final part of the evaluation of NWD is the client satisfaction survey. This survey is designed to find out if the NWD is useful and user-friendly to Department clients, and what, if anything, should be changed about its operations that could improve it from the clients' perspective. The approach decided upon was to conduct brief in-person interviews taking about 10 minutes with clients at the Hudson, Williams, and Carroll's Plaza Service Centers and at a comparison site where the NWD pilot has not been implemented. The Milford State Service Center was selected as the comparison site because of the similarity in size and the types of services provided there as compared to the Hudson and Williams SSCs. In order to protect the respondents' confidentiality and encourage clients to speak openly about the pilot, the survey was conducted by an external evaluator, the Center for Community Development and Family Policy (CCDFP) at University of Delaware. CCDFP staff worked with DHSS staff to finalize the survey instrument and to develop the survey methodology. CCDFP staff were also responsible for the administration of the survey, data analysis and the preparation of this report.

Surveys were conducted during two time periods, the weeks of June 22, 1998 and November 16, 1998. Unfortunately, only 84 interviews were completed over the two week

period (48 in June and 36 in November). The limited number of interviews has restricted the types of analysis that could be conducted on the data. Cross-tabulations of the responses by State Service Center, pilot or non-pilot site, agency, clients' county of residence, clients' age, etc., could not be conducted given the small number of surveys completed.

The small number of interviews completed caused the researchers concern about whether there might be some factors which inhibited or prevented clients who went through either the No Wrong Door interview or the standard interview at Milford from participating in the client satisfaction survey. To help in the understanding of the context in which the client satisfaction surveys were administered, interviews were conducted of the interviewers--that is, those who administered the client satisfaction survey. Overall, the majority of the interviewers felt that staff in the Service Centers were not helpful as they could have been in steering clients to the satisfaction survey either because staff were not sure about the purpose of the survey or because there was a lack of communication between administrative staff and the client intake workers about the procedures for implementing the survey. There was general consensus among the interviewers that the State Service Center staff in the department or office where the University interviewer was located were very supportive of the No Wrong Door procedure. However, there was an impression that staff in other divisions in the Service Centers were not as enthusiastic. There was no evidence that any efforts were made by staff to discourage participation in the client satisfaction survey and interviewers felt that the majority of the clients were positive toward the NWD process.

Conclusion

Given the small number of survey responses, no firm assumptions can be made as to how representative the responses to the client satisfaction survey were with respect to the new clients who visited the survey sites during the interview periods since the respondents were essentially self-selected not randomly selected and definitive information is not available as to how many new clients were processed at the sites during the survey weeks. A rough estimate is that about one-third of the new clients processed at the designated State Service Center sites during the survey weeks participated in the client satisfaction survey.

While there is a significant potential for non-response bias in the survey results, on many questions there was substantial consensus among the respondents and on these items we can reasonably assume that their views represent the views of the majority of the new State Service Center clients. We found that a substantial proportion of the respondents said that the Service Center staff were helpful, that staff had informed them that they did not have to participate in the No Wrong Door interview, that the NWD interview took less than 20 minutes and did not cause any problem or inconvenience, that respondents felt comfortable answering questions about their needs and the needs of their families, that the interview was very useful in identifying these needs, that staff referred respondents (or someone in their family) to other services or agencies and were well-informed about other services and interested in their needs, and that respondents

were satisfied with the hours that the Service Centers were open. In short, there was a broad satisfaction among respondents with the information and service provided by staff in the Service Centers. These results are consistent with other client satisfaction surveys conducted by DHSS.

Recommendations

Client satisfaction with the intake and referral process in general and the No Wrong Door procedure in particular should be continuously monitored. However, given the limited amount of information derived from this client satisfaction survey, it is recommended that an alternative methodology for identifying and understanding client views and attitudes should be developed. Surveys conducted within the State Service Centers are handicapped by the need for staff to encourage and facilitate client willingness to participate in the satisfaction survey. Furthermore, clients have already been through an interview process and may be very anxious to leave the Center. In addition, despite assurances of confidentiality and protection from negative effects on the availability of services resulting from participation in the satisfaction survey, many clients may still be hesitant to express negative views about staff helpfulness and knowledge. Finally, a survey conducted on the day of the intake process does not provide any information about the results of the referral process or the adequacy of the services provided.

Consideration should be given to the implementation of a client satisfaction survey one to three months after the intake interview has taken place. This survey could be done by telephone, perhaps supplemented with some face-to-face interviews of clients without phones, using interviewers who are not employed by DHSS. A random sample of clients participating in the intake process over a specified period of time would be asked to participate in the survey. This type of survey would have the advantage of being conducted outside of the offices of the State Service Center at a time that is different from the time of the intake interview. In addition, the survey could address questions about how the intake interview had been conducted as well as questions about what happened afterward in the referral process and the adequacy of the services that had been provided.

NO WRONG DOOR CLIENT SATISFACTION SURVEY

INTRODUCTION

The No Wrong Door Pilot Project¹

In March 1997, Delaware Health and Social Services (DHSS) initiated a services integration pilot project called "No Wrong Door" (NWD). Through a common screening and intake process, staff work with clients to identify needs and make appropriate referrals for services, regardless of the Division in which the services are offered. This process provides access to services from any point of entry and promotes a holistic approach to addressing the health and human service needs of Delaware's vulnerable families and individuals. For example, an applicant to the Division of State Service Centers for emergency shelter, who has gone through the NWD intake process, may also be referred to the Division of Social Services for public assistance and to the Division of Public Health for immunizations for a child.

The goals of No Wrong Door are to deliver services in a manner whereby a client visiting a center is able to easily access needed services, obtain information on other programs, and work with a DHSS staff person to schedule appointments for other services. Additional goals of the pilot are to develop a well-trained workforce (knowledgeable not only about their own specific function, but also about the services and programs of other service providers) and to reduce the number of times a client has to repeat the same information about themselves.

NWD has been piloted at the Hudson State Service Center in Newark and at the Williams State Service Center and its satellite site, Carroll's Plaza, in Dover. All Department staff at those locations participate and new clients (as well as those whose eligibility is being re-determined) who visit those sites are offered the opportunity to go through the assessment interview and receive referrals to other services they might need. Clients can choose whether or not to participate. Referring staff offer to set up appointments with the other agencies for the clients. In addition to implementing the common intake and referral process, hours of operation at the pilot sites have been extended to 8:00 PM on Wednesday nights to accommodate clients who cannot come to the State Service Centers (SSCs) during the day.

¹This description of the No Wrong Door project, as well as the discussion of the methodology of the client satisfaction survey, is based on DHSS Policy Memorandum 60, a document written by the staff of the Delaware Department of Health and Social Services.

Evaluation of the No Wrong Door Pilot Project

Two parts of the evaluation have already been completed by Department staff. NWD assessment and referral forms have been reviewed to determine how well the forms are being completed, the extent to which referrals are being made, and whether services are being accessed as a result of NWD. In addition, a confidential survey of staff and staff focus groups have been conducted to determine the impact of the programming on operations and workers.

The final part of the evaluation of this stage of implementation of NWD is the client satisfaction survey. This survey is designed to find out if the NWD is useful and user-friendly to Department clients, and what, if anything, should be changed about its operations that could improve it from the clients' perspective.

The Client Satisfaction Survey

An inter-divisional team from DHSS developed the survey instrument (Appendix) with the objective of finding out the following information:

1. Which services did the client come in for during the day of the survey?
2. Did the client come for one service that day or more? If so, which ones?
3. How helpful were the workers with whom the clients had contact?
4. Were clients at the pilot sites informed about NWD? If so, was the explanation clear? Were they being informed that they do not have to participate? If they decided not to participate, what were the reasons?
5. Were workers making referrals without going through the NWD interview process?
6. How long did the assessment process take? (Workers were asked the same question on the staff survey. This question will elicit the clients' perception of how lengthy the process is.) Did the amount of time it took cause clients any inconvenience?
7. Did the questions on the assessment make the client uncomfortable?
8. How useful was the assessment process in identifying the clients' and their families' needs?
9. Were workers making referrals based on the assessment, setting up appointments for clients, and handing out flyers on the agencies to which they referred the clients?

10. Did the clients feel the workers were knowledgeable about other services and cared about meeting the needs of their clients
11. Were clients satisfied with the hours the site is open for business? If not, what hours did they prefer?

The approach decided upon was to conduct brief in-person interviews taking about 10 minutes with clients at the Hudson, Williams, and Carroll's Plaza Service Centers and at a comparison site where the NWD pilot has not been implemented. The Milford State Service Center was selected as the comparison site because of the similarity in size and the types of services provided there as compared to the Hudson and Williams SSCs. Questions asked at the Milford Center would parallel, as much as possible, the survey conducted at the other sites.

Administration of the Survey

In order to protect the respondents' confidentiality and encourage clients to speak openly about the pilot, the survey was conducted by an external evaluator, the Center for Community Development and Family Policy (CCDFP) at University of Delaware. CCDFP staff worked with DHSS staff to finalize the survey instrument and to develop the survey methodology. CCDFP staff were also responsible for the administration of the survey, data analysis and the preparation of this report. Professional interviewers from the University of Delaware's Center for Applied Demography and Survey Research (CADSR) were stationed at the four State Service Center sites--Hudson, Williams, Carroll's Plaza and Milford--from 9:00 AM to 4:00 PM each weekday (except Wednesday at Hudson and Williams when they were there from 9:00 am to 7:00 PM to talk to clients during extended evening hours).

The interviews took place in a room separate from the location of the agencies so that staff could not overhear. Spanish-speaking interviewers were available to interview Spanish-speaking clients. Staff at the sites where the surveys were conducted were involved in explaining the purpose of the survey to the clients and recruiting them for the survey. During the week of the surveys, at the end of an appointment with each eligible client, DHSS staff members explained that a survey is being conducted by the University of Delaware within the Center to find out the client's reactions to the NWD program. They explained that the interviewers will give them an incentive (token of appreciation for their time) if they consent to be interviewed; however, their participation in the survey is voluntary and will in no way affect their current or future services within the Department. In order to increase the consistency of the explanations given to clients, staff were provided with a script explaining the study.

The staff person handed the client a card (different colors for each Division) and told them where to go in the SSC to meet the interviewer if they want to participate in the survey. All clients who were eligible for the NWD assessment and referral process, including those who chose not to go through the process, were asked to participate. The use of the color-coded card helped the interviewers identify those clients whom they should attempt to interview.

Interviewers first collected the color-coded card from the client. Next they described the survey, explained the procedures for confidentiality, and obtained a consent form from each of the clients who agreed to participate

Upon completion of the interviews, all data were entered into a standard statistical program by staff from CADSR and the database was checked for data-entry errors. The data diskette containing no personal identifiers, was turned over to the Center for Community Development and Family Policy for the statistical analyses and preparation of the written report of the findings.

SURVEY RESULTS

Surveys were conducted during two time periods, the weeks of June 22, 1998 and November 16, 1998. Unfortunately, only 84 interviews were completed over the two week period (48 in June and 36 in November). The limited number of interviews has restricted the types of analysis that could be conducted on the data. Therefore, this report presents the frequencies for the responses to each of the survey questions. Cross-tabulations of the responses by State Service Center, pilot or non-pilot site, agency, clients' county of residence, clients' age, etc., could not be conducted given the small number of surveys completed. Some possible reasons for the low response rate will be discussed in a subsequent section. Responses to each of the survey questions are presented below. The results for each of the two interview periods are shown separately and then combined to show an overall response pattern for the question. The first table shows the total number of interviews completed at each of the four SSC sites.

Date	William s	Hudson	Carroll's Plaza	Milford	Total
June	23	13	3	9	48
November	19	7			
Combined	42	20	3	19	84
Valid %	50%	24%	4%	22%	100%
Cumulative %	50%	24%	4%	22%	100%

Because of the methodology used in collecting information on clients, conclusive information on the number of new clients visiting the SSCs participating in the project during the survey week is not available. Data reported to the evaluation team indicates that during the month of June 1998, 141 client profiles, or an average of 35 per week, were completed at the Hudson Service Center and 260, or an average of 65 per week, were completed at the Williams

Service Center. If these figures are representative of the client profiles completed during the survey week, then approximately 37 percent of the new clients at the Hudson Service Center and 35 percent of those at the Williams Service Center participated in the client satisfaction interview. While it cannot be determined if there is a significant non-response bias in the information collected in this survey, nonetheless, as will be shown in the data analysis, client responses indicate strong consensus among the new clients on many of the survey questions suggesting that we can be reasonably confident that these responses are generally representative of the views of the majority of the new clients participating in the NWD interviews.

As indicated above, clients were given color coded cards representing the agencies visited. The interviewers collected the cards but, since some of the services are very personal in nature, the interviewers were not informed about what the colors represented. The second table shows the proportions of the various card colors collected by the interviewers.

Date	PH	SS	SSC	MH	SAAPD	VI	MR	Missing	Total
June	6	16	25					1	48
November	6	8	15		1	3		3	36
Combined	12	24	40		1	3		4	84
%	14%	28%	48%	0%	1%	4%	0%	5%	100%

PH Public Health
 SS Social Services
 SSC State Service Centers
 MH Mental Health
 SAAPD Services for Aging and Adults with Physical Disabilities
 VI Visually Impaired
 MR Mental Retardation

Clients were asked a series of questions about their experiences with the No Wrong Door interview process. The responses to each of the questions are shown below:

1. How helpful was the worker at the agency or agencies [all sites]?

Date	Very Helpful	Somewhat Helpful	Not Very Helpful	Not At All Helpful	Total
June	47			1	48
November	31	4	1		36
Combined	78	4	1	1	84
Valid %	93%	5%	1%	1%	100%
Cumulative %	93%	5%	1%	1%	100%

2. Did the worker explain the No Wrong Door pilot to you [all sites except Milford]?

Date	Yes	No	Missing	Total
June	26	13	9	48
November	16	10	10	36
Combined	42	23	19	84
Valid %	40%	27%	23%	100%
Cumulative %	65%	35%		100%

3. Was the explanation clear and easy to understand [all sites except Milford]?

Date	Yes	No	Missing	Total
June	25	1	22	48
November	16		20	36
Combined	41	1	42	84
Valid %	49%	1%	50%	100%
Cumulative %	98%	2%		100%

4. Did the worker say that you did not have to participate if you did not want to [all sites except Milford]?

Date	Yes	No	Missing	Total
June	26		22	48
November	15	1	20	36
Combined	41	1	42	84
Valid %	49%	1%	50%	100%
Cumulative %	98%	2%		100%

5. Did you agree to participate in the No Wrong Door interview [all sites except Milford]?

Date	Yes	No	Missing	Total
June	24	2	22	48
November	16		20	36
Combined	40	2	42	84
Valid %	48%	2%	50%	100%
Cumulative %	95%	5%		100%

5.1 If no, why not?

The two respondents who said that they did not agree to participate in the No Wrong Door interview both indicated that their reason was that they only wanted the service or program that they came into the Service Center for.

6. About how long did the No Wrong Door interview take [all sites except Milford]?

Date	Less than 10 minutes	10-20 minutes	21-30 minutes	Over 30 minutes	Missing	Total
June	9	12	3		24	48
November	2	5	5	4	20	36
Combined	11	17	8	4	44	84
Valid %	13%	20%	10%	5%	52%	100%
Cumulative %	28%	42%	20%	10%		100%

7. Did the amount of time it took cause you any problem or inconvenience [all sites except Milford]?

Date	Yes	No	Missing	Total
June	1	23	24	48
November	1	15	20	36
Combined	2	38	44	84
Valid %	2%	45%	53%	100%
Cumulative %	5%	95%		100%

8. Did you feel comfortable answering the questions about you and your family's needs and money matters [all sites except Milford]?

Date	Yes	No	Missing	Total
June	21	3	24	48
November	15	1	20	36
Combined	36	4	44	84
Valid %	43%	5%	52%	100%
Cumulative %	90%	10%		100%

9. How useful was the NWD (No Wrong Door) interview in identifying the needs of you and your family [all sites except Milford]?

Date	Very Useful	Somewhat Useful	Not At All Useful	No Opinion	Missing	Total
June	17	7			24	48
November	13	2		1	20	36
Combined	30	9		1	44	84
Valid %	36%	11%		1%	52%	100%
Cumulative %	75%	22%		3%		100%

9.1 If "not at all useful", please explain why it is not useful and how it could be improved.

No respondents said that the NWD interview was "not at all useful" in identifying the

needs of themselves or their family.

10. Did the worker ask you about the needs of you and your family [Milford only]?

Date	Yes	No	Missing	Total
June	9		39	48
November	10		26	36
Combined	19		65	84
Valid %	23%		77%	100%
Cumulative %	100%			100%

11. About how long did the interviews take [Milford only]?

Date	Less than 10 minutes	10-20 minutes	21-30 minutes	Over 30 minutes	Missing	Total
June		3	3	3	39	48
November		3	1	6	26	36
Combined		6	4	9	65	84
Valid %		7%	5%	11%	77%	100%
Cumulative %		32%	21%	47%		100%

12. Did the amount of time the interview(s) took cause you any problem or inconvenience [Milford only]?

Date	Yes	No	Missing	Total
June		9	39	48
November	1	9	26	36
Combined	1	18	65	84
Valid %	1%	22%	77%	100%
Cumulative %	5%	95%		100%

13. Did the worker refer you or anyone in your family to other services or agencies [all sites]?

Date	Yes	No	Missing	Total
June	34	14		48
November	22	14		36
Combined	56	28		84
Valid %	67%	33%		100%
Cumulative %	67%	33%		100%

14. Did the worker offer to set up an appointment with the agency or agencies she/he referred you to [all sites]?

Date	Yes	No	Missing	Total
June	28	20		48
November	17	19		36
Combined	45	39		84
Valid %	54%	46%		100%
Cumulative %	54%	46%		100%

15. Did the worker give you a flyer listing the hours, locations, and phone numbers of the agencies she or he referred you to [all sites except Milford]?

Date	Yes	No	Missing	Total
June	22	17	9	48
November	10	16	10	36
Combined	32	33	19	84
Valid %	38%	39%	23%	100%
Cumulative %	49%	51%		100%

16. Did you feel the worker was well-informed about other services that could help you [all sites]?

Date	Yes	No	Missing	Total
June	44	3	1	48
November	33	2	1	36
Combined	77	5	2	84
Valid %	92%	6%	2%	100%
Cumulative %	94%	6%		100%

17. Do you feel that the worker who interviewed you for services today was interested in meeting your needs/finding services that could help you [all sites]?

Date	Yes	No	Missing	Total
June	47	1		48
November	34	2		36
Combined	81	3		84
Valid %	96%	4%		100%
Cumulative %	96%	4%		100%

17.1 If no, why not?

There were three negative responses to question 17. One individual said that the initial contact person was not interested in meeting his/her needs and he/she had to contact the supervisor for help. A second person said that the worker was only interested in helping with what the client came in for on that day and seemed to be asking questions for the purpose of ending services. A third respondent said that the worker was only interested because it was her job.

18. After talking with the worker at this State Service Center/office, do you still have any other needs that you want help with [all sites]?

Date	Yes	No	Missing	Total
June	16	32		48
November	4	32		36
Combined	20	64		84
Valid %	24%	76%		100%
Cumulative %	24%	76%		100%

If yes, what are they?

The following areas of need were mentioned (with the number of times in parenthesis): food stamps (3), health insurance (1), employment (4), housing (3), children's clothing and furniture (1), utilities (3), clothing (1), filing for disability for MS takes to long (1), Medicaid (2), child care help (2), bus tokens (1), homeless day center with free phone use (1), rent funds (1), job placement and training (2) dental services at Milford that will take Medicaid (2), and food (3).

19. Are you satisfied with the hours that this State Service Center/office is open [all sites]?

Date	Yes	No	Missing	Total
June	45	3		48
November	36			36
Combined	81	3		84
Valid %	96%	4%		100%
Cumulative %	96%	4%		100%

20. How useful are the Wednesday evening hours to you [Wilson and Hudson only]?

Date	Very Useful	Somewhat Useful	Not At All Useful	No Opinion	Missing	Total
June	17	10	8	1	12	48
November	14	10	2		10	36
Combined	31	20	10	1	22	84
Valid %	37%	24%	12%	1%	26%	100%
Cumulative %	50%	32%	16%	2%		100%

20.1 If Wednesday evening hours are “not at all useful”, please explain why.

The following responses were mentioned once: walks here so evenings are not good; when I get of work I'm dead tired (travels by bus, has three children); prefers to come in the mornings; transportation is not available; has no need; and doesn't come in to the center, father usually does. Four respondents simply said that daytime hours are better.

21. Would it be useful to you if this State Service Center was open on Wednesday evenings until 8:00 PM [Milford only]?

Date	Very Useful	Somewhat Useful	Not At All Useful	Missing	Total
June	5	2	2	39	48
November	5	3	2	26	36
Combined	10	5	4	65	84
Valid %	12%	6%	5%	77%	100%
Cumulative %	53%	26%	21%		100%

22. Would you like the State Service Center to be open on Saturday mornings [all sites]?

Date	Yes	No	Missing	Total
June	32	16		48
November	30	6		36
Combined	62	22		84
Valid %	74%	26%		100%
Cumulative %	74%	26%		100%

23. If the State Service Center were open on Saturday mornings, how useful would Saturday morning hours be to you [all sites]?

Date	Very Useful	Somewhat Useful	Not At All Useful	Missing	Total
June	24	13	11		48
November	21	11	4		36
Combined	45	24	15		84
Valid %	53%	29%	18%		100%
Cumulative %	53%	29%	18%		100%

24. In which County do you live [all sites]?

Date	New Castle	Kent	Sussex	Total
June	13	30	5	48
November	9	21	6	36
Combined	22	51	11	84
Valid %	26%	61%	13%	100%
Cumulative %	26%	61%	13%	100%

25. What is your age [all sites]?

Date	18-25*	26-35	36-45	46-55	56-65	66 or older	Total
June	12	22	8	4	1	1	48
November	8	13	7	5	3		36
Combined	20	35	15	9	4	1	84
Valid %	24%	42%	18%	10%	5%	1%	100%
Cumulative %	24%	42%	18%	10%	5%	1%	100%

**One respondent under 18 is included in this category.*

DATA ANALYSIS

The client satisfaction survey was implemented for the purpose of answering a set of research questions. This section addresses the extent to which the survey was able to answer the questions. Given the number of interviews conducted and the overall response patterns, a number of general statements can be made. These statements relate only to the clients who responded to the survey during the two week long interview sessions. No firm assumptions can be made as to how representative these responses were with respect to the new clients who visited the survey sites during the interview periods since the respondents were essentially self-selected not randomly selected and, as indicated earlier, we do not have definitive information as to how many new clients were processed at the sites during the survey weeks. A rough estimate is that about one-third of the new clients processed at the designated State Service Center sites during the survey weeks participated in the client satisfaction survey. While there is a significant potential for non-response bias in the survey results, on many questions there was substantial consensus among the respondents and on these items we can reasonably assume that their views represent the views of the majority of the new State Service Center clients.

- Nearly half (48 percent) of the survey respondents were designated as clients of the Division of State Service Centers, 28 percent as clients of the Division of Social Services, and 14 percent as clients of the Division of Public Health. The remaining 10 percent were seeking assistance from the Division of Services for Aging and Adults with Physical Disabilities, the Division for the Visually Impaired, and the Division for Mental Retardation.
- The survey could not determine whether the client came in for more than one service.
- Workers were regarded as very helpful with only six out of 84 respondents

indicating that the worker conducting the interview was less than very helpful.

- A substantial minority of respondents (27 percent) said that the No Wrong Door pilot was not explained to them but of those who indicated that it had been explained all but one person said that the explanation was clear and easy to understand.
- All but one of the respondents said that they were informed that they did not have to participate in the No Wrong Door interview and all but two agreed to participate. The two respondents who did not wish to participate said that they had come into the Service Center for only one service.
- The survey could not determine whether workers were making referrals without going through the No Wrong Door interview.
- For 70 percent of the respondents, the No Wrong Door interview took less than 20 minutes. Surprisingly, at Milford, where the No Wrong Door interview was not being conducted, only one-third of the respondents said that their interview took less than 20 minutes.
- Only two out of 40 clients going through the No Wrong Door interview said that the interview caused any problem or inconvenience as compared to just one out of 19 clients (virtually the same proportion) who went through the standard interview process at Milford.
- Nine out of ten of the respondents said that they felt comfortable answering the questions about their needs and the needs of their families.
- Three-quarters of the respondents said that the No Wrong Door interview was very useful in identifying the needs of the respondent and his/her family and the rest (except one who registered no opinion) indicated that the interview was somewhat helpful. At Milford, all of the clients going through the standard interview said that the worker asked them about their needs and the needs of their families.
- Two-thirds of the survey respondents said that the worker referred them (or someone in their family) to other services or agencies and just over half said that the worker offered to set up an appointment at the referral agencies. Nearly half also said that the worker provided a flyer containing information about the referral agencies.
- Just over nine out of ten of the respondents felt that the worker was well-informed about other services and all but three believed that the worker was interested in

meeting their needs. Twenty-five percent indicated that after talking with the worker, they still have other needs that they want help with.

- Respondents were overwhelmingly satisfied (96 percent) with the hours that the Service Center is open. Just over 80 percent of the respondents visiting the Hudson and Wilson Centers felt that Wednesday evening hours are very or somewhat useful and a similar percentage of those visiting the Milford Center said that it would be very or somewhat useful for that center to be open on Wednesday evening. In addition, three-quarters of the respondents at all sites said that they would like the Service Centers to be open on Saturday mornings. Just over 80 percent said that Saturday morning hours would be very or somewhat useful.

SOME COMMENTS FROM THE INTERVIEWERS

The relatively small number of interviews completed caused the researchers concern about whether there might be some factors which inhibited or prevented clients who went through either the No Wrong Door interview or the standard interview at Milford from participating in the client satisfaction survey. To help in our understanding of the context in which the client satisfaction surveys were administered, we conducted interviews of the interviewers--that is, those who administered the client satisfaction survey. These interviews were first conducted after the June survey period, in part, to determine whether there were administrative or information issues that needed to be resolved before the second survey period began in November. Interviewers were asked about their impressions of the attitudes of clients toward the No Wrong Door interview process and their impressions of the extent to which Service Center staff were supportive of the No Wrong Door process. They were also asked if they felt the Service Center staff were being helpful in steering clients to the client satisfaction interview.

Seventeen people served as University interviewers during the June period and, of these, 12 were successfully contacted and asked the follow-up questions. Interviewers said that it was their impression that the majority of the clients were positive toward the No Wrong Door process. A few expressed some confusion about the No Wrong Door concept but only one interviewer noted that a client was unhappy with the services rendered. This interviewer recounted that the client had gone above the social worker to the supervisor and still did not get the information she had requested.

There seemed to be general consensus that the State Service Center staff in the department or office where the University interviewer was located were very supportive of the No Wrong Door procedure. However, there was an impression that staff in other divisions in the Service Centers were not as enthusiastic. One interviewer suggested that poor communication about the purpose of the NWD procedure between the administrative staff and the intake workers

was the cause.

A few of the University interviewers said that the Service Center staff was very helpful in steering clients to the interview. However, the majority felt that staff were not as helpful as they could have been either because staff were not sure about the purpose of the client survey or because there was a lack of communication between administrative staff and the client intake workers about how the survey was to be implemented.

Despite efforts to improve the communication process, the numbers of interviews completed during the second period in November dropped from 48 to 36. University interviewers were again contacted to determine if there continued to be factors related to the context in which the client survey was administered that affected the number of interviews that were completed. University interviewers indicated that there continued to be communication problems between administrative staff and workers. At most sites, interviewers had to explain to the staff why the University was conducting the client satisfaction survey, how long they were going to be at the site, which clients should be interviewed, and that the clients should have color coded cards. In some cases, workers did not have the color coded cards and sometimes did not give them to clients. Contact persons were hard to find and often were not on site to answer questions or to resolve problems. In some cases, University interviewers were placed in locations that were hard to find or seemed inaccessible to clients. It would appear then that in both the June and the November interview periods, communication and administrative support problems affected the ability of the University interviewers to complete the client satisfaction survey.

CONCLUSION

Despite the modest participation rate in the client satisfaction survey, a substantial proportion of the respondents said that the workers were helpful, that they had been informed that they did not have to participate in the No Wrong Door interview, that the survey took less than 20 minutes, that the interview did not cause any problem or inconvenience, that they felt comfortable answering the questions about their needs and the needs of their families, that the interview was very useful in identifying these needs, that the worker referred them (or someone in their family) to other services or agencies, that the worker was well-informed about other services and interested in their needs, and that they were satisfied with the hours that the Service Centers were open. In short, there was a broad satisfaction with the information and service provided by workers in the Service Centers. Despite the fact that it cannot be determined how representative the survey respondents were of the total group of new clients flowing through the Service Centers during the survey weeks, the high levels of satisfaction indicated by the respondents allows us to reasonably conclude that a majority of all new clients were similarly satisfied.

These findings are consistent with the results of a recent client satisfaction survey

conducted by the Division of State Service Centers during the week of December 7 at each of the 15 State Service Centers.² Out of 1,634 clients who were asked to participate in the survey, 1,002, or 61 percent, agreed to participate. Very high proportions of the respondents to this survey were very satisfied or somewhat satisfied with the hours that the SSCs were open, with the courtesy of the staff and with staff knowledge.

RECOMMENDATIONS

Client satisfaction with the intake and referral process in general and the No Wrong Door procedure in particular should be continuously monitored. However, given the limited amount of information derived from this client satisfaction survey, it is recommended that an alternative methodology for identifying and understanding client views and attitudes should be developed. Surveys conducted within the State Service Centers are handicapped by the need for staff to encourage and facilitate client willingness to participate in the satisfaction survey. Furthermore, clients have already been through an interview process and may be very anxious to leave the Center. In addition, despite assurances of confidentiality and protection from negative effects on the availability of services resulting from participation in the satisfaction survey, many clients may still be hesitant to express negative views about staff helpfulness and knowledge. Finally, a survey conducted on the day of the intake process does not provide any information about the results of the referral process or the adequacy of the services provided.

Consideration should be given to the implementation of a client satisfaction survey one to three months after the intake interview has taken place. This survey could be done by telephone, perhaps supplemented with some face-to-face interviews of clients without phones, using interviewers who are not employed by DHSS. A random sample of clients participating in the intake process over a specified period of time would be asked to participate in the survey. This type of survey would have the advantage of being conducted outside of the offices of the State Service Center at a time that is different from the time of the intake interview. In addition, the survey could address questions about how the intake interview had been conducted as well as questions about what happened afterward in the referral process and the adequacy of the services that had been provided.

²Unpublished report on client satisfaction survey conducted from December 1 to December 11, 1998. Delaware Department of Health and Social Services.

APPENDIX
THE SURVEY INSTRUMENT

**Delaware Health and Social Services
Customer Satisfaction Survey
Services Integration (No Wrong Door)**

Survey #

Interviewer #

Date of Interview

Time Interview Began

Time Interview Ended

Please check interview site:

Williams State Service Center

Hudson State Service Center

Carroll's Plaza

Milford State Service Center

1

2

3

4

1. Please check the color of the card(s) the client presents.

1 blue

2 red

3 green

4 peach

5 white

6 pink

7 yellow

8 purple

2. How helpful was the worker at the agency or agencies - very helpful, somewhat helpful, not very helpful, not at all helpful?

Check the color of the card (s) of the agency or agencies client visited and check customer's response.

	Very Helpful 1	Somewhat Helpful 2	Not Very Helpful 3	Not at All Helpful 4
<input type="checkbox"/> 1 blue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 2 red	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 3 green	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 4 peach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 5 white	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 6 pink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 7 yellow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> 8 purple	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Milford interviewers: Skip to Question 13.

3. Did the worker explain the No Wrong Door pilot to you?

- 1 Yes
- 2 No

If "no" to Question 3, skip to question 16.

4. Was the explanation clear and easy to understand?

- 1 Yes
- 2 No

5. Did the worker say that you did not have to participate if you did not want to?

- 1 Yes
- 2 No

6. Did you agree to participate in the No Wrong Door interview?

- 1 Yes
- 2 No

7. If no, why not?

Read possible responses to respondent.

- 1 I only wanted the service/program I came into the State Service Center for.
- 2 I thought it would take a long time.
- 3 I did not want to give out all that information.
- 4 Other (Please fill in)

8. About how long did the No Wrong Door interview take (when the worker was asking you questions and telling you about other services)?

Allow respondent to answer and then check the category which best fits the respondent's answer. If respondent gives an answer that crosses categories, e.g., "20-25 minutes", ask him/her to choose between 2 of the categories.

- 1 less than 10 minutes
- 2 10 - 20 minutes
- 3 21 - 30 minutes
- 4 31 - 40 minutes
- 5 41 - 50 minutes
- 6 51 - 60 minutes
- 7 more than 60 minutes

9. Did the amount of time it took cause you any problem or inconvenience?

- 1 Yes
- 2 No

10. Did you feel comfortable answering the questions about you and your family's needs and money matters?

- 1 Yes
- 2 No

11. How useful was the NWD interview in identifying the needs of you and your family?

- 1 Very useful → Go to Q13
- 2 Somewhat useful → Go to Q13
- 3 Not at all useful → Go to Q12
- 4 No opinion/can't answer → Go to Q13

12. If "not at all useful", please explain why it is not useful and how it could be improved.

Ask Questions 13 through 15 at Milford only.

13. Did the worker ask you about the needs of you and your family?

- 1 Yes
 2 No

14. About how long did the interviews take (when the worker was asking you questions to see if you qualified for services and telling you about services)?

Allow respondent to answer and then check the category which best fits the respondent's answer. If the respondent was there for more than one service and saw more than one worker, please identify each service by color below and indicate the amount of time spent on the interview for that service.

a) Service 1: _____

- 1 less than 10 minutes
 2 10 - 20 minutes
 3 21 - 30 minutes
 4 31 - 40 minutes
 5 41 - 50 minutes
 6 51 - 60 minutes
 7 more than 60 minutes

b) Service 2: _____

- 1 less than 10 minutes
 2 10 - 20 minutes
 3 21 - 30 minutes
 4 31 - 40 minutes
 5 41 - 50 minutes
 6 51 - 60 minutes
 7 more than 60 minutes

c) Service 3: _____

- 1 less than 10 minutes
- 2 10 - 20 minutes
- 3 21 - 30 minutes
- 4 31 - 40 minutes
- 5 41 - 50 minutes
- 6 51 - 60 minutes
- 7 more than 60 minutes

15. Did the amount of time the interview(s) took cause you any problem or inconvenience?

- 1 Yes
- 2 No

Ask questions 16 through 17 at all sites including Milford.

16. Did the worker refer you or anyone in your family to other services or agencies?

- 1 Yes
- 2 No

17. Did the worker offer to set up an appointment with the agency or agencies she/he referred you to?

- 1 Yes
- 2 No

Ask Question 18 only at Williams, Hudson, and Carroll's Plaza.

18. Did the worker give you a flyer listing the hours, locations and phone numbers of the agencies she or he referred you to?

- 1 Yes
- 2 No

Ask Questions 19 through 24 at all sites including Milford.

19. Did you feel the worker was well-informed about other services that could help you?

- 1 Yes
- 2 No

20. Do you feel that the worker who interviewed you for services today was interested in meeting your needs/finding services that could help you?

- 1 Yes
- 2 No

21. If no, why not?

22. After talking with the worker at this State Service Center/office, do you still have any other needs that you want help with?

- 1 Yes → Go to Q23
- 2 No → Go to Q24

23. What are they?

24. Are you satisfied with the hours that this State Service Center/office is open?

- 1 Yes
- 2 No

Ask Questions 25 and 26 at Williams and Hudson only.

25. How useful are the Wednesday evening hours to you?

Read possible responses to respondent.

- 1 Very useful. I would definitely come to the State Service Center on a Wednesday evening.
- 2 Somewhat useful. I might come to the State Service Center on a Wednesday evening, but it would not be often.
- 3 **Not at all useful.** I would never come to the State Service Center on a Wednesday evening.

26. If Wednesday evening hours are **not at all useful**, please explain why.

Ask Question 27 at Milford only.

27. Would it be useful to you if this State Service Center was open on Wednesday evenings until 8:00 PM?

Read possible responses to respondent.

- 1 It would be very useful. I would definitely come to the State Service Center on a Wednesday evening.
- 2 It would be somewhat useful. I might come to the State Service Center on Wednesday evening, but it would not be often.
- 3 It would not be at all useful. I would never come to the State Service Center on a Wednesday evening.
- 8 N/A (Hudson, Williams, Carroll's Plaza client)

Ask all clients questions 28 through 31.

28. Would you like the State Service Center to be open Saturday mornings?

- 1 Yes → Go to Q29
- 2 No → Go to Q29

29. If the State Service Center were open on Saturday mornings, how useful would Saturday morning hours be to you?

Read possible responses to respondent.

- 1 Very useful. I would definitely come to the State Service Center on a Saturday morning.
- 2 Somewhat useful. I might come to the State Service Center on a Saturday morning, but I would not come often.
- 3 Not at all useful. I would never come to the State Service Center on a Saturday morning.

30. In which County do you live?

- 1 New Castle
- 2 Kent
- 3 Sussex

31. What is your age?

Read possible responses to respondent.

- 1 Under 18
- 2 18 - 25
- 3 26 - 35
- 4 36 - 45
- 5 46 - 55
- 6 56 - 65
- 7 66 or older

Thank the respondent for taking the time to complete the survey and give him/her the incentive.



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