WISCONSIN DEPARTMENT OF HEALTH SERVICES

AGING & DISABILITY RESOURCE CENTER
CUSTOMER SATISFACTION RESEARCH

2010 Summary Report

Submitted by: Analytic Insight, LLC

ACKNOWLEDGEMENTS

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BACKGROUND

This study was designed to both improve the methodology and instruments of the 2008 quantitative study, and to maximize comparability to the 2008 results. The goals of this evaluation are to refine and improve measures of quality customer service developed in a previous survey conducted in 2008, to evaluate the strengths and weaknesses of individual ADRCs and groups of ADRCs (e.g. multi-county or rural) and to identify methods of service delivery and other characteristics that are most strongly and positively related to customer satisfaction and positive outcomes.

The number of ADRCs participating in the survey was expanded for the 2010 survey and the survey instrument was revised to include additional questions in underdeveloped areas and to eliminate extraneous or duplicative questions. The scales for some questions were also revised to include them in factor and other multivariate analyses more appropriately.

METHODS

This report presents the results of the 2010 evaluation of the customer experience at Wisconsin's Aging and Disability Resource Centers in the areas of Information and Assistance (I&A) and Options Counseling services. A telephone survey was conducted among 2308 customers of ADRC I&A and Options Counseling and Options Counseling services in early 2010. The initial sample listings were stratified by ADRC and the data were weighted to represent the population of ADRC customers at all participating ADRCs.

FINDINGS

CUSTOMER SATISFACTION

Among six domains of customer satisfaction, Culture of Hospitality was the highest rated customer satisfaction domain (3.52), followed by Guidance (3.26) and Empowerment (3.19). Personalization (3.11), Knowledge (3.13) and Accessibility (3.14) were rated somewhat less favorably.

Domain	N	Mean	Std. Deviation	Lowest ADRC Rating	Highest ADRC Rating	Range
Personalization	2223	3.11	.697	2.95	3.33	0.38
Accessibility	2081	3.14	.636	2.89	3.36	0.47

Domain	N	Mean	Std. Deviation	Lowest ADRC Rating	Highest ADRC Rating	Range
Culture	2242	3.52	.507	3.32	3.70	0.37
Knowledge	2243	3.13	.558	2.98	3.29	0.31
Guidance	2303	3.26	.630	3.08	3.46	0.39
Empowerment	2274	3.19	.559	3.00	3.34	0.35

Although some ADRCs are consistently near the top or the bottom of customer satisfaction ratings, no single ADRC or group of ADRCs stands out from the others as being exceptionally strong or exceptionally weak on any single measure.

Special Challenges. One of the special challenges of the ADRC services is meeting a wide and diverse population's needs. The distribution of customers across 'main issues' shows a wide range of issues. Customers are evenly spread across a spectrum of needs. This makes specialization difficult and requires every staff person serving customers to be prepared to meet any special need that arises.

Satisfaction is not evenly distributed across the range of needs. There are significant differences in satisfaction levels according to the main issue presented by the customers. Those with the main issue of alcohol and other drug abuse, mental health, nutrition, long term care and chronic disease are the most likely to rate their experience favorably. In contrast, legal issues and volunteerism were rated least favorably.

Home Visits. The home visit was strongly associated with several favorable customer outcomes. A home visit was significantly associated with more favorable outcomes related to the overall customer experience, the usefulness of the help received and the perception that expectations were met or exceeded.   In particular, among those who received a home visit, 67.2% said the help they received from the ADRC overall was "very useful", compared with 60.6% of those who did not receive such a visit.

Those who received a home visit were also more likely to report that a follow-up had been made. This may reflect a tendency on the part of the specialist to follow-up once personal contact has been established.

Importance of Follow-Ups. Follow-ups have a strong impact on every measure of customer satisfaction. Each of the 6 domains are rated significantly less favorably by customers who did not receive a follow-up in comparison to those that did.

Among those who said that they received a follow-up, 98% said that they would recommend the ADRC's services. In contrast, among those who did not receive a follow-up, 14.5% said they would not recommend the ADRC and an additional 6.1% were undecided.

Among customers of only those ADRCs that participated in both the 2008 and 2010 surveys, the

rate of follow-ups increased approximately 5%, from 50.5% in 2008 to 56.7%. The percentage of all customers surveyed (among all participating ADRCs) who reported that the ADRC had followed up with them after I&A or options counseling services also increased from 50.5% in 2008 to 54.0% in 2010. The similarities between increasing rates of follow-ups offer encouraging evidence of an overall trend among all of Wisconsin's ADRCs.

COMPARISONS BETWEEN MULTI-COUNTY, TRANSITIONAL AND SINGLE-COUNTY ADRCS

Data were examined to assess differences between customers of ADRCs that were organized as multi-county ADRCs in 2008, those that transitioned to multi-county organization between 2008 and 2010 and single-county ADRCs. In particular, survey data addressed differences in quality of service, response time, telephone coverage, home visits, and referral utility (the latter as a rough indicator of enhanced coordination of regional ADRCs with regional managed care organizations.)

Although few differences were found in overall satisfaction levels, a significant difference between customer satisfaction outcomes was found in the area of customer expectations. Customers rated multi-county ADRCs more favorably than single-county ADRCs on having met or exceeded expectations.

Many of the measures related to phone coverage and staffing adequacy follow a similar pattern. Single-county customer results offer high favorability levels, customers of those ADRCs transitioning to multi-county ADRCs offer less favorable results and customers of multi-county ADRCs (that were multi-county ADRCs in both 2008 and 2010) return to favorability levels that are just somewhat below the level of single-county customers.

Phone coverage and waiting time may decline in quality during a transition to a multi-county/regional organization. After two or more years of multi-county experience, favorability appears to reinstate to the single-county level of customer satisfaction. Continued tracking may reveal a point at which the multi-county ADRCs surpass the favorability levels established by single-county ADRCs.

Both multi-county and transitional ADRCs had higher percentages of customers reporting home visits (65.1% and 67.7% respectively, vs. 51.0%). A higher percentage of customers also reported receiving referrals at multi-county and transitional ADRCs (50.4% and 48.1% vs. 40.1%). A somewhat smaller percentage of customers at transitional and multi-county ADRCs however, received services. The small sample size, particularly of the transitional ADRC's referrals however (n=19), calls for caution in interpreting this result.

COMPARISONS BETWEEN 2008 AND 2010 SURVEYS

Scores increased or remained consistent on every customer satisfaction outcome measure with

the exception of meeting customer expectations. The measures that improved are pragmatic measures that address the core competencies of the ADRC – to offer easy access to useful information that helps resolve the customer's situation. The overall customer experience, for which ratings were unchanged, is a broader measure that includes a subjective assessment of the quality of the experience. The expectations measure, similarly, focuses on customers' thoughts, hopes and preconceptions. This measure declined significantly.

Accessibility. The participating ADRCs improved significantly in a number of areas. Returning calls promptly, welcoming environment and hours of availability were each significantly more favorably rated in 2010 (gaps=.88, .73 and .52, respectively).

I&A and Options Counseling Specialists. I&A and Options Counseling specialists at the participating ADRCs received significantly higher ratings in 2010 for addressing a customer's special circumstances, caring about their needs, explaining each step clearly, going above and beyond the job and helping with the paperwork when needed. The only measure showing a decrease in satisfaction was "considered my opinions, likes and dislikes before recommending programs or services (-.48)".

Home Visits. The continuity of staff that take the initial call, arrange and conduct the home visit improved between 2008 and 2010, from 45.5% to 72.2% of customers reporting that the same person came to visit as they had spoken to previously. Customers' perceptions that the staff person 'took enough time to get to their concerns' also improved. Other items regarding the home visit were similar for both the 2008 and 2010 surveys.

Referrals. Over half of the customers of participating ADRCs received a referral in 2008, compared with a smaller percentage in 2010 (57.0% vs. 32.1%). Among those respondents in the comparison group who received a referral, strong improvements in the utility of referrals are evident. The majority in 2010 (61.2%) received services, compared with 14.5% in 2008. It is important to note that methodological changes in the survey instrument and the way referrals are coded make comparisons of referral data over time subject to interpretation.

Follow-Ups. Among customers of only those ADRCs that participated in both the 2008 and 2010 surveys, the rate of follow-ups increased approximately 5%, from 50.5% in 2008 to 56.7%.

CUSTOMER PROFILE

Importance of Word of Mouth and Recommendations. Recommendation or word of mouth was the most frequently mentioned source of information about the ADRCs (38.4%). Referrals from hospitals, clinics or doctors (13.1%) or other agencies (12.3%) account for a quarter of customers. Together, referrals and word of mouth provide knowledge of the ADRC for over half of sampled customers.

Many Issues Broadly Distributed. One of the special challenges of the ADRC services is

meeting a wide and diverse populations needs for information and assistance. The distribution of customers across 'main issues' shows a wide range of issues. There are no clusters, or central issues, customers are evenly spread across the spectrum of categories.

Disability issues most frequently brought people to the ADRC for help (21.9%); followed by insurance issues (16.6%), help with in-home care or services (16.4%) and financial assistance (11.7%). Over half of customers reported that they or the person they were in contact with the ADRC on behalf of, were 60 years of age or older (61.0%) and over half reported that the end-consumer had a physical disability. Customers reported a wide distribution of main issues for which they are seeking help, offering little opportunity for specialization of staff.

There are significant differences in satisfaction levels according to the main issue presented by the customers. Those with the main issue of alcohol and other drug abuse, mental health, nutrition, long term care and chronic disease are the most likely to rate their experience favorably. In contrast, legal issues and volunteerism were rated least favorably.

CONTINUITY OF STAFF

Two-thirds of customers overall (64.4%) said they had a single main contact at the ADRC. Customers at multi-county ADRCs were more likely than customers at single-county ADRCs to report that they had a single contact (68.3% vs. 62.2%). This difference is statistically significant, but does not have a significant impact on overall satisfaction levels.

About half of the customers surveyed (48.9%) had between 2 and 4 contacts with an ADRC staff member before they got the help they needed. One in four customers surveyed (23.7%) said they had 7 or more contact occasions.

HOME VISITS

Just under half of customers surveyed (44.5%) reported that they had received a home visit and the vast majority (94.6%) of those who received a home visit were satisfied with the visit.

Noticing Additional Needs. Noticing a customer needs additional help is strongly associated with a customer's overall satisfaction with the home visit and their perception of being helped better by the home visit, as well as with the customer feeling comfortable with the person who came to their home.

Those ADRCs with a higher percentage of customers reporting that the specialist noticed additional needs were also most likely to be among the top scoring ADRCs for their percentage of customers reporting the staff person was better able to help for having been in the home and that they took enough time to get to their concerns.

Continuity of Staff. Among those who said that the person who visited them in their home was

the same person they had spoken to, 75.0% were satisfied, whereas among those who had a different person come to their home, just 25.0% were satisfied with the home visit.

Comfort and Aid. Satisfaction with the home visit rested on two factors: the customer's belief that the specialist was able to help them better for having been to their home and their having felt comfortable with the specialist. Believing the home visit helped, in turn, rested on the length of time that passed until the person came to the home, the perception that the timing was appropriate and whether it was noticed that the person had additional needs. The customer feeling comfortable rested most on whether the home visit was with the same person the customer had spoken to previously, the customer's perception that the specialist took time to hear their concerns and came back if needed.

Home Visit Follow-Ups. Most customers who received a home visit (61.5%) said that yes, the person would have come back if needed or asked. 15% however, said they needed a return visit but the staff person did not return. This figure represents 134 people in the sample of customers during a 6-month timeframe whose needs for additional information services went unmet.

PRIVACY

Those ADRCs whose respondents reported that they overheard others talking in the background on the phone or in the office were also those where respondents were more likely to feel a concern for their privacy. As shown below, among those who overheard others talking in the office or in the background on the phone, 26.2% expressed concern about their privacy. In contrast, among those who did not overhear others, just 2.4% expressed concern. This result is statistically significant.

REFERRAL UTILITY

In the current survey, 32.1% of customers said that they received a referral. About one in four referrals was made to disability services (24.3%), followed by long term care, nursing home or assisted living facilities (15.9%) and Medicaid or Medicare (15.0%). Home maintenance was also a frequent source of ADRC referrals (10.3%).

Most customers (58.3%) received services as a result of the referral they received. A substantial percentage (12.8%) said they had no plans to contact the services, and an additional 7.2% said that it was too soon to tell.

Those customers who were most likely to receive services as the result of a referral were those with Alzheimer's or other dementia (61.7%), 60 years of age or older (59.9%) or who had a physical (56.4%) or developmental (56.4%) disability. Those with a mental illness other than Alzheimer's or dementia (52.2%) were less likely to report that they received services.

RECOMMENDATIONS

BROAD APPROACH TO IMPROVEMENTS.

Given the small range of scores and high overall rating of most domains, a statewide effort to improve customer ratings of ADRC qualities would most effectively focus on 'across the board' improvements in contrast to efforts directed at a few low-performing ADRCs.

Broad distribution of best practice guidelines or an examination of policy enhancements would help the large number of 'average' ADRCs make improvements and most effectively increase the overall level of customer service.

A central theme in the interviews of the 2008 study was the establishment of guidelines or best practices for new ADRCs and for established ADRCs that would like to learn more about specific issues. The term "re-inventing the wheel" was heard frequently. The customer satisfaction data presented in this report show a great deal of consistency among ADRCs – strengths are often shared across a number of ADRCs, as are opportunities for improvement.

To date the state of Wisconsin has been a leader in the development of the ADRC model, and it has the opportunity to continue this trend by establishing statewide guidelines for addressing some of the common issues and challenges that are commonly faced by ADRCs in Wisconsin and beyond. These may include protocols for types of disability or "main issues", follow-up protocols and guidelines and a checklist of actions to ensure referral utility.

MANAGING EXPECTATIONS.

The percentage of respondents who said the ADRC did not meet their expectations almost tripled between 2008 and 2010, and the preponderance of responses shifted from 'exceeded' in 2008 to 'met' expectations in 2010. Overall satisfaction, however, rose in the same time period.

Expectations are different from other customer satisfaction measures in that they are judged relative to customer preconceptions. If someone had not heard about the ADRC previous to a first visit, expectations would be low or non-existent. If however, someone has heard a glowing report from a neighbor, relative, friend or advisor, their expectations may be higher. In general, we might anticipate that as an ADRC becomes more established in the community, expectations will rise.

Among the challenges faced by a new ADRC, becoming known in the community is an important one. The early consumers may be surprised at the help which was offered and the existence of these services in themselves may exceed their expectations. As potential consumers become increasingly aware of the services and approach the ADRC with expectations in mind, it

may become more difficult to exceed the newly established expectations.

A model for managing expectations as an ADRC develops would be a useful reference for established ADRCs, as they see customer satisfaction rise in 'absolute' terms, while they lose ground standing next to the preconceptions that come with a reputation of excellence.

One way of managing expectations may be to focus advertising messages to particular groups in order to reduce expectations where the ratio indicates experience is unlikely to meet expectations. For example, customers who come to the ADRC for help with services related to nutrition (home delivered meals or counseling), transportation and insurance issues such as Medicaid, Family Care, Community Options Program or Medicaid Waiver program were, on the average, highly satisfied with the services provided by the ADRC but rated the ADRC's ability to meet or exceed their expectations as below average. ADRC communications and messages regarding services related to these issues could emphasize the parameters determining service limitations in order to temper customer expectations and bring awareness to program limitations and advocacy needs.

Another approach to managing customer expectations is to allude to a characteristic associated with reduced expectations. For example, the cost-free nature of ADRC services can be presented as a balance to higher expectations. From a consumer stand-point, the cost of service reminder often resets expectations.

METHODOLOGY

This study was designed to both improve the methodology and instruments of the 2008 quantitative study, and to maximize comparability to the 2008 results. The number of ADRCs participating in the survey was expanded for the 2010 survey and the survey instrument was revised to include additional questions in underdeveloped areas and to eliminate extraneous or duplicative questions. The scales for some questions were also revised to include them in factor and other multivariate analyses more appropriately.

OBJECTIVES

This report presents the results of the 2010 evaluation of the customer experience at Wisconsin's Aging and Disability Resource Centers in the area of Information and Assistance (I&A) and Options Counseling services.

The goals of this evaluation are to refine and improve measures of quality customer service developed in a previous survey conducted in 2008, to evaluate the strengths and weaknesses of individual ADRCs and groups of ADRCs (e.g. multi-county or rural) and to identify methods of service delivery and other characteristics that are most strongly and positively related to customer satisfaction and positive outcomes.

Aging and Disability Resource Centers (ADRCs) provide information, advice and help in accessing services to people who are aging and disabled and their caretakers. The ADRC functions to increase awareness of available programs and services and establish a presence in the community as a reliable provider of information, provide compassionate and objective assistance in decision-making and simplify and streamline access to public programs through a "one-stop shop" approach.

ADRC services are available to older people, people with physical disabilities, developmental disabilities, mental illness, or substance use disorders; and youth transitioning from the children's to the adult service system. ADRC services are also available to families, friends and informal caregivers as well as physicians, hospital discharge planners, or other professionals who work with older people or people with disabilities. Services are provided at the resource center, over the telephone and through in-person visits to an individual's home.

RESEARCH QUESTIONS

At the outset of the project, the Wisconsin Department of Health Services (DHS) identified several research objectives for this study. DHS was interested in evaluating the customer service provided by the Aging and Disability Resource Centers. In particular, the objectives of this research are to:

- Provide baseline and change measures of consumer's perceptions of the quality of I&A and Options Counseling services;
- Assess the current state of consumers' satisfaction with I&A and Options Counseling services, including home visits, privacy issues, referrals and previously developed outcome measures;
- Determine which specific methods of service delivery most impact satisfaction and the likelihood of positive outcomes (the key "drivers", including both program strengths and opportunities for improvement);
- Refine the domain measures and customer satisfaction measurement tools for future use.

SAMPLE DESIGN

The main purpose of this research is to estimate the satisfaction levels in the population of customers of ADRC Information and Assistance and Options Counseling services at 33 participating ADRCs. A stratified random sampling design was developed, stratified into 33 regions based on counties served.

Consumers were sampled from the electronic contact registries of consumers who had contacted a participating ADRC within the previous 6 months (July 1 to December 31 of 2009) for Information and Assistance and/or Options Counseling services. The objective was to complete 100 interviews from each ADRC area. During the data collection process which ran from January to March, it became evident that many or most ADRCs had insufficient sample to reach this goal. In addition, a very low participation rate further limited the data collection effort. In order to supplement the data, additional sample was drawn for ADRCs with insufficient sample during the interim period of January to March, 2010.

Sample records were generated by the state for ADRCs that use the SAMS-IR (formerly Beacon) computer system for their electronic records. ADRCs that do not use the SAMS-IR system were asked to generate their own sample. These variations in sampling may affect the data if systematic exclusion or error is introduced by the different methods of recording customer information.

Additional sample was drawn for a total of 23 ADRCs. There were 3 ADRCs for which fewer than 10 interviews remained to achieve the sample goal of 100. For these areas, existing sample was re-processed in order to complete the remaining interviews.

RESPONDENT CONFIDENTIALITY AND PROTECTION

Participation in this research is random, anonymous and confidential for customers. Respondents were randomly selected from each ADRC consumer listing. Transmission of the listings was made secure through password encryption.

During the course of the research, a few consumers asked interviewers for ADRC services or follow-up. In these cases requests were forwarded to the ADRC for action.

SURVEY DEVELOPMENT

The survey instrument covers eight areas:

- Respondent Needs and Characteristics
- Details of Initial Contact
- Accessibility and Environment of the ADRC
- Characteristics of the I&A and Options Counseling Specialist
- Home Visits
- Referrals
- Outcome Measures
- Demographics of Population

Whenever possible, opinion and respondent perception measures were based on 4-point scales, using the following rating scales:

Numerical Value	Description	Alternative Description
4	Excellent	Strongly Agree
3	Good	Agree
2	Fair	Disagree
1	Poor	Strongly Disagree

DATA COLLECTION

Data were collected via computer using WinCATI (Windows-based Computer-Assisted Telephone Interviewing) software. Using this method, the interviewer reads a scripted questionnaire from a computer screen. The respondent's answers are selected on the screen, which automatically incorporates skip patterns for the interviewer.

WEIGHTING OF STATEWIDE RESULTS

The overall results are weighted to account for the varying response rates and sample sizes among ADRCs. In order to have the process be consistent among all ADRCs, the size of the original 6-month sample was used. County population was not used as a determinant of population size, because the distribution of aging and disability populations varies between areas of the state. In addition, outreach activities and usage rates may vary among ADRCs. Thus, it

was assumed that all contacts were included for the 6-month period for each ADRC and the number of valid, unique contacts was used to determine the number of customers for weighting purposes.

COMPARISONS BETWEEN ADRCS

In graphs showing means across ADRCs, a red bar represents the average for all surveyed ADRCs. Error bars show the margin of error at a 95% confidence interval given the sample size for that county. The individual mean score for each ADRC on each domain is also shown in an accompanying table, with the sample size for each ADRC area.

In order to provide valid statistical comparisons that include those ADRCs with very small sample sizes, those ADRCs with fewer than 50 respondents were grouped into 3 categories by the population size of their covered area. Unlike the weighting calculations, population size was used not as indicator of the population served, but of similarities or differences in the types of populations served.

ADRC	2010 Sample Size	2009 Population
Population Under 50,000 (Combined N=103)		
Forest	7	9,605
Trempealeau	34	27,754
Pierce	24	40,081
Douglas	38	44,274
Population 50,000 to 75,000 (Combined N=129)		
Buffalo Clark Pepin	45	54,144
Columbia	23	55,170
Northwest	46	60,136
North	15	68,201
Population Over 75,000 (Combined N=113)		
Saint Croix	26	83,351
Dodge	41	87,335
Walworth	46	100,593

COMPARISONS BETWEEN 2008 AND 2010 SURVEYS

Between 2008 and 2010, five ADRCs that participated in the 2008 survey as individual ADRCs became multi-county ADRCs. These included Richland, which joined Southwest North, and Green, which joined Southwest South. In addition, Jackson and La Crosse counties joined with two other counties to become the ADRC of Western Wisconsin. Barron, Rusk and Washburn counties also joined, and become known as the ADRC of Barron, Rusk and Washburn counties. In order to examine differences between multi-counties and changes over time, ADRCs were

categorized as follows.

ADRC	2010 Sample Size	2010 Type	Comparison to 2008 ADRC	2008 Sample Size	2008 Type
Barron Rusk Washburn	92	Multi	Barron	103	Single
Brown	100	Single	Brown	101	Single
Buffalo Clark Pepin	45	Multi			
Central	100	Multi	Central	104	Multi
Chippewa	92	Single			
Columbia	23	Single			
COW	67	Multi	COW	103	Multi
Dodge	41	Single			
Douglas	38	Single			
Dunn	82	Single			
Eau Claire	64	Single			
Fond du Lac	104	Single	Fond du Lac	102	Single
Forest	7	Single	Forest	18	Single
Green Lake Marquette Waushara	100	Multi	Green Lake Marquette Waushara (Tri-County)	104	Multi
Jefferson	52	Single			
Kenosha	50	Single	Kenosha	102	Single
Manitowoc	100	Single	Manitowoc	105	Single
Milwaukee ARC	102	Single	Milwaukee ARC	101	Single
North	15	Multi			
Northwest	46	Multi			
Ozaukee	102	Single			
Pierce	24	Single			
Portage	56	Single	Portage	103	Single
Racine	101	Single	Racine	104	Single
Saint Croix	26	Single			
Sheboygan	100	Single	Sheboygan	104	Single
SW North	92	Multi	Richland	104	Single
SW South	102	Multi	Green	52	Single
Trempealeau	34	Single	Trempealeau	104	Single
Walworth	46	Single			
Washington	103	Single			
Waukesha	101	Single			
Western	101	Multi	Jackson	38	Single
Western		Multi	La Crosse	101	Single
TOTALS	1548 Single 760 Multi			924 Single 729 Multi	

The merger of some ADRCs posed difficult methodological issues for the comparison over time. In order to avoid comparing 'apples' to 'oranges', i.e. single county ADRCs in 2008 with a different group of new multi-county ADRCs in 2010, those ADRCs that changed status from single to multi-county between 2008 and 2010 were eliminated from the comparisons over time. The figures shown in the section represent the group of ADRCs that participated in both the 2008 and 2010 surveys, and were maintained single or multi-county status throughout the 2-year time frame. For this reason, these comparisons are limited to a section on changes over time. Average ratings shown within that section will not equal those based on the full 2008 or 2010 samples.

CONFIDENCE INTERVALS

A confidence interval is a range around a measure that indicates the level of precision with which one can generalize to the larger population. A 95% confidence interval specifies the range in which one will find the true estimate 95% of the time.

Confidence intervals are also used as a test of statistical significance. If two confidence intervals intersect one another the measures are not significantly different. If the confidence intervals do not intersect one another then there is a statistically significant difference. In many of the charts in this report, ADRC averages are presented with bars showing the confidence interval around the estimate for that ADRC.

DATA LIMITATIONS

Telephone surveys almost always face the limitation inherent in not being able to reach all of the people who have been sampled. Response rates varied between ADRCs and between the 2008 and 2010 surveys.

In addition to the non-response issue of the telephone survey design, some ADRCs use different software to record their customer information. These differences may have influenced the inclusiveness of the listings or the reliability of the guardian designation. If a respondent's guardian was listed, the interviewers attempted to reach the guardian.

Changes to the survey instrument inhibited the ability to make comparisons across the 2008 and 2010 surveys. In these instances, the decision had been made previously to make the change in order to collect better data moving forward.

Due to time constraints the survey was shortened after some data collection had occurred. In particular, the item "the person I worked with addressed my special circumstances and needs" was discontinued late in the survey administration process. Enough data were collected to include this variable in statewide analyses and even some ADRC analyses. Where possible, these questions are utilized; however the absence of respondents answering this type of item does

not affect an ADRC's domain average.

There is some discussion in this report regarding customer expectations. The discussion of expectations is based on the survey question "did the ADRC exceed, meet or not meet your expectations?" The survey did not include questions directly related to expectation, such as the content of previous messages or even a measure of the level of expectation or anticipation with which the customer initially approached the ADRC. The 2010 survey also included a measure of the percentage of customers who first heard of the ADRC through word of mouth or referral, but did not include a measure of the strength of expectation. Future tracking surveys may benefit from a direct measure of customer expectations.

Recommendation or word of mouth was the most frequently mentioned source of information about the ADRCs (38.4%). Referrals from hospitals, clinics or doctors (13.1%) or other agencies (12.3%) account for a quarter of customers. Together, referrals and word of mouth provide knowledge of the ADRC for over half of sampled customers.

Over half (58.0%) contacted the ADRC on their own behalf. Although just 2.3% contacted the ADRC on behalf of a client or patient, many of the professionals who contact the ADRCs on behalf of patients or clients were either listed incompletely in the sample list or very difficult to reach. As a result, this may be an underestimate.

Of those who contacted the ADRC on behalf of someone else, 80.0% were the primary caregiver for that person.

Customers most frequently called the ADRC on the telephone in order to contact them for the first time (62.5%).
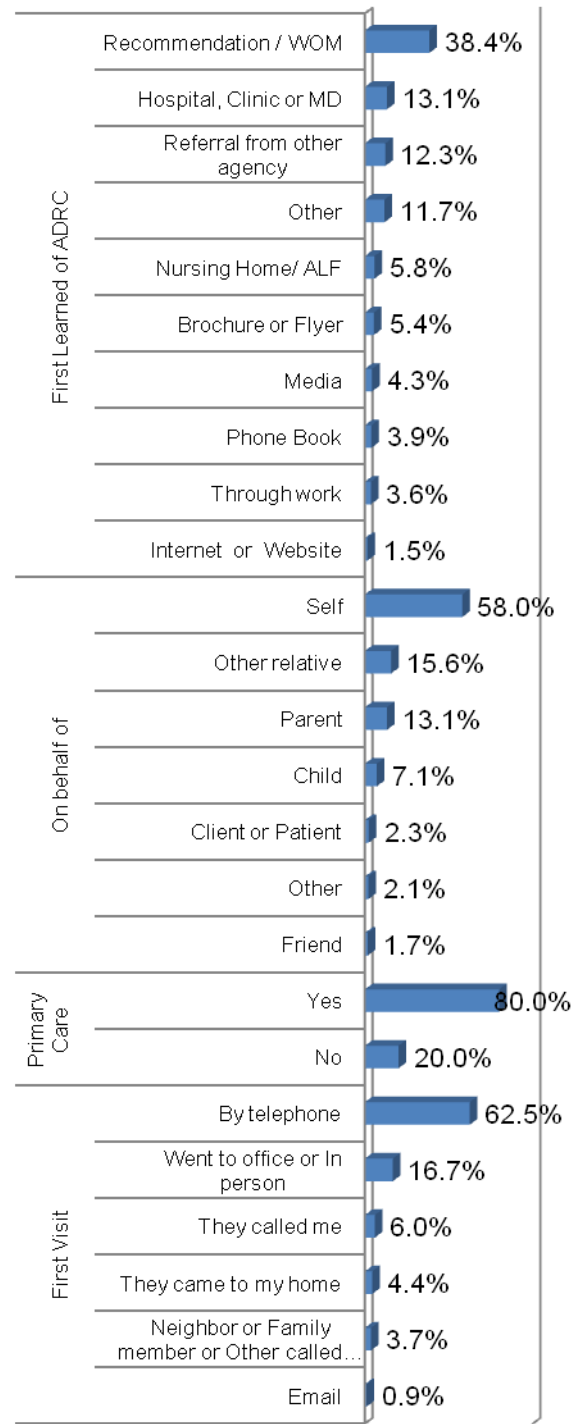
First Learned of ADRC	
Recommendation / WOM	38.4%
Hospital, Clinic or MD	13.1%
Referral from other agency	12.3%
Other	11.7%
Nursing Home/ ALF	5.8%
Brochure or Flyer	5.4%
Media	4.3%
Phone Book	3.9%
Through work	3.6%
Internet or Website	1.5%

On behalf of	
Self	58.0%
Other relative	15.6%
Parent	13.1%
Child	7.1%
Client or Patient	2.3%
Other	2.1%
Friend	1.7%

Primary Care	
Yes	80.0%
No	20.0%

First Visit	
By telephone	62.5%
Went to office or In person	16.7%
They called me	6.0%
They came to my home	4.4%
Neighbor or Family member or Other called…	3.7%
Email	0.9%

Disability issues most frequently brought people to the ADRC for help (21.9%); followed by insurance issues (16.6%), help with in-home care or services (16.4%) and financial assistance (11.7%). As the chart demonstrates, customers reported a wide distribution of main issues, offering little opportunity for specialization of staff.

Over half of customers reported that they or the person they were in contact with the ADRC on behalf of, were 60 years of age or older (61.0%) and over half reported that the end-consumer had a physical disability. Note that each customer acknowledged all conditions that apply, with each person potentially reporting multiple conditions so that the total does not equal 100%.

Main Issue

Issue	%
Disability services	21.9%
Insurance Issues	16.6%
Help with in-home care or services	16.4%
Financial assistance	11.7%
Health condition, chronic disease	11.0%
Long term care, nursing home or assisted living...	9.8%
Mental health	6.7%
Transportation	6.0%
Home maintenance	6.0%
Nutrition	5.6%
Employment, training and vocational rehabilitation	1.7%
Legal issues	1.6%
Volunteer	0.8%
Alcohol and other drug abuse services and...	0.4%

Condition(s)

Condition	%
60 years of age or older	61.0%
Physical disability	57.7%
Developmental disability	13.0%
Alzheimer's or dementia	11.5%
Mental illness other than Alzheimers or dementia	13.2%
Alcohol or other drug dependency	1.9%
Other	5.8%

CUSTOMER CHARACTERISTICS RELATED TO DISPARITIES IN SATISFACTION

One of the special challenges of the ADRC I&A and Options Counseling services is meeting a wide and diverse populations needs for information and assistance and options counseling. The distribution of customers across 'main issues' shows a wide range of issues. There are no clusters, or central issues, customers are evenly spread across the spectrum of categories.

The chart shows the average overall satisfaction rating, on a four point scale, for customers who came to the ADRC regarding a number of issues.

There are significant differences in satisfaction levels according to the main issue presented by the customers. Those with the main issue of alcohol and other drug abuse, mental health, nutrition, long term care and chronic disease are the most likely to rate their overall experience favorably.

In contrast, legal issues and volunteerism concerns were associated with less favorable ratings.

Category	Rating
Alcohol and drug	3.71
Mental health	3.42
Nutrition	3.35
Other	3.33
LTC, nursing home or ALF	3.31
Chronic disease	3.30
Home maintenance	3.28
Insurance Issues	3.24
Transportation	3.23
Financial assistance	3.20
Disability services	3.19
In-home care or services	3.16
Vocational rehabilitation	3.13
Legal issues	3.02
Volunteer	2.75
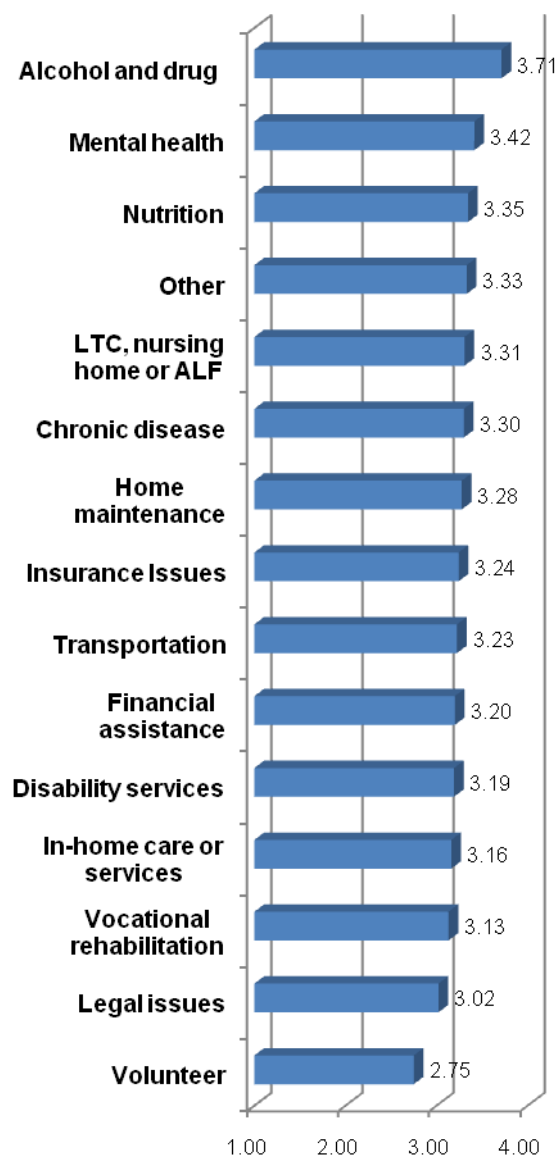
The majority of customers who initially called the ADRC (89.1%) reported that their call was answered quickly (in 2 rings or less).

Most calls were answered by a person (83.9%). Among those who did receive an answering machine or automated messaging system, just 33% reported leaving a message.

Among those customers who visited the ADRC in person, most (62.0%) did not have an appointment. Nevertheless, the majority waited only 1-5 minutes before seeing someone. Most met in a private office or conference room.

Among all respondents, less than half (40.8%) visited the ADRC in person. The vast majority of those who did visit in person (98.5%) had no trouble finding the location.

Overall, 3.9% of respondents (90 individuals) said that they felt concern their conversation might not be private. Half of these individuals (48.1%) were concerned because they had overheard other people talking, either on the phone or in-person. An additional 15.1% said they were concerned because of interruptions in their conversations. Some other reasons people offered included the "attitude" of the specialist," that a staff person "hollered down the hall" to say the customer was on the phone and that existing relationships between the specialist and other agencies may violate privacy.

Detailed results for the questions regarding privacy by ADRC are available in the Culture of Hospitality Domain Section of this report.

Among those who called the ADRC...

How quickly was your call answered?		
Quickly (2 rings or less)	89.1%
Slowly (3 or more rings)	10.9%

Was the call answered by a person or an answering machine or automated message?		
Person	83.9%
Answering Machine	13.9%
Automated Message system	2.2%

Did you leave a message?		
No	67.0%
Yes	33.0%
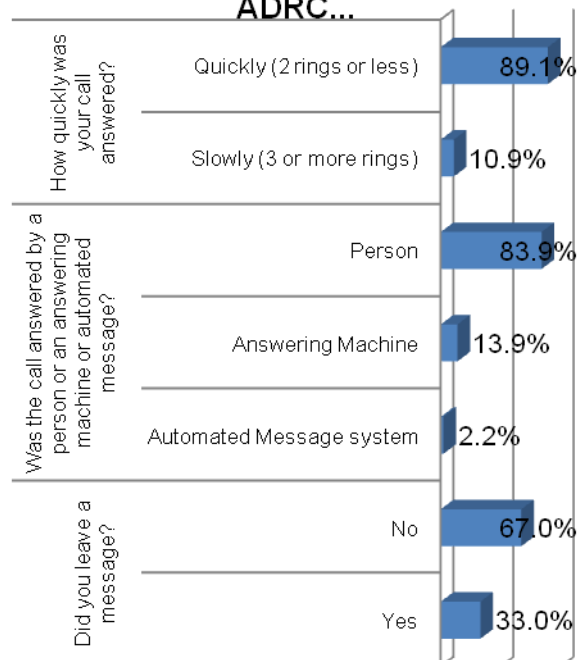
Among those who visited in person...

Did you have an appointment?		
Yes	36.0%
No	62.0%

How long did you wait to see someone?		
1-5 minutes	57.8%
5-10 minutes	23.6%
10-20 minutes	10.8%
Over 20 minutes	7.8%

Did you meet in a private office or conference room?		
Yes	85.0%
No	15.0%
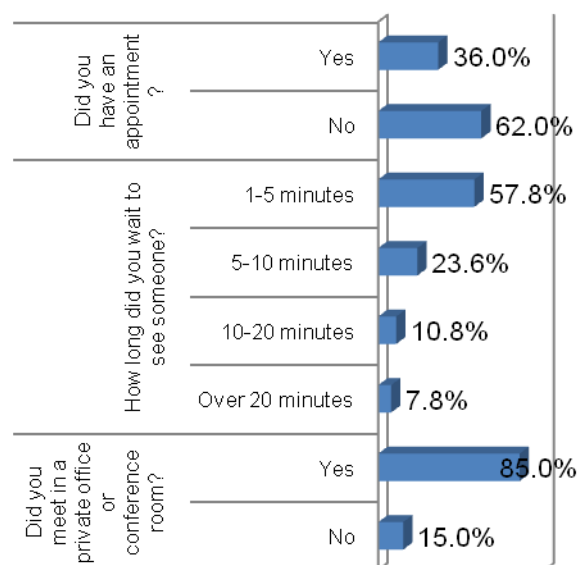
CONTINUITY OF STAFF

About half of the customers surveyed (48.9%) had between 2 and 4 contacts with an ADRC staff member before they got the help they needed. One in four customers surveyed (23.7%) said they had 7 or more contact occasions.

Half of customers (48.2%) had all of their contact with a single staff member at the ADRC and 37.9% had contacts with two staff members. Just 15% had 3 contacts or more.

Two-thirds of customers overall (64.4%) said they had a single main contact at the ADRC. Customers at multi-county ADRCs were more likely than customers at single-county ADRCs to report that they had a single contact (68.3% vs. 62.2%). This difference is statistically significant.

About half of customers (51.4%) said they were transferred to their main contact or they were the first person with whom the customer discussed the situation. Another third (35.7%) said that staff person specialized in their issues.
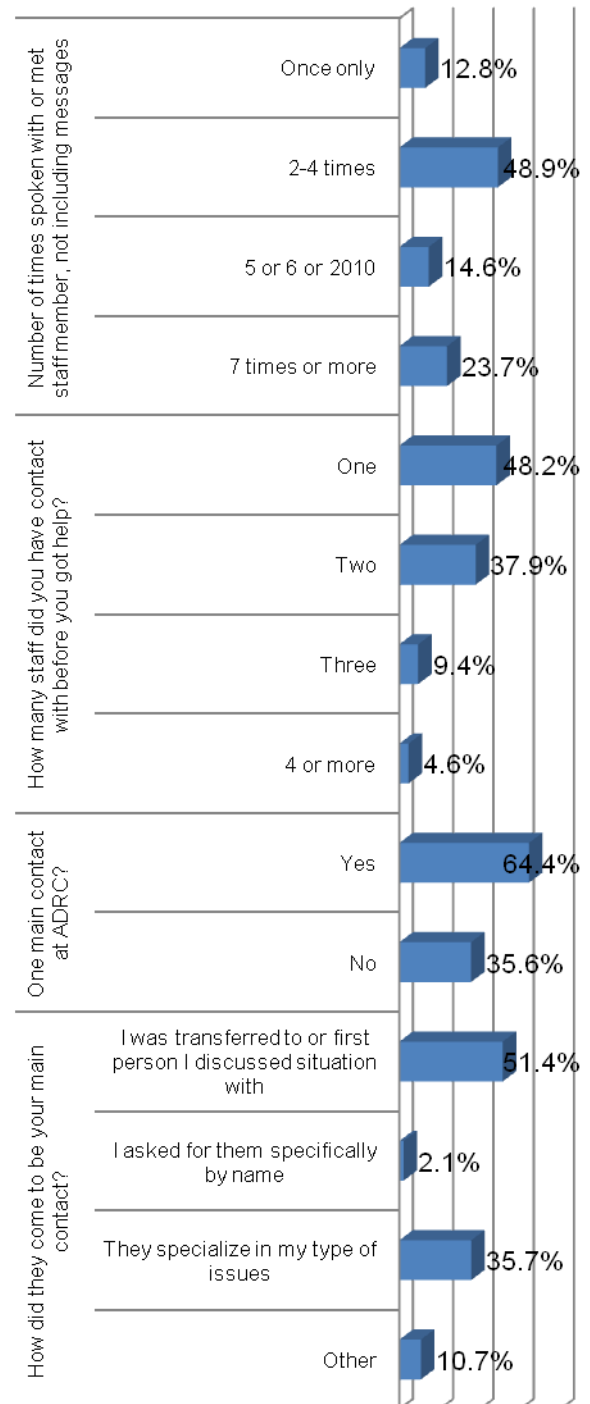
Through the use of factor analysis, 6 underlying domains were found to comprise each measure of customer satisfaction. These "domains" of customer satisfaction are:

Personalization	Consideration for the customer's and their family's individual needs and circumstances, following up to see how they were doing
Accessibility	Convenience of location and hours, ease of finding the phone number
Culture of Hospitality	Responsiveness, courtesy and privacy when talking to staff
Knowledge	Offering knowledge about a wide range of services and offering the customer easy access to information
Guidance	Explaining each step clearly, helping to navigate the system and fill out paperwork
Empowerment	Helping the customer to explore their choices, weigh the pros and cons, and connect to needed services

The questions making up each domain and the interpretation, or assigned meaning of the domains, are presented below:

Domain	Indicators
Personalization	The person I worked with… … Addressed my special circumstances and needs. … Considered my opinions, likes and dislikes before recommending services or programs. … Considered my family and their needs. … Helped me understand the cost of different alternatives. … Followed up to see how I was doing
Accessibility	Convenient Location The accessibility of the office and facilities Hours Open (Office hours) Parking Ease of finding the phone number Hours someone is available

Domain	Indicators
Culture of Hospitality	Waiting time in the office Comfort of the waiting room environment Welcoming environment overall Friendliness of the receptionist Treating customers with respect and courtesy Returning calls promptly Overheard people talking Felt concern that conversation was not private

Knowledge	The person I worked with…
	    … Was knowledgeable about a wide range of services
	    … \<Did not> overwhelm me with too much information
	The ADRC made it easy to access the information I needed.

Guidance	Helped me to evaluate the choices available. Went above and beyond his or her job. Explained each step clearly. Helped with the paperwork, if I needed it. Helped connect me with the services I needed. Helped to navigate the system.

Empowerment	The person I worked with…
	    … Was \<not> hard to get a hold of.
	    … Helped me weigh the pros and cons of each choice.
	    … (Did not) try to talk me into things I did not want.
	    … Listened to me carefully.
	    … Helped connect me with the services I needed.
	    … Helped me evaluate the choices available to me.

Culture of Hospitality was the highest rated customer satisfaction domain (3.52), followed by Guidance (3.26) and Empowerment (3.19). Personalization (3.11), Knowledge (3.13) and Accessibility (3.14) were rated somewhat less favorably.

Domain	N	Mean	Std. Deviation	Lowest ADRC Rating	Highest ADRC Rating	Range
Personalization	2223	3.11	.697	2.95	3.33	0.38
Accessibility	2081	3.14	.636	2.89	3.36	0.47
Culture	2242	3.52	.507	3.32	3.70	0.37
Knowledge	2243	3.13	.558	2.98	3.29	0.31
Guidance	2303	3.26	.630	3.08	3.46	0.39
Empowerment	2274	3.19	.559	3.00	3.34	0.35

Although Personalization has the highest standard deviation (.697) of any domain, the average

ADRC scores range from 2.95 to 3.3. For Personalization, as for most other domains, the range of scores (the distance from lowest to highest) is below half a point (0.5). This can also be seen in the charts that follow, where averages are clustered around the red bar that represents the average score. Even those ADRCs that are significantly above or below average hover just beyond the error bar's reach. Although some ADRCs are consistently near the top or the bottom of customer satisfaction ratings, no single ADRC or group of ADRCs stands out from the others as being exceptionally strong or exceptionally weak on any single measure.

Given the small range of scores and lower overall rating of this domain relative to the other domains, a statewide effort to improve customer ratings of ADRC qualities would most effectively focus on 'across the board' improvements in contrast to efforts directed at a few low-performing ADRCs.

Broad distribution of best practice guidelines or an examination of policy enhancements that would help the large number of 'average' ADRCs make improvements in the Personalization domain would likely prove effective in raising the overall level of I&A and Options Counseling customer service.

PERSONALIZATION

Personalization Domain Means

Error bars: 95% CI
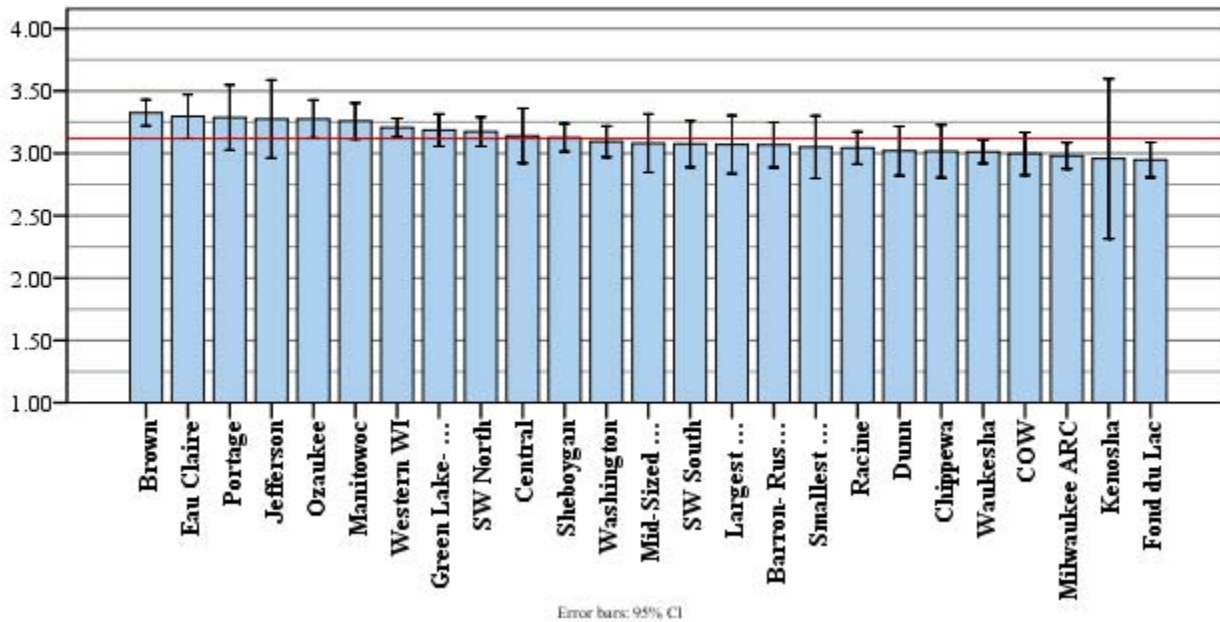
The Personalization domain is a measure of customers' perception that their needs, special circumstances, family concerns and other individual needs have been understood and addressed.

The questions that comprise the Personalization domain focus on the staff person. These questions were in agree/disagree format and included:

The person I worked with…

- Addressed my special circumstances and needs.
- Considered my opinions, likes and dislikes before recommending services or programs.
- Considered my family and their needs.
- Helped me understand the cost of different alternatives.
  - Followed up to see how I was doing.

Table 1: Average Personalization Scores by ADRC

ADRC	Mean	N
Barron- Rusk- Washburn	3.1	89
Brown	3.3	91
Central	3.1	98
Chippewa	3.0	87
COW	3.0	63
Dunn	3.0	78
Eau Claire	3.3	64
Fond du Lac	2.9	100
Green Lake- Marquette - Waushara	3.2	95
Jefferson	3.3	49
Kenosha	3.0	50
Manitowoc	3.3	94
Milwaukee ARC	3.0	97
Ozaukee	3.3	99
Portage	3.3	54
Racine	3.0	97
Sheboygan	3.1	97
SW North	3.2	85
SW South	3.1	92
Washington	3.1	94
Waukesha	3.0	96
Western WI	3.2	99
Smallest Grouped	3.1	95
Mid-Sized Grouped	3.1	119
Largest Grouped	3.1	110
Total	3.1	2192

The top-rated ADRCs in the Personalization domain are Brown (3.3), Eau Claire (3.3), Portage (3.3), Jefferson (3.3), Ozaukee (3.3) and Manitowoc (3.3). Western is also significantly above average at 3.2.

Fond du Lac (2.9), Milwaukee ARC (3.0), COW (3.0) and Waukesha (3.0) were rated lowest in Personalization. Kenosha also received similar ratings, but due to small sample size (n=50) the difference from the mean is not statistically significant.

The following tables show the average rating on each question comprising the Personalization domain. Any ADRC's result that includes less than 10 individuals is replaced by the letters "NSD" signifying insufficient data to report results.

ADRC	The person I worked with…Addressed my special circumstances and needs		The person I worked with…Considered my opinions, likes and dislikes before recommending services or		The person I worked with…Considered my family and their needs		The person I worked with…Helped me understand the cost of different alternatives		The person I worked with…Followed up to see how I was doing	
Barron- Rusk- Washburn	3.3	(7)	3.2	(73)	3.2	(65)	3.3	(64)	2.9	(73)
Brown	3.5	(17)	3.4	(82)	3.3	(71)	3.3	(73)	3.2	(78)
Central	3.3	(8)	3.3	(84)	3.3	(72)	3.3	(73)	3.0	(85)
Chippewa		NSD	3.2	(60)	3.2	(62)	3.2	(63)	2.9	(74)
COW	2.8	(12)	3.2	(54)	3.2	(48)	3.0	(46)	2.9	(59)
Dunn	3.1	(7)	3.2	(66)	3.2	(61)	3.1	(63)	2.8	(68)
Eau Claire	3.3	(15)	3.4	(55)	3.4	(50)	3.3	(57)	3.0	(52)
Fond du Lac		NSD	3.1	(79)	3.0	(91)	3.0	(74)	2.8	(82)
Green Lake- Marquette - Waushara	3.2	(5)	3.3	(87)	3.3	(77)	3.1	(72)	3.2	(84)
Jefferson		NSD	3.6	(32)	3.2	(37)	3.4	(27)	3.1	(36)
Kenosha	3.2	(5)	3.2	(39)	2.8	(39)	3.0	(43)	2.9	(48)
Manitowoc	3.5	(6)	3.4	(82)	3.3	(63)	3.4	(81)	2.9	(74)
Milwaukee ARC		NSD	3.1	(87)	3.0	(77)	3.0	(86)	2.9	(90)
Ozaukee	3.6	(16)	3.4	(74)	3.3	(85)	3.4	(75)	3.1	(83)
Portage	3.7	(7)	3.4	(50)	3.2	(46)	3.5	(43)	3.2	(46)
Racine	3.4	(5)	3.2	(87)	3.1	(77)	3.1	(76)	2.8	(81)
Sheboygan		NSD	3.3	(82)	3.1	(70)	3.3	(72)	3.0	(85)
SW North	3.6	(12)	3.3	(70)	3.3	(71)	3.1	(67)	3.0	(79)
SW South		NSD	3.1	(83)	3.1	(72)	3.1	(72)	2.9	(84)
Washington	3.8	(5)	3.2	(81)	3.2	(64)	3.1	(72)	2.9	(69)
Waukesha	3.4	(8)	3.2	(82)	3.2	(75)	3.2	(76)	2.7	(83)
Western WI	3.3	(6)	3.4	(82)	3.3	(79)	3.3	(79)	3.1	(86)
Smallest Grouped	3.1	(5)	3.2	(81)	3.1	(84)	3.1	(72)	3.0	(86)
Mid-Sized Grouped	3.3	(11)	3.1	(106)	3.2	(102)	3.1	(102)	2.9	(97)
Largest Grouped	3.2	(12)	3.1	(92)	3.2	(83)	3.1	(85)	2.8	(94)
Total	3.4	(181)	3.3	(1850)	3.2	(1721)	3.2	(1713)	2.9	(1876)

ACCESSIBILITY

Accessibility (Physical) Domain Means

Error bars: 95% CI
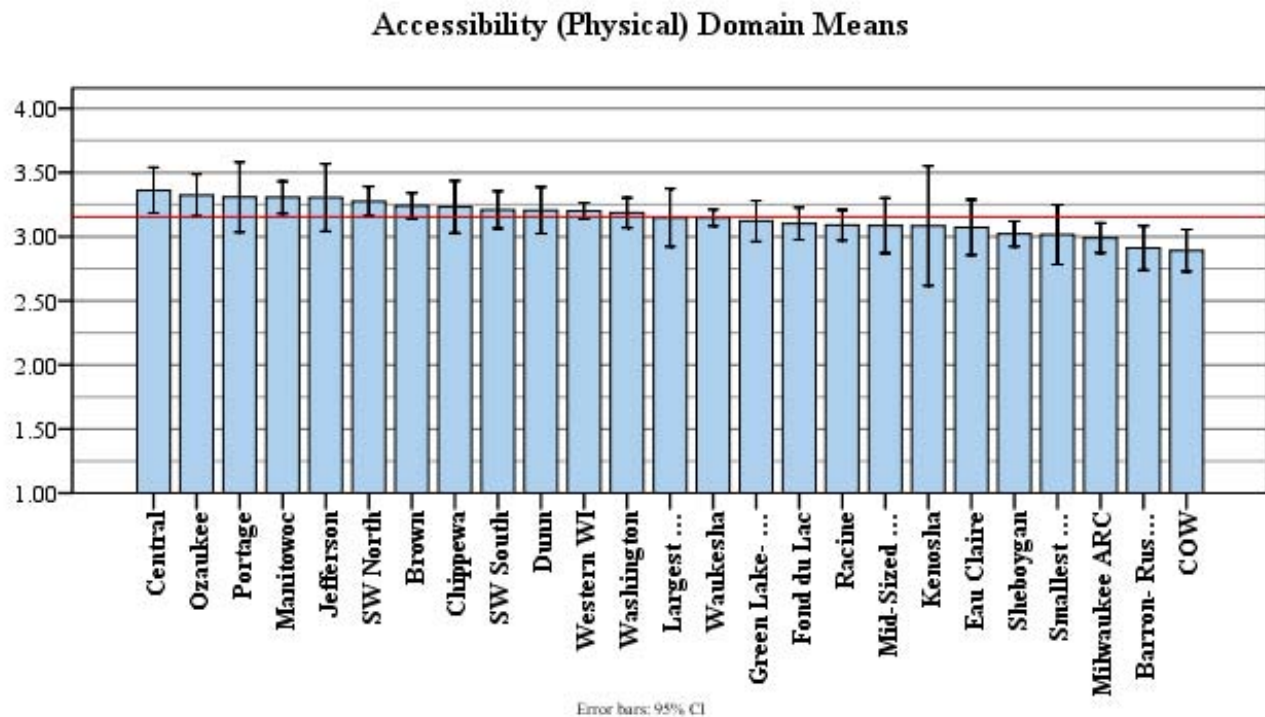
The domain of Accessibility is a measure of the ease with which a customer can access the ADRC, either by telephone or in person. The survey items included in this domain are:

- Convenient Location
- The accessibility of the office and facilities
- Hours Open (Office hours)
- Parking
- Ease of finding the phone number
- Hours someone is available

The highest scoring ADRCs in the domain of Accessibility include Central Wisconsin (3.4), Ozaukee (3.3), Portage (3.3), Manitowoc (3.3), Jefferson (3.3) and Southwest Wisconsin-North (3.3). Brown (3.3) and Western (3.2) are also significantly above average.

Table 2: Average Accessibility Scores by ADRC

ADRC	MEAN	N
Barron- Rusk- Washburn	2.9	(90)
Brown	3.2	(97)
Central	3.4	(97)
Chippewa	3.2	(87)
COW	2.9	(63)
Dunn	3.2	(79)
Eau Claire	3.1	(64)
Fond du Lac	3.1	(103)
Green Lake- Marquette - Waushara	3.1	(100)
Jefferson	3.3	(48)
Kenosha	3.1	(49)
Manitowoc	3.3	(99)
Milwaukee ARC	3.0	(97)
Ozaukee	3.3	(99)
Portage	3.3	(56)
Racine	3.1	(96)
Sheboygan	3.0	(98)
SW North	3.3	(88)
SW South	3.2	(98)

COW (2.9), Barron Rusk Washburn (2.9), Milwaukee ARC (3.0) are the lowest scoring ADRCs in this domain although Sheboygan is also significantly below average (3.0) given its sample size.

Washington	3.2	(98)
Waukesha	3.1	(100)
Western WI	3.2	(97)
Smallest Grouped	3.0	(102)
Mid-Sized Grouped	3.1	(125)
Largest Grouped	3.1	(113)
Total	3.1	(2243)

Among the individual questions comprising the Accessibility domain, Parking received the lowest average score across all ADRCs surveyed (3.0), followed by the ease of finding the phone number (3.1) and hours someone is available (3.1).

Although parking issues vary according to the location of the ADRC and are often intractable, statewide efforts to promote accessibility to the phone number of local ADRCs might include an information campaign stressing how to find a local ADRC contact number or a statewide information number that redirects callers to the appropriate ADRC may be beneficial to a large number of ADRCs' current and potential customers.

Convenient location and accessibility of the office and facilities were the most highly rated of the Accessibility measures. Chippewa (3.5), Dunn (3.5) and Jefferson (3.4) were rated highest in convenient location, and Jefferson (3.7) was rated highest (with adequate sample size for significance) in the accessibility of the office and facilities.

Scores for Accessibility are, like those for Personalization, clustered closely around the mean. This shows a high degree of consistency between ADRCs on this measure.

The table that follows shows the individual ratings and sample sizes for each ADRC on each question comprising the Accessibility domain.

ADRC	Convenient Location		The accessibility of the office and facilities		Parking		Hours Open		Ease of finding the phone number		Hours someone is available	
Barron- Rusk-Washburn	3.1	47	3.3	47	2.9	47		NSD	3.0	75	2.8	84
Brown	3.2	52	3.5	52	2.6	51	3.1	7	3.3	88	3.4	86
Central	3.3	67	3.6	66	3.5	59		NSD	3.3	88	3.3	89
Chippewa	3.5	47	3.5	47	3.1	45		NSD	3.1	80	3.3	85
COW	3.1	29	3.1	28	2.9	27	2.7	6	3.0	59	2.7	61
Dunn	3.5	57	3.3	57	3.3	54	3.1	7	3.2	72	3.0	74
Eau Claire	2.7	29	3.2	29	2.6	25	3.4	7	3.2	57	3.1	62
Fond du Lac	3.1	47	3.1	47	2.7	43		NSD	3.2	95	3.0	88
Green Lake-Marquette - Waushara	3.0	69	3.3	70	3.0	67		NSD	3.2	94	3.2	85
Jefferson	3.4	25	3.7	25	3.7	25		NSD	3.1	37	3.4	41
Kenosha	2.8	30	2.7	31	3.1	29		NSD	3.3	45	3.0	48
Largest Grouped	3.2	62	3.4	62	3.1	62		NSD	3.1	103	3.0	99
Manitowoc	3.3	91	3.5	91	3.4	89	3.4	5	3.2	86	3.3	96
Mid-Sized Grouped	3.2	67	3.3	67	3.0	64	3.3	6	3.0	113	3.2	118
Milwaukee ARC	2.9	12	3.4	10	2.8	10		NSD	3.0	80	3.0	89
Ozaukee	3.2	41	3.4	41	3.2	39	3.7	7	3.3	88	3.3	90
Portage	3.3	32	3.4	32	2.8	32	3.4	5	3.3	47	3.4	48
Racine	3.0	40	3.4	40	2.9	39		NSD	3.1	85	3.1	88
Sheboygan	2.9	65	3.2	67	3.0	64		NSD	2.9	92	3.1	95
Smallest Grouped	3.1	58	3.3	57	2.8	55		NSD	3.0	96	3.0	93
SW North	3.3	51	3.3	51	3.2	47	3.3	7	3.3	80	3.3	80
SW South	3.3	52	3.3	52	3.2	47		NSD	3.2	89	3.2	91
Washington	3.3	44	3.4	42	3.3	44		NSD	3.1	89	3.2	81
Waukesha	3.2	41	3.2	41	3.1	39		NSD	3.3	88	3.1	87
Western WI	3.3	57	3.5	57	3.0	51		NSD	3.1	86	3.2	90
TOTAL	3.2	1212	3.3	1209	3.0	1154	3.2	87	3.1	2012	3.1	2048

Culture of Hospitality Domain Means

Error bars: 95% CI
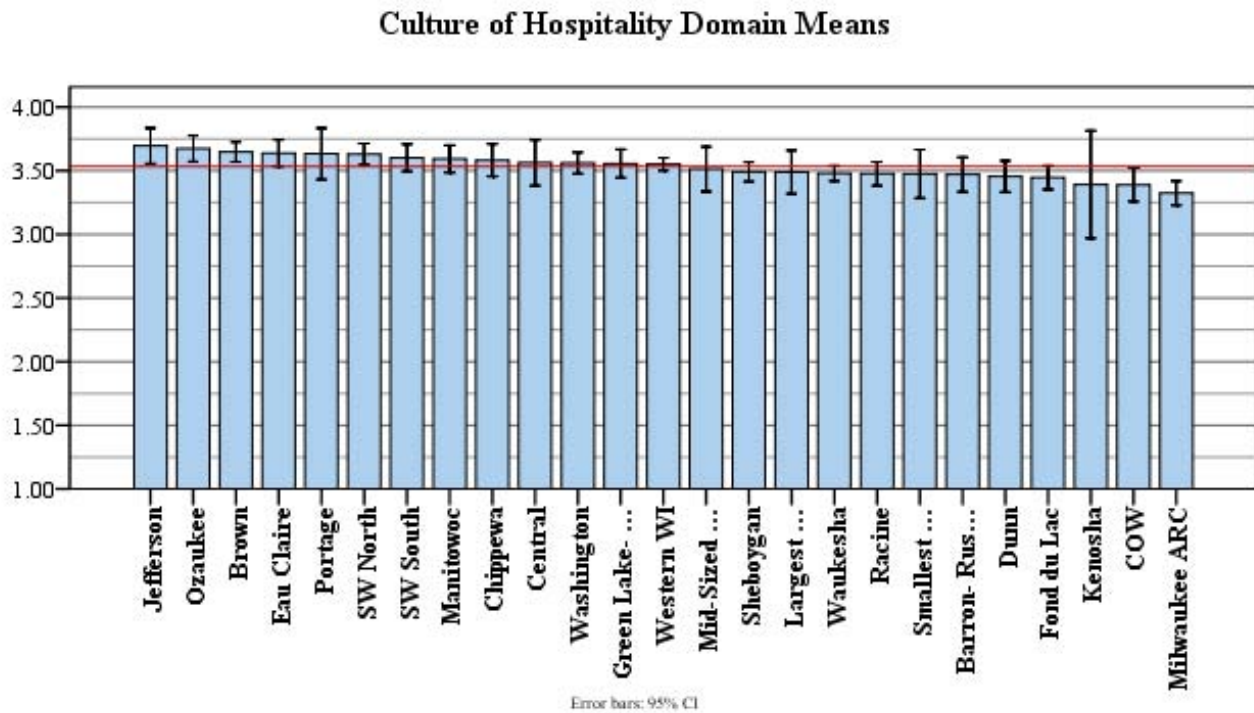
The domain of Accessibility was developed in the 2008 ADRC survey. The original domain included both measures of physical access to the ADRC offices, phone number and staff, as well as a few items that were indicative of more personal access issues, such as responsiveness to messages, a "welcoming" environment and privacy when talking to staff.

In the 2010 survey, additional measures expanded the concept of personal access. Factor analysis of the 2010 results revealed a new, separate domain that is comprised of these measures which was named "Culture of Hospitality." The items included in this domain are:

Table 3: Average Culture of Hospitality Scores by ADRC

ADRC	Mean	Sample Size
Barron- Rusk- Washburn	3.5	92
Brown	3.6	100
Central	3.6	100
Chippewa	3.6	89
COW	3.4	66
Dunn	3.5	82
Eau Claire	3.6	64
Fond du Lac	3.4	104
Green Lake- Marquette -Waushara	3.6	100
Jefferson	3.7	52
Kenosha	3.4	50
Manitowoc	3.6	100
Milwaukee ARC	3.3	101
Ozaukee	3.7	102
Portage	3.6	56
Racine	3.5	101
Sheboygan	3.5	100

- Waiting time in the office
- Comfort of the waiting room environment
- Welcoming environment overall
- Friendliness of the receptionist
- Treating customers with respect and courtesy
- Returning calls promptly
- When speaking to the ADRC staff, did you overhear other people talking?
- Did you feel any concern that your conversation might not be private?

SW North	3.6	92
SW South	3.6	102
Washington	3.6	103
Waukesha	3.5	101
Western WI	3.6	101
Smallest Grouped	3.5	103
Mid-Sized Grouped	3.5	129
Largest Grouped	3.5	113
Total	3.5	2303

On the average, the Culture of Hospitality is a very highly rated domain. Ratings range from 3.3 to 3.7. Two questions within this domain regarding privacy are recoded from yes/no questions ("No"=4, "Yes" =1). This scoring helps to balance the domain ratings, but also tends to result in higher average ratings. Even in the absence of these questions however, the domain is still very highly rated. Individual questions comprising the domain range from an average of 3.1 (returning call promptly) to 3.5 (treating customers with respect and courtesy). A culture of hospitality appears to permeate the Wisconsin ADRCs, and may be among their greatest strengths.

The top scoring ADRCs in the Culture of Hospitality domain include Jefferson (3.70) and Ozaukee (3.67).

The following tables show the scores for each ADRC on each of the individual questions comprising the Culture of Hospitality domain. An entry of "NSD" indicates there is insufficient data to display results due to a small sample size.

ADRC	Mean	Sample Size
Jefferson	3.70	52
Ozaukee	3.67	102
Brown	3.65	100
Eau Claire	3.64	64
Portage	3.63	56
SW North	3.63	92
SW South	3.60	102

ADRC	Waiting time in the office		Comfort of the waiting room environment		Welcoming environment overall		Friendliness of the receptionist	
Barron- Rusk- Washburn	NSD	NSD		NSD	3.2	(47)	3.3	(86)
Brown	3.3	(6)	3	(7)	3.6	(56)	3.6	(94)
Central		NSD		NSD	3.6	(66)	3.5	(97)
Chippewa		NSD		NSD	3.4	(45)	3.5	(88)
COW	3.0	(6)	2.7	(6)	3.0	(28)	3.2	(61)
Dunn	3.1	(7)	3	(7)	3.1	(57)	3.4	(76)
Eau Claire	3.7	(7)	3.4	(7)	3.4	(29)	3.5	(60)
Fond du Lac		NSD		NSD	3.0	(47)	3.4	(95)
Green Lake- Marquette -Waushara		NSD		NSD	3.3	(70)	3.5	(95)
Jefferson		NSD		NSD	3.6	(25)	3.5	(46)
Kenosha		NSD		NSD	3.1	(30)	3.3	(43)
Manitowoc	3.2	(5)	3.4	(5)	3.5	(91)	3.5	(98)
Milwaukee ARC		NSD		NSD	3.1	(12)	3.2	(84)
Ozaukee	3.2	(5)	3.4	(7)	3.5	(39)	3.6	(99)
Portage	3.7	(7)	3.3	(7)	3.5	(32)	3.5	(56)
Racine		NSD		NSD	3.2	(40)	3.4	(91)
Sheboygan		NSD		NSD	3.3	(66)	3.4	(98)
SW North	3.4	(7)	3.7	(6)	3.6	(51)	3.5	(85)
SW South		NSD		NSD	3.4	(52)	3.5	(93)
Washington		NSD		NSD	3.4	(44)	3.4	(94)
Waukesha		NSD		NSD	3.3	(41)	3.3	(94)
Western WI		NSD		NSD	3.4	(56)	3.5	(93)
Smallest Grouped		NSD		NSD	3.2	(57)	3.4	(98)
Mid-Sized Grouped	3.7	(6)	3.3	(6)	3.3	(67)	3.5	(118)
Largest Grouped	3.7	(6)	3.3	(6)	3.4	(62)	3.4	(102)
Total	3.3	(87)	3.3	(86)	3.4	(1210)	3.4	(2144)

ADRC	Treating customers with respect and courtesy		Returning calls promptly		Overheard others talking		Concerned conversation not private	
Barron- Rusk- Washburn	3.4	(90)	2.9	(64)	1.2	(85)	1.1	(90)
Brown	3.7	(98)	3.5	(86)	1.3	(96)	1.2	(96)
Central	3.5	(99)	3.2	(90)	1.3	(93)	1.1	(97)
Chippewa	3.5	(89)	3.3	(84)	1.1	(79)	1.1	(86)
COW	3.5	(63)	2.9	(62)	1.4	(64)	1.2	(65)
Dunn	3.3	(81)	3.1	(67)	1.2	(75)	1.0	(74)
Eau Claire	3.6	(64)	3.2	(61)	1.0	(62)	1.0	(64)
Fond du Lac	3.4	(104)	3.0	(93)	1.1	(97)	1.2	(99)
Green Lake- Marquette -Waushara	3.7	(99)	3.2	(89)	1.2	(94)	1.2	(98)
Jefferson	3.6	(50)	3.4	(44)	1.1	(49)	1.0	(49)
Kenosha	3.4	(49)	3.0	(47)	1.4	(48)	1.1	(48)
Manitowoc	3.6	(100)	3.3	(78)	1.2	(98)	1.1	(97)
Milwaukee ARC	3.3	(97)	2.9	(86)	1.5	(78)	1.2	(89)
Ozaukee	3.6	(101)	3.4	(90)	1.1	(93)	1.1	(102)
Portage	3.6	(56)	3.5	(52)	1.1	(51)	1.1	(51)
Racine	3.5	(99)	3.0	(84)	1.2	(87)	1.2	(89)
Sheboygan	3.4	(100)	3.1	(92)	1.1	(88)	1.2	(93)
SW North	3.6	(88)	3.3	(77)	1.2	(83)	1.1	(87)
SW South	3.5	(102)	3.3	(91)	1.2	(94)	1.0	(96)
Washington	3.5	(99)	3.1	(83)	1.1	(90)	1.0	(95)
Waukesha	3.5	(99)	2.9	(85)	1.2	(93)	1.1	(96)
Western WI	3.5	(98)	3.2	(94)	1.2	(94)	1.2	(98)
Smallest Grouped	3.5	(100)	3.2	(90)	1.4	(92)	1.1	(94)
Mid-Sized Grouped	3.5	(127)	3.1	(112)	1.1	(113)	1.1	(116)
Largest Grouped	3.4	(111)	3.0	(98)	1.2	(102)	1.0	(109)
TOTAL	3.5	(2263)	3.1	(1999)	1.2	(2098)	1.1	(2178)
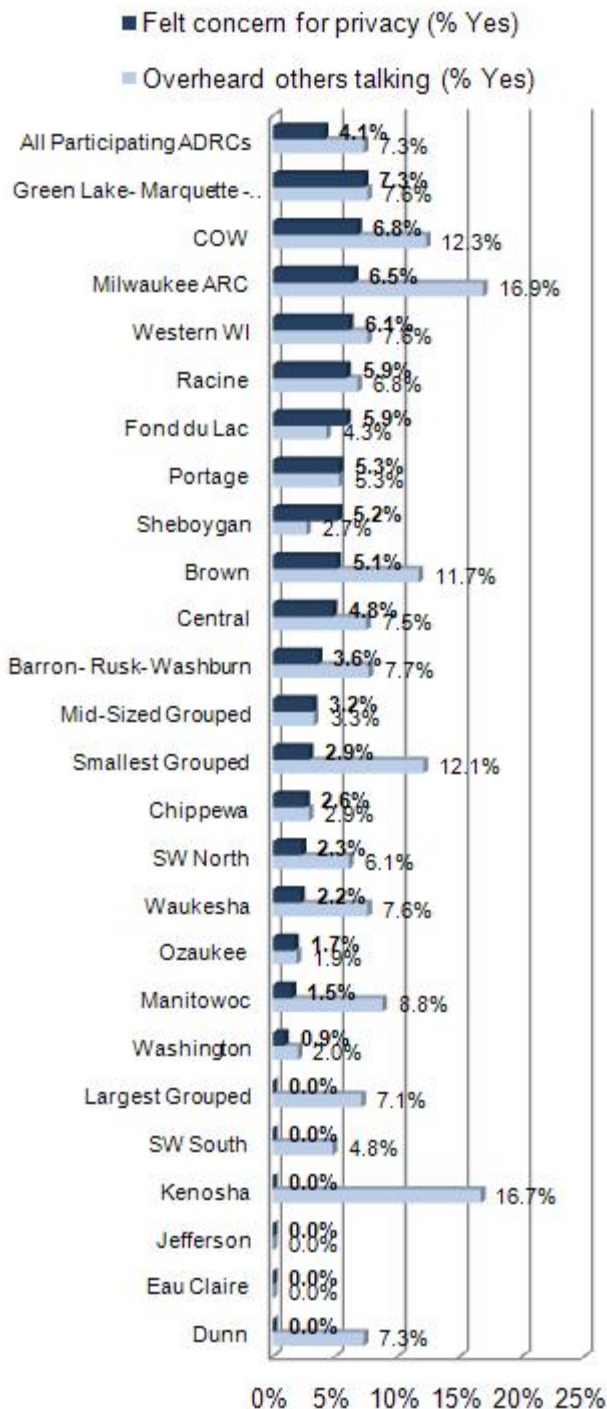
Felt concern for privacy (% Yes)
Overheard others talking (% Yes)

ADRC	Felt concern	Overheard others
All Participating ADRCs	4.1%	7.3%
Green Lake- Marquette -..	7.3%	7.6%
COW	6.8%	12.3%
Milwaukee ARC	6.5%	16.9%
Western WI	6.1%	7.6%
Racine	5.9%	6.8%
Fond du Lac	5.9%	4.3%
Portage	5.3%	5.3%
Sheboygan	5.2%	2.7%
Brown	5.1%	11.7%
Central	4.8%	7.5%
Barron- Rusk- Washburn	3.6%	7.7%
Mid-Sized Grouped	3.2%	3.3%
Smallest Grouped	2.9%	12.1%
Chippewa	2.6%	2.9%
SW North	2.3%	6.1%
Waukesha	2.2%	7.6%
Ozaukee	1.7%	1.9%
Manitowoc	1.5%	8.8%
Washington	0.9%	2.0%
Largest Grouped	0.0%	7.1%
SW South	0.0%	4.8%
Kenosha	0.0%	16.7%
Jefferson	0.0%	0.0%
Eau Claire	0.0%	0.0%
Dunn	0.0%	7.3%

Those ADRCs whose respondents reported that they overheard others talking in the background on the phone or in the office were also those where respondents were more likely to feel a concern for their privacy. As shown below, among those who overheard others talking in the office or in the background on the phone, 26.2% expressed concern about their privacy. In contrast, among those who did not overhear others, just 2.4% expressed concern. This result is statistically significant.

In the chart to the left, the average percentage for customers at all participating ADRCs who felt concern for their privacy and overheard others is shown for each ADRC. Results are sorted by the percentage of customers who reported that they felt concern. The ADRC of Green Lake Marquette and Waushara counties, COW and Milwaukee ARC each were most likely to have respondents report that they overheard others talking *and* were concerned for their privacy.

Concerned   Not Concerned

	Overheard others	Did not overhear others
Concerned	26.2%	2.4%
Not Concerned	73.8%	97.6%

KNOWLEDGE

Knowledge Domain Means

Error bars: 95% CI
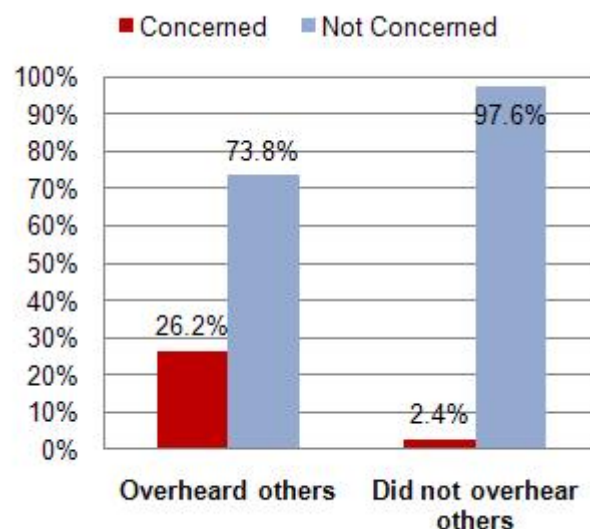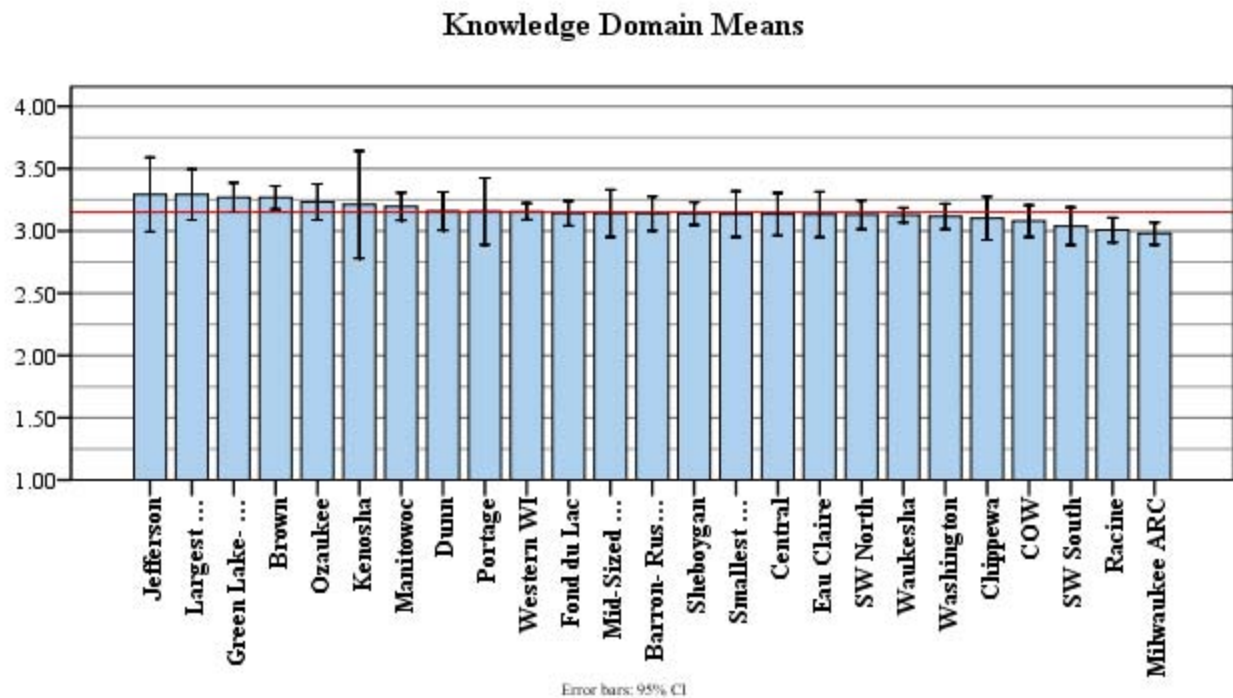
The Knowledge domain includes the aspects of I&A and options counseling services that include the specialist's knowledge of services and programs, as well as their ability to provide a consumer with easy access to the information that is relevant to his or her specific circumstances. The domain includes 3 measures:

- The person I worked with…Was knowledgeable about a wide range of services
- The person I worked with…<Did not> overwhelm me with too much information
- The ADRC made it easy to access the information I needed.

ADRC	Mean	N
Barron- Rusk- Washburn	3.1	82
Brown	3.3	91
Central	3.1	90
Chippewa	3.1	80
COW	3.1	60
Dunn	3.2	72
Eau Claire	3.1	64
Fond du Lac	3.1	88
Green Lake- Marquette - Waushara	3.3	95
Jefferson	3.3	39
Kenosha	3.2	46
Manitowoc	3.2	91

Jefferson (3.3), the grouped ADRCs serving large populations (3.3), Green Lake Marquette Waushara (3.3) and Brown (3.3) received the most favorable results in Knowledge.

Milwaukee ARC (3.0), Racine (3.0) and SW South (3.0) received the lowest ratings of the ADRCs surveyed. The results for SW South are within the margin of error for the average overall.

Of the 3 questions comprising this domain, making information easy to access (3.0) was rated significantly lower than the other 2 measures ("The person I worked with was knowledgeable about a wide range of services" (3.2) and "The person I worked with (did not) overwhelm me with too much information" (3.3)).

Milwaukee ARC	3.0	88
Ozaukee	3.2	96
Portage	3.2	52
Racine	3.0	89
Sheboygan	3.1	91
SW North	3.1	83
SW South	3.0	93
Washington	3.1	91
Waukesha	3.1	91
Western WI	3.2	91
Smallest Grouped	3.1	94
Mid-Sized Grouped	3.1	120
Largest Grouped	3.3	104
Total	3.1	2081

ADRC	The person I worked with…Was knowledgeable about a wide range of services		The person I worked with…<did not> Overwhelmed me with too much information		The ADRC made it easy to access the information I needed.	
Barron- Rusk- Washburn	3.3	(7)	3.3	(82)	3.0	(86)
Brown	3.3	(17)	3.4	(91)	3.1	(89)
Central	3.3	(7)	3.3	(89)	3.0	(91)
Chippewa		NSD	3.3	(78)	3.0	(81)
COW	2.8	(12)	3.1	(60)	3.1	(57)
Dunn	3.4	(8)	3.3	(71)	3.0	(73)
Eau Claire	3.2	(15)	3.3	(64)	3.0	(60)
Fond du Lac		NSD	3.3	(88)	3.0	(98)
Green Lake- Marquette -Waushara		NSD	3.3	(95)	3.2	(95)
Jefferson		NSD	3.5	(39)	3.0	(42)
Kenosha	2.8	(5)	3.1	(46)	3.4	(46)
Manitowoc	3.3	(6)	3.3	(91)	3.1	(96)
Milwaukee ARC		NSD	3.1	(88)	2.9	(90)
Ozaukee	3.4	(15)	3.5	(96)	3.0	(94)
Portage	3.3	(11)	3.3	(50)	3.1	(52)
Racine	3.4	(5)	3.2	(89)	2.9	(86)
Sheboygan		NSD	3.3	(91)	3.0	(94)
SW North	3.6	(13)	3.3	(82)	3.0	(85)
SW South		NSD	3.0	(91)	3.0	(86)
Washington	3.4	(5)	3.3	(91)	3.0	(89)
Waukesha	3.3	(9)	3.2	(90)	3.1	(97)
Western WI	3.1	(7)	3.3	(90)	3.0	(96)
Smallest Grouped	3.1	(5)	3.3	(92)	2.9	(90)
Mid-Sized Grouped	3.3	(11)	3.2	(118)	3.1	(122)
Largest Grouped	2.9	(13)	3.2	(101)	3.3	(105)
Total	3.2	(189)	3.3	(2063)	3.0	(2100)

GUIDANCE

Guidance Domain Means

Error bars: 95% CI
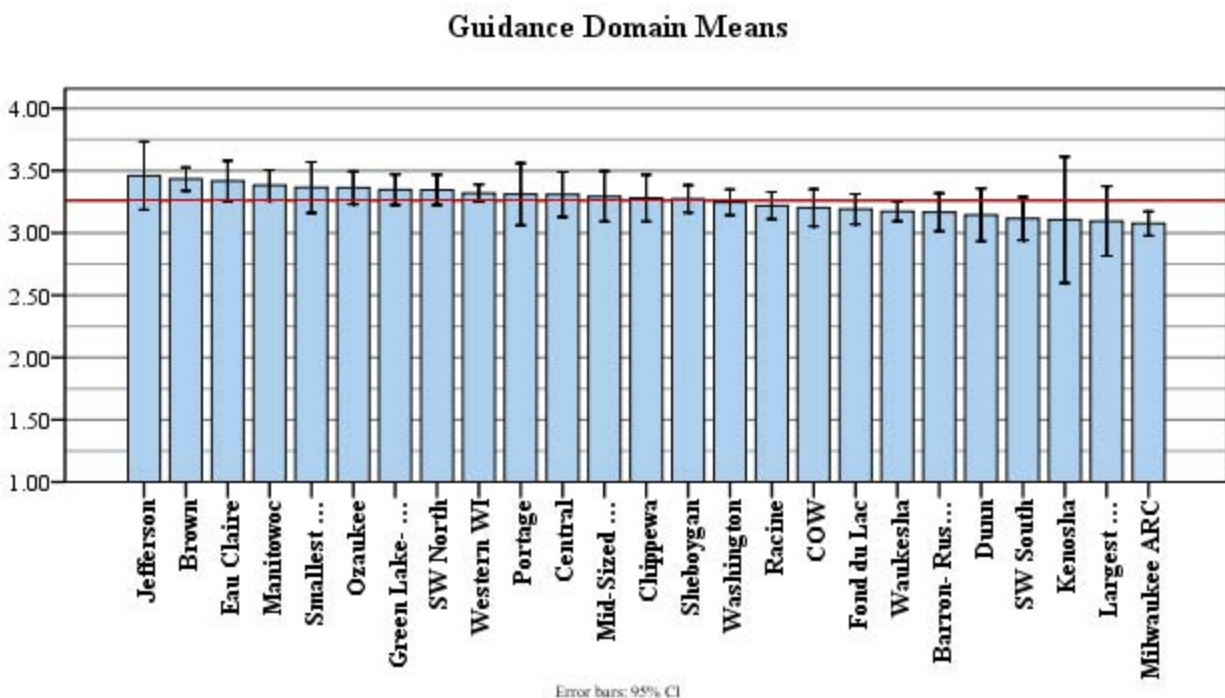
Providing a customer with Guidance involves the assistance portion of Information and Assistance. It includes explaining the necessary steps in applying for benefits, helping to complete paperwork and anticipate which documents will be needed, "navigating the system," actively connecting the person with an agency or service and even providing advocacy when needed.

The domain includes 5 measures which have been consistent across both the 2008 and 2010 surveys. Questions focus on whether the staff person…

Table 4: Average Guidance Scores by ADRC

ADRC	Mean	N
Barron- Rusk- Washburn	3.2	88
Brown	3.4	98
Central	3.3	99
Chippewa	3.3	88
COW	3.2	65
Dunn	3.1	78
Eau Claire	3.4	64
Fond du Lac	3.2	101
Green Lake- Marquette - Waushara	3.3	100
Jefferson	3.5	46
Kenosha	3.1	50

- Helped with the paperwork, if I needed it.
- Helped connect me with the services I needed.
- Helped to navigate the system.
- Helped me to evaluate the choices available.
- Went above and beyond his or her job.
- Explained each step clearly.

Jefferson (3.5), Brown (3.4), Eau Claire (3.4) and Manitowoc (3.4) were the highest scoring ADRCs in the Guidance domain.

Milwaukee ARC (3.1) and the grouped ADRCs in the largest population areas (3.1) were rated least favorably in the Guidance domain.

Manitowoc	3.4	98
Milwaukee ARC	3.1	97
Ozaukee	3.4	99
Portage	3.3	54
Racine	3.2	97
Sheboygan	3.3	100
SW North	3.3	87
SW South	3.1	99
Washington	3.2	97
Waukesha	3.2	98
Western WI	3.3	98
Smallest Grouped	3.4	101
Mid-Sized Grouped	3.3	127
Largest Grouped	3.1	113
Total	3.3	2242

The following tables detail the individual questions comprising this domain.

ADRC	The person I worked with…Helped me evaluate the choices available to me		The person I worked with…Went above and beyond his or her job		The person I worked with…Explained each step clearly	
Barron- Rusk- Washburn	2.3	(6)	2.9	(7)	3.2	(86)
Brown	3.1	(15)	3.1	(16)	3.5	(90)
Central	3.4	(8)	3.7	(6)	3.3	(95)
Chippewa		NSD		NSD	3.3	(87)
COW	2.8	(12)	3.0	(12)	3.2	(63)
Dunn	3.1	(7)	3.1	(7)	3.1	(76)
Eau Claire	3.2	(15)	3.1	(15)	3.5	(62)
Fond du Lac		NSD		NSD	3.2	(97)
Green Lake- Marquette -Waushara	3.0	(5)	3.2	(5)	3.3	(97)
Jefferson		NSD		NSD	3.4	(43)
Kenosha	2.4	(5)	2.6	(5)	3.1	(48)
Manitowoc	3.2	(5)	3.2	(5)	3.4	(98)
Milwaukee ARC		NSD		NSD	3.1	(90)
Ozaukee	3.1	(15)	3.4	(16)	3.4	(93)
Portage	3.3	(9)	3.3	(9)	3.0	(54)
Racine	3.4	(5)	3.6	(5)	3.2	(92)
Sheboygan		NSD		NSD	3.3	(97)
SW North	3.1	(12)	3.6	(11)	3.3	(80)
SW South		NSD		NSD	3.3	(91)
Washington	3.8	(5)		NSD	3.2	(96)
Waukesha	3.3	(7)	3.1	(8)	3.2	(96)
Western WI	3.1	(7)	3.4	(7)	3.5	(93)
Smallest Grouped		NSD	2.9	(5)	3.3	(96)
Mid-Sized Grouped	3.1	(11)	3.1	(9)	3.3	(126)
Largest Grouped	3.2	(12)	3.1	(13)	3.2	(103)
TOTAL	**3.1**	**(177)**	**3.2**	**(175)**	**3.3**	**(2149)**

ADRC	The person I worked with…Helped with the paperwork, if I needed it		The person I worked with…Helped connect me with the services I needed		The person I worked with…Helped to navigate the system	
Barron- Rusk- Washburn	3.3	(74)	3.1	(85)	3.1	(80)
Brown	3.5	(82)	3.5	(91)	3.4	(80)
Central	3.4	(85)	3.3	(93)	3.3	(83)
Chippewa	3.4	(68)	3.3	(70)	3.2	(80)
COW	3.3	(50)	3.2	(57)	3.2	(52)
Dunn	3.5	(63)	3.1	(74)	3.2	(62)
Eau Claire	3.5	(52)	3.4	(62)	3.3	(54)
Fond du Lac	3.3	(80)	3.2	(97)	3.2	(81)
Green Lake- Marquette -Waushara	3.5	(89)	3.3	(93)	3.4	(85)
Jefferson	3.6	(38)	3.4	(39)	3.4	(41)
Kenosha	3.1	(43)	3.2	(47)	3.2	(44)
Manitowoc	3.4	(88)	3.4	(92)	3.3	(90)
Milwaukee ARC	3.1	(84)	3.1	(89)	3.0	(85)
Ozaukee	3.4	(82)	3.4	(90)	3.4	(89)
Portage	3.4	(52)	3.4	(52)	3.4	(43)
Racine	3.2	(80)	3.2	(89)	3.1	(85)
Sheboygan	3.3	(81)	3.3	(93)	3.3	(77)
SW North	3.5	(69)	3.4	(82)	3.4	(76)
SW South	3.2	(79)	3.1	(94)	3.1	(75)
Washington	3.3	(75)	3.3	(86)	3.2	(82)
Waukesha	3.3	(74)	3.2	(88)	3.1	(84)
Western WI	3.4	(82)	3.3	(92)	3.3	(87)
Smallest Grouped	3.5	(73)	3.3	(91)	3.4	(81)
Mid-Sized Grouped	3.4	(108)	3.2	(117)	3.4	(110)
Largest Grouped	3.2	(85)	3.1	(106)	3.0	(91)
TOTAL	**3.4**	**(1836)**	**3.3**	**(2069)**	**3.2**	**(1897)**

EMPOWERMENT

Empowerment Domain Means

Error bars: 95% CI
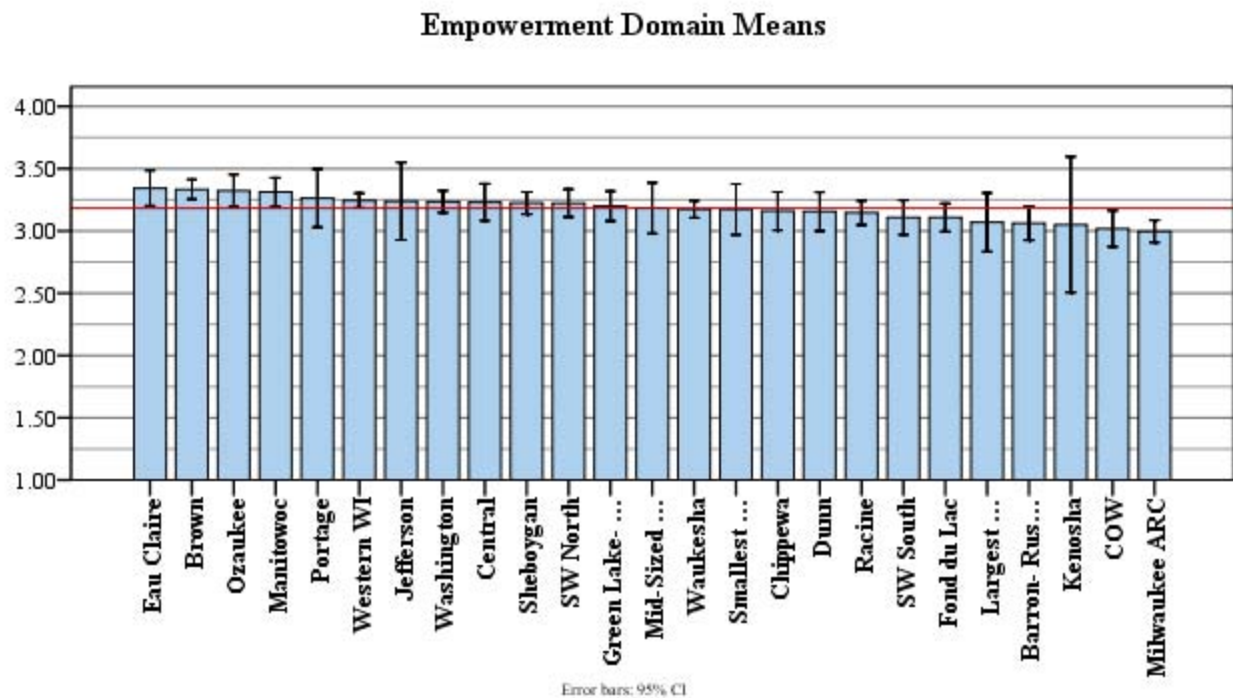
The Empowerment domain focuses on helping the customer make his or her own decisions. The items in this domain focus on the customer as a primary decision-maker and the staff person as an assistant to the consumer.

Most items include the wording "helped me to…" where the consumer is the active subject. Listening carefully to the consumer and being available when they call are also included, and are further indicators of the empowerment, or authority experienced by the consumer.

High ratings in this domain indicate that consumers agreed with the statement that "the person I worked with…"

Table 5: Average Empowerment Scores by ADRC

ADRC	Mean	N
Barron- Rusk- Washburn	3.1	89
Brown	3.3	100
Central	3.2	100
Chippewa	3.2	91
COW	3.0	65
Dunn	3.2	78
Eau Claire	3.3	64
Fond du Lac	3.1	104
Green Lake- Marquette -Waushara	3.2	100
Jefferson	3.2	49
Kenosha	3.1	50
Manitowoc	3.3	100

- Helped connect me with the services I needed.
- Helped me evaluate the choices available to me.
- Was <not> hard to get a hold of.
- Helped me weigh the pros and cons of each choice.
- (Did not) try to talk me into things I did not want.
- Listened to me carefully.

Eau Claire (3.3), Brown (3.3), Ozaukee (3.3) and Manitowoc (3.3) received the highest ratings in the Empowerment domain.

Milwaukee ARC (3.0), COW (3.0), Kenosha (3.1) and Barron Rusk Washburn (3.1) were the least favorably rated on this domain; however the result for Kenosha is not statistically significant.
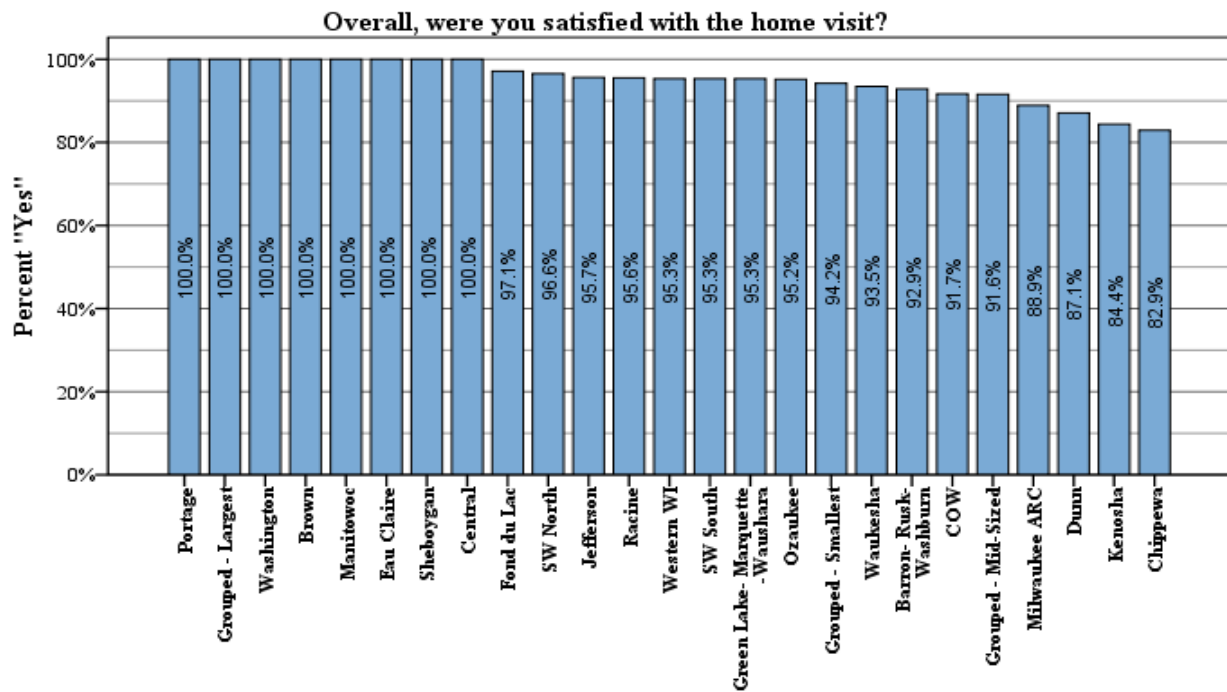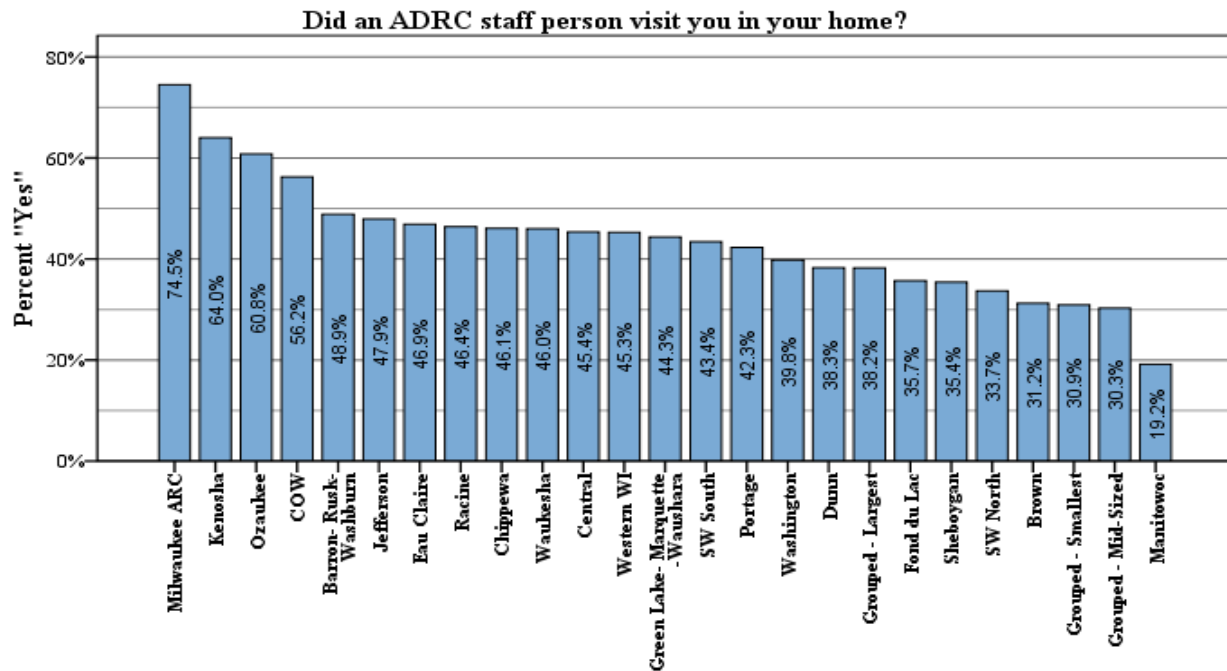
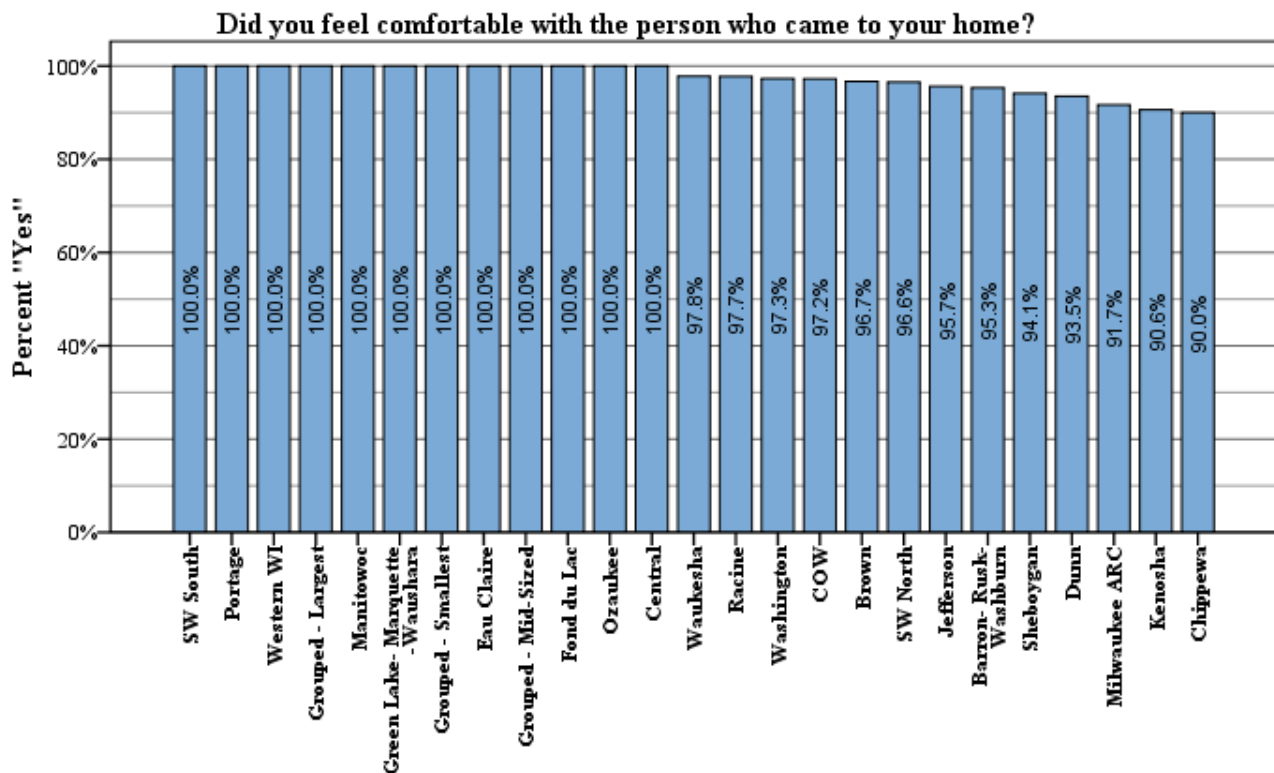|		
Milwaukee ARC	3.0	98
Ozaukee	3.3	102
Portage	3.3	54
Racine	3.1	99
Sheboygan	3.2	100
SW North	3.2	88
SW South	3.1	100
Washington	3.2	101
Waukesha	3.2	100
Western WI	3.2	100
Smallest Grouped	3.2	103
Mid-Sized Grouped	3.2	127
Largest Grouped	3.1	113
Total	3.2	2275

ADRC	The person I worked with…Helped connect me with the services I needed		The person I worked with…Helped me evaluate the choices available to me		The person I worked with…Helped me to make my own decisions	
Barron- Rusk- Washburn	3.1	(85)	2.3	(6)	3.2	(81)
Brown	3.5	(91)	3.1	(15)	3.3	(91)
Central	3.3	(93)	3.4	(8)	3.2	(93)
Chippewa	3.3	(70)		NSD	3.0	(78)
COW	3.2	(57)	2.8	(12)	2.9	(56)
Dunn	3.1	(74)	3.1	(7)	3.0	(71)
Eau Claire	3.4	(62)	3.2	(15)	3.3	(62)
Fond du Lac	3.2	(97)		NSD	3.1	(92)
Green Lake- Marquette -Waushara	3.3	(93)	3.0	(5)	3.2	(91)
Jefferson	3.4	(39)		NSD	3.3	(45)
Kenosha	3.2	(47)	2.4	(5)	3.0	(48)
Manitowoc	3.4	(92)	3.2	(5)	3.3	(98)
Milwaukee ARC	3.1	(89)		NSD	2.9	(89)
Ozaukee	3.4	(90)	3.1	(15)	3.3	(91)
Portage	3.4	(52)	3.3	(9)	3.3	(52)
Racine	3.2	(89)	3.4	(5)	3.2	(87)
Sheboygan	3.3	(93)		NSD	3.2	(89)
SW North	3.4	(82)	3.1	(12)	3.2	(81)
SW South	3.1	(94)		NSD	3.1	(85)
Washington	3.3	(86)	3.8	(5)	3.2	(90)
Waukesha	3.2	(88)	3.3	(7)	3.2	(90)
Western WI	3.3	(92)	3.1	(7)	3.2	(91)
Grouped - Smallest	3.3	(91)		NSD	3.1	(88)
Grouped - Mid-Sized	3.2	(117)	3.1	(11)	3.2	(115)
Grouped - Largest	3.1	(106)	3.2	(12)	3.2	(98)
Total	3.3	(2069)	3.1	(177)	3.2	(2052)

ADRC	The person I worked with…Helped me weigh the pros and cons of each choice		The person I worked with…Listened carefully to me		The person I worked with...Was hard to get hold of (reverse coded)	
Barron- Rusk- Washburn	3.1	(71)	3.3	(84)	2.9	(82)
Brown	3.2	(75)	3.6	(95)	3.1	(95)
Central	3.2	(83)	3.5	(98)	3.0	(94)
Chippewa	3.2	(69)	3.5	(91)	3.0	(87)
COW	2.9	(55)	3.3	(61)	2.7	(63)
Dunn	3.1	(67)	3.5	(78)	3.0	(75)
Eau Claire	3.4	(55)	3.5	(62)	3.1	(62)
Fond du Lac	3.1	(79)	3.4	(98)	2.9	(99)
Green Lake- Marquette -Waushara	3.1	(85)	3.3	(100)	3.1	(98)
Jefferson	3.3	(34)	3.6	(45)	3.1	(46)
Kenosha	2.9	(47)	3.3	(50)	3.1	(50)
Manitowoc	3.3	(86)	3.5	(100)	3.2	(97)
Milwaukee ARC	2.9	(87)	3.2	(94)	2.8	(94)
Ozaukee	3.4	(90)	3.5	(102)	3.1	(101)
Portage	3.4	(47)	3.2	(54)	3.1	(52)
Racine	3.0	(85)	3.3	(97)	3.0	(92)
Sheboygan	3.2	(82)	3.4	(99)	3.0	(99)
SW North	3.1	(70)	3.4	(88)	3.0	(87)
SW South	3.0	(79)	3.4	(99)	2.9	(94)
Washington	3.2	(76)	3.4	(100)	3.1	(88)
Waukesha	3.1	(79)	3.4	(97)	3.1	(95)
Western WI	3.2	(82)	3.6	(97)	3.1	(93)
Grouped - Smallest	3.1	(80)	3.5	(98)	3.0	(95)
Grouped - Mid-Sized	3.2	(107)	3.4	(125)	3.1	(124)
Grouped - Largest	3.1	(90)	3.3	(105)	2.8	(102)
Total	3.1	(1860)	3.4	(2217)	3.0	(2164)

HOME VISITS

Overall, 44.5% (N=989) of the customers surveyed reported that they had received a home visit, and among those, 94.6% reported 'yes', they were satisfied with the home visit.
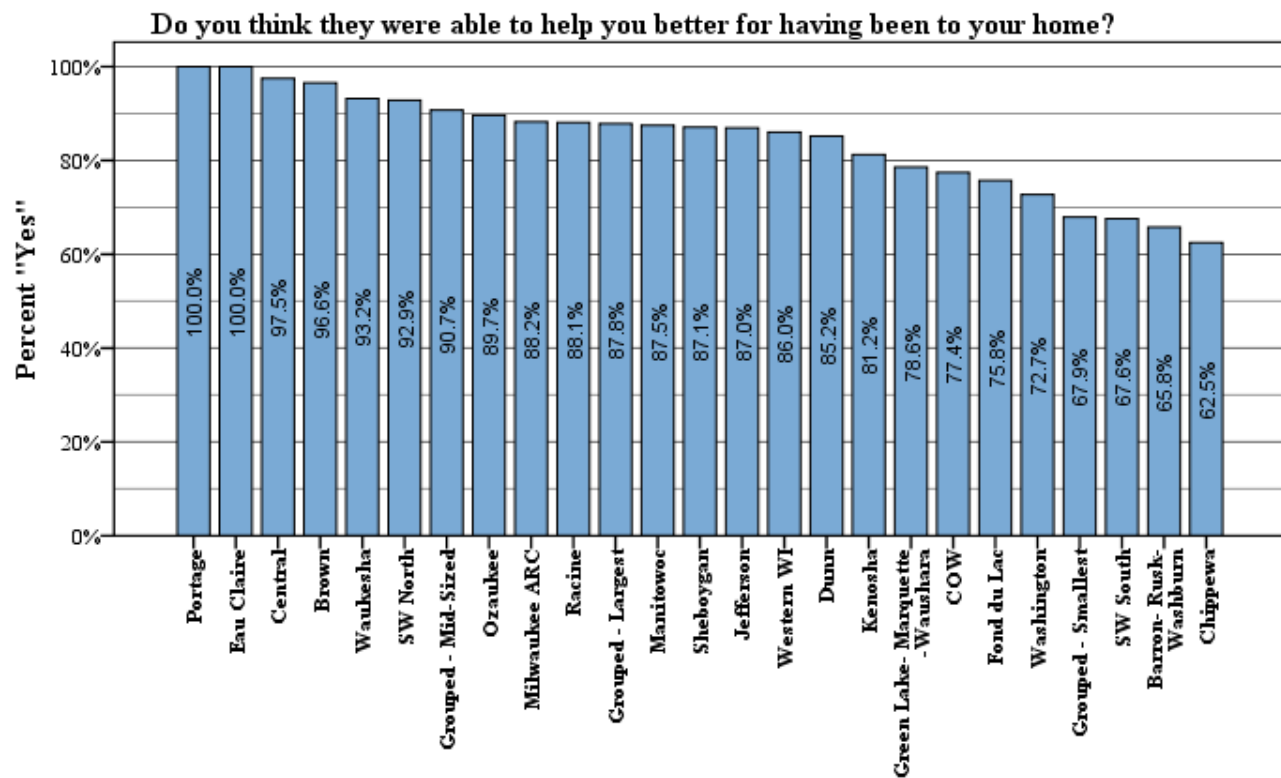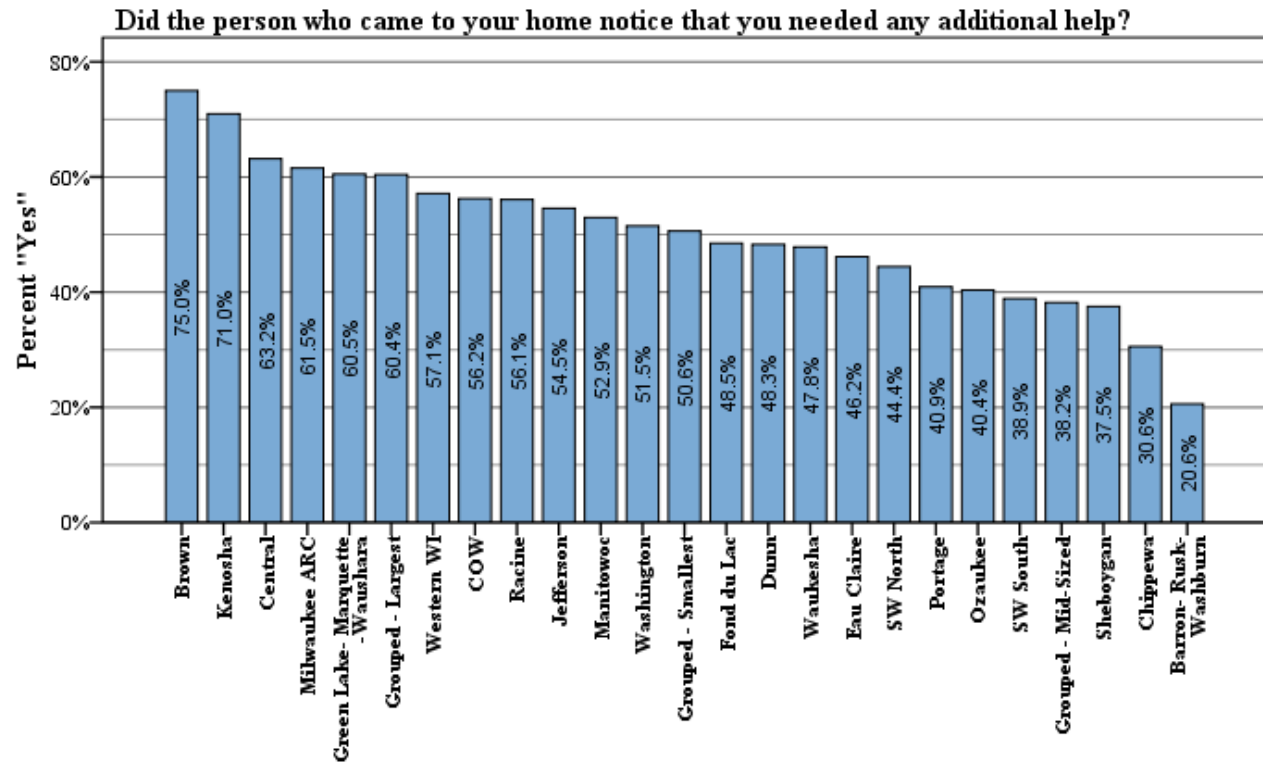

Did an ADRC staff person visit you in your home?

Overall, were you satisfied with the home visit?

Did you feel comfortable with the person who came to your home?

The vast majority of respondents at every ADRC (97.2% overall) reported that they felt comfortable with the person who came to the home.

NOTICING ADDITIONAL NEEDS

Overall, about half of respondents who received a home visit (52.2%) said that the staff person noticed they needed additional help while in the home. Noticing a customer needs additional help was strongly associated with a customer's overall satisfaction with the home visit and their perception of being helped better by the home visit, as well as with the customer feeling comfortable with the person who came to their home.

When looking at the data aggregated by ADRC, those ADRCs with a higher percentage of customers reporting that the specialist noticed additional needs were also most likely to be among the top scoring ADRCs for their percentage of customers reporting the staff person was better able to help for having been in the home and that the staff person took enough time to get to their concerns.

Did the person who came to your home notice that you needed any additional help?

Do you think they were able to help you better for having been to your home?

There was a wide range of percentages of customers who had spoken to the same person that came to their home. Overall, 73.0% said that the same person came. Washington, the largest grouped ADRCs, SW South, Portage, Ozaukee, Kenosha and Barron Rusk Washburn offered the highest level of continuity of staff for home visits with over 4 out of 5 customers reporting that the same person conducted the home visit. In contrast, about half of Fond du Lac and the smallest grouped ADRC customers said that the same person came to their home.
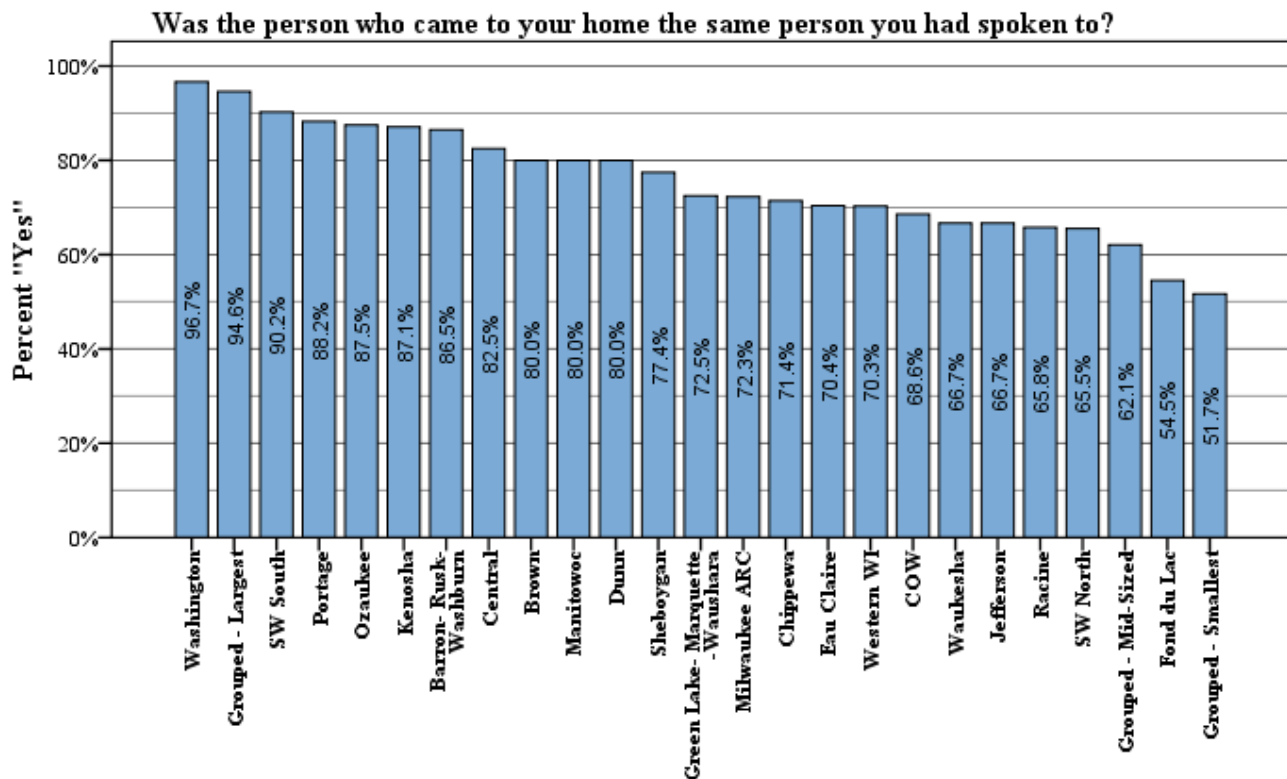
Among those who said that the person who visited them in their home was the same person they had spoken to, 75.0% were satisfied, whereas among those who had a different person come to their home, just 25.0% were satisfied with the home visit.

With regard to home visit satisfaction, continuity of staff is strongly correlated with satisfaction. It is especially important in making a customer feel at home with the person who visits.
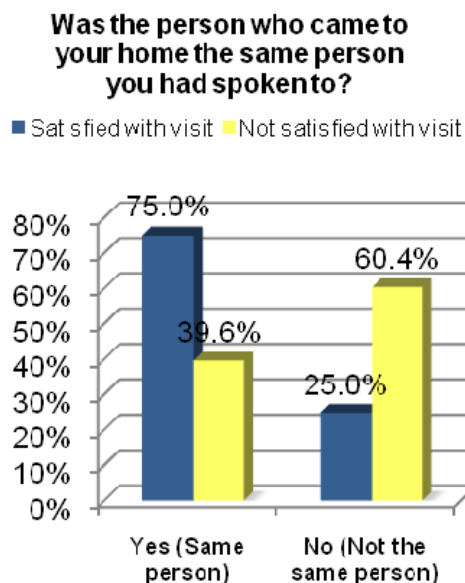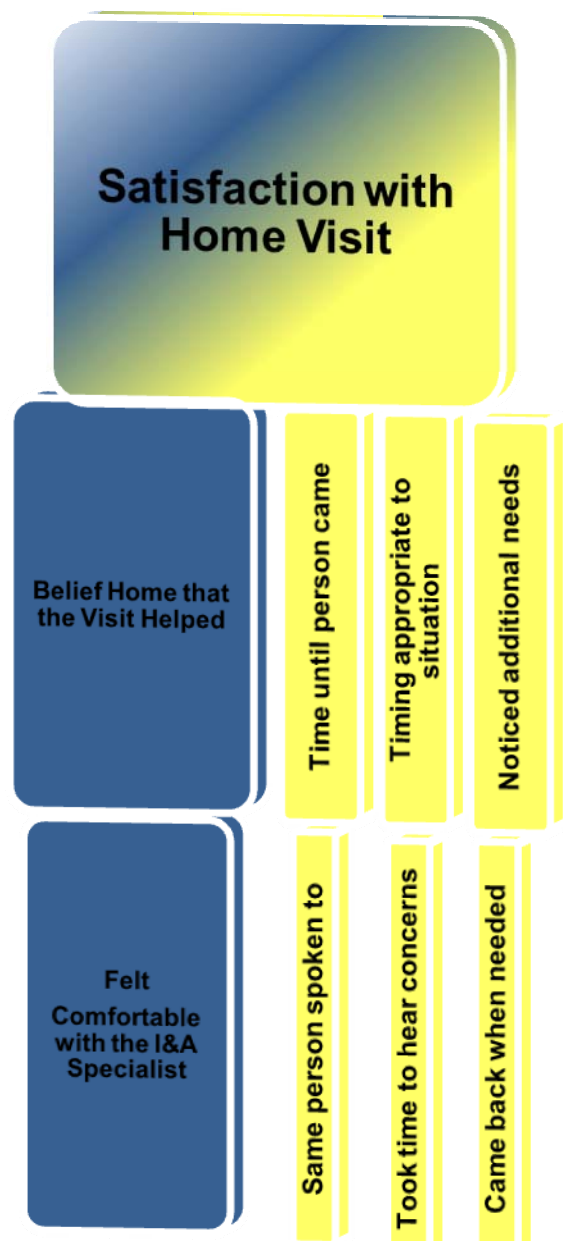
DRIVERS OF SATISFACTION WITH HOME VISITS

Logistic regression is a statistical method used to predict the probability or likelihood that certain factors are associated with each other, particularly when using categorical data such as yes/no responses. Logistic regression was used to examine the dynamics underlying satisfaction with home visits. Due to the low percentage of "no" responses, the analysis of satisfaction with home visits is subject to interpretation, even where statistical significance occurs.

Among the questions regarding home visits, the strongest predictor of satisfaction were the customer's' responses to the question of whether they were comfortable with the person who came to visit and if they thought the staff person was better able to help them for having been to their home.

Additional regressions examined the effect of the home visit variables on comfort with the staff person and the perception of having been better helped by having the person to their home. The attributes that were most strongly associated with comfort were the respondent's perception that the staff person took enough time to get to their concerns, whether the staff person that came to their home was the same person they initially spoke to and whether staff came back for another visit if the customer needed.

The timing of the visit and noticing that the customer needed additional help were the strongest predictors of the customer's perception that the staff person was better able to help for having been to their home. The timing of the visit included responses to the questions "how long until the person came to your home?" (Less than 3 days B=1.77, Sig=.000, 3 days to one week B=1.15, Sig=.000) and the timing being appropriate the situation (B=1.45, Sig=.009).

The chart to the right shows the conceptual result of the series of logistic regressions. As shown in the chart, satisfaction with the home visit rested on two factors: the customer's belief that the specialist was able to help them better for having been to their home and their having felt

comfortable with the specialist. Believing the home visit helped, in turn, rested on the length of time that passed until the person came to the home, the perception that the timing was appropriate and whether it was noticed that the person had additional needs. The customer feeling comfortable rested most on whether the home visit was with the same person the customer had spoken to previously, the customer's perception that the specialist took time to hear their concerns and came back if needed.

TIMING

The survey addressed several aspects of timing with regard to home visits. Customers were asked to assess the length of time that passed between their call to the ADRC and the home visit. They were also asked if they found the timing to be appropriate to their situation. Lastly, respondents were asked if the staff person took enough time to get to their concerns.

Overall, about 1 out of 5 customers (22.2%) waited one week or longer after calling the ADRC before a home visit occurs. Most scheduled a visit within one week.
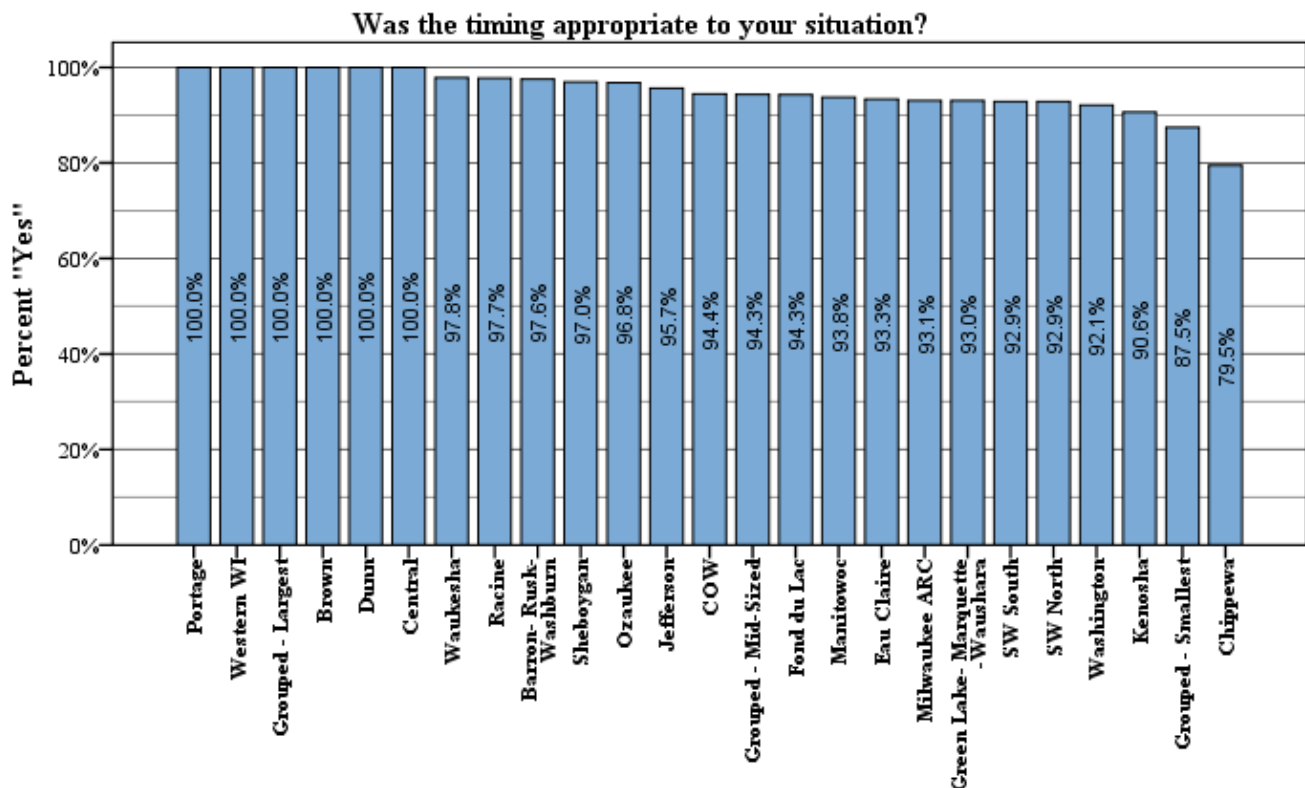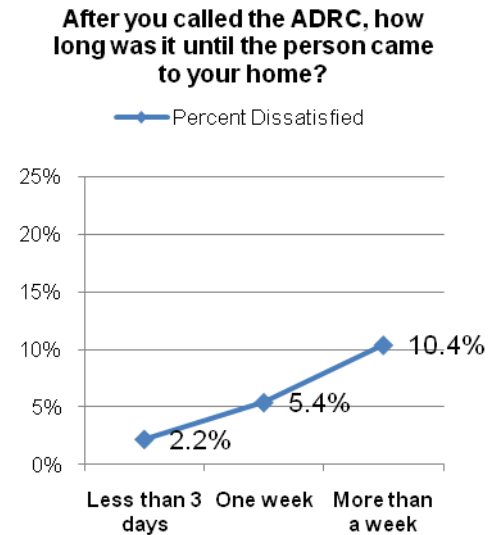
ADRC	Less than 3 days		More than 3 days to one week		More than a week	
Barron- Rusk- Washburn	40.9%	(9)	31.8%	(7)	27.3%	(6)
Brown	45.7%	(16)	45.7%	(16)	8.6%	(3)
Central	56.3%	(9)	31.3%	(5)	12.5%	(2)
Chippewa	42.9%	(6)	NSD		42.9%	(6)
COW	37.1%	(13)	40.0%	(14)	22.9%	(8)
Dunn	58.3%	(7)	NSD		NSD	
Eau Claire	29.4%	(5)	52.9%	(9)	NSD	
Fond du Lac	27.5%	(11)	47.5%	(19)	25.0%	(10)
Green Lake- Marquette -Waushara	43.8%	(14)	21.9%	(7)	34.4%	(11)
Grouped - Largest	NSD		NSD		NSD	
Grouped - Mid-Sized	NSD		NSD		NSD	
Grouped - Smallest	NSD		NSD		NSD	
Jefferson	NSD		NSD		NSD	
Kenosha	NSD		NSD		NSD	
Manitowoc	NSD		NSD		NSD	
Milwaukee ARC	34.8%	(40)	40.9%	(47)	24.3%	(28)
Ozaukee	44.8%	(13)	34.5%	(10)	20.7%	(6)
Portage	NSD		NSD		NSD	
Racine	45.8%	(27)	40.7%	(24)	13.6%	(8)
Sheboygan	40.0%	(14)	37.1%	(13)	22.9%	(8)
SW North	35.7%	(10)	35.7%	(10)	28.6%	(8)
SW South	52.0%	(13)	28.0%	(7)	20.0%	(5)
Washington	25.0%	(8)	43.8%	(14)	31.3%	(10)
Waukesha	40.9%	(45)	40.9%	(45)	18.2%	(20)
Western WI	31.6%	(42)	47.4%	(63)	21.1%	(28)
All Participating ADRCs	38.2%	(320)	39.6%	(332)	22.2%	(186)

Central, Dunn and SW South were each able to arrange home visits within 3 days for over half of their customers requiring home visits. As shown in the previous table, small sample sizes require caution in interpretation of the data.

Prompt scheduling of the home visit was strongly associated with satisfaction.

Just 2.2% of those who scheduled a visit within 3 days were dissatisfied with the visit. Among those who scheduled a visit in about one week, 5.4% were dissatisfied. If the visit occurred more than one week after the first contact to the ADRC, the percentage of dissatisfied respondents almost doubled to 10.4%.

The vast majority of respondents who received home visits found the timing to be appropriate to their situation. Chippewa had the smallest percentage of customers perceive the timing to be appropriate (79.5%). As seen in the previous table, Chippewa also had the highest percentage of customers (42.9%) report that the home visit occurred more than one week after they first called.

After you called the ADRC, how long was it until the person came to your home?

Percent Dissatisfied

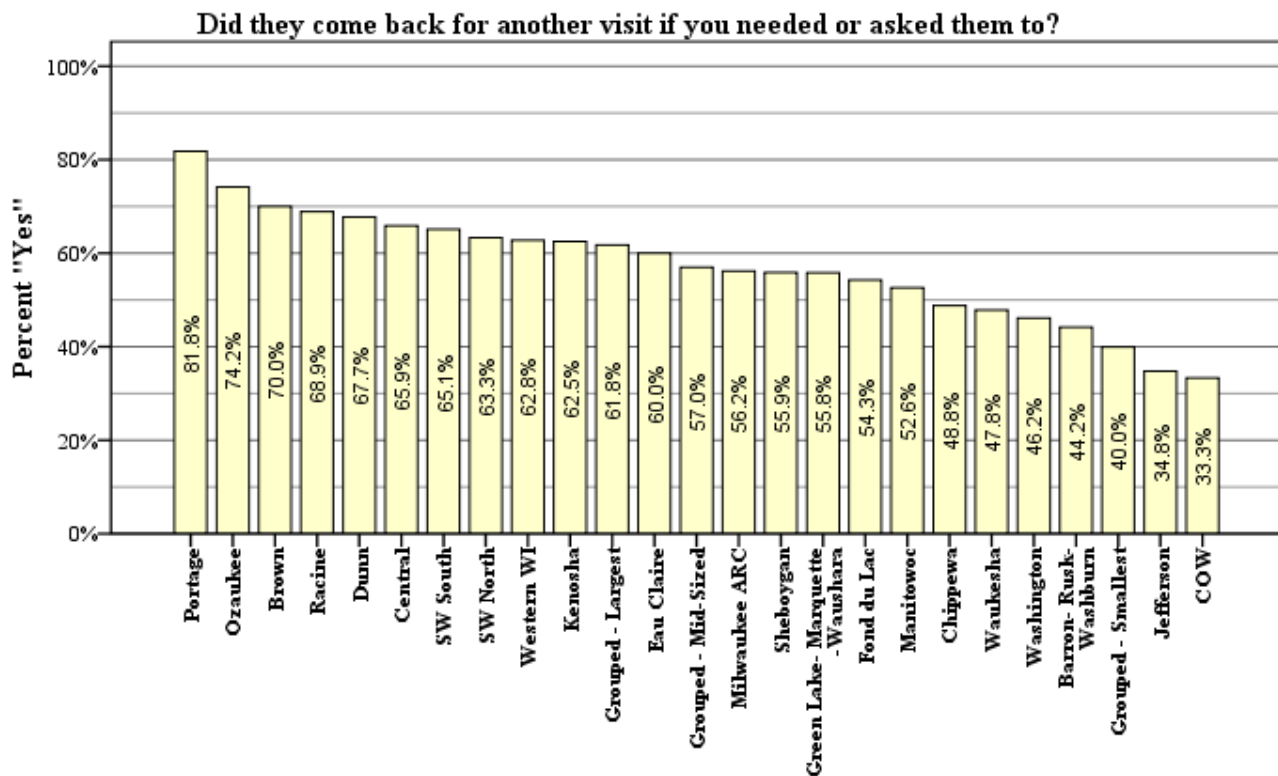**Was the timing appropriate to your situation?**

The vast majority of customers at most ADRCs said that the staff person who conducted the home visit took enough time to get to their concerns. Overall, 95.9% of those who received a home visit said the staff person took enough time.
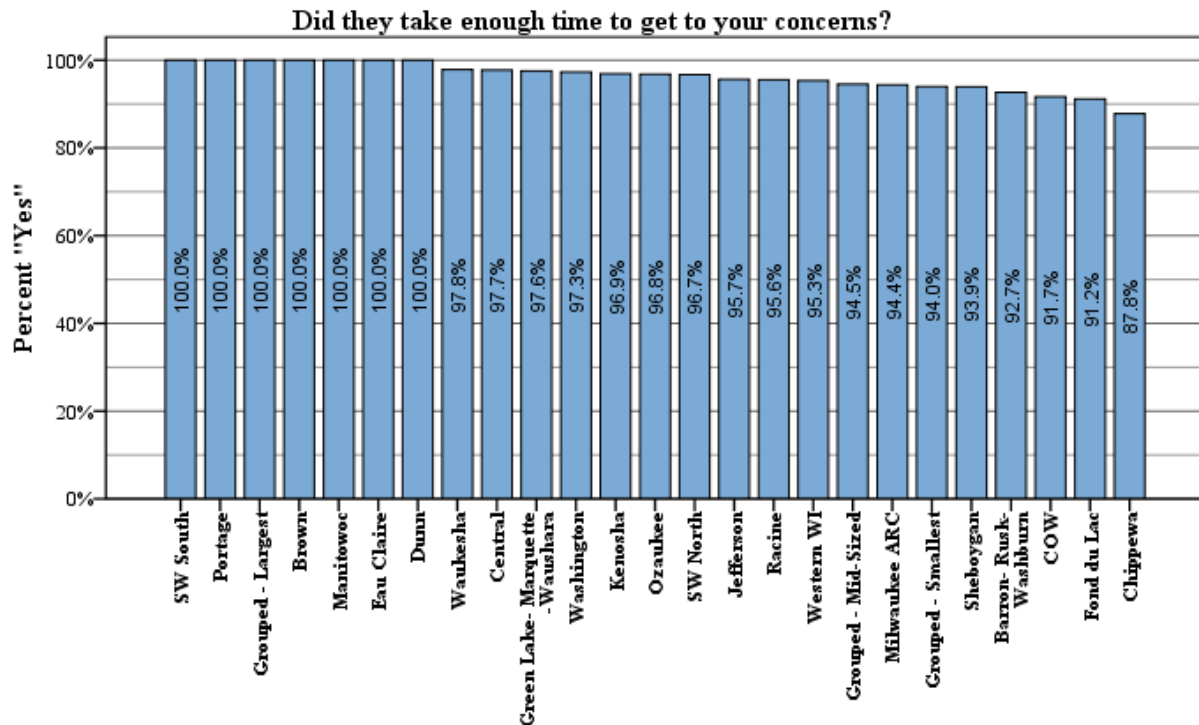
Did they take enough time to get to your concerns?

Most customers who received a home visit (61.5%) said that yes, the person would have come back if needed or asked. 15% however, said they needed a return visit from the staff person but they did not return. This figure represents 134 people in the sample of customers during a 6-month timeframe whose needs for additional information services went unmet.

|		Frequency	Percent	Valid Percent
Valid	Yes	565	24.4	61.5
	No, needed them but they didn't come back	134	5.8	14.6
	Didn't want them to	220	9.5	23.9
	Total	918	39.7	100
Missing	Unsure	71	3.1	
	No Home Visit	1321	57.2	
	Total	1392	60.3	
Total		2310	100	

The following chart shows the percentage of respondents who responded that they did receive a return visit by ADRC. It does not include those who did not need a return visit or who felt they needed but did not get one. The percentages for those who needed but did not receive a return visit reflect very low sample sizes when distributed among ADRCs and is not shown. Overall, 14.6% of respondents who received a home visit said that they wanted the staff person to return for a visit, but that did not occur.

Did they come back for another visit if you needed or asked them to?

ADRC	Percent "Yes"
Portage	81.8%
Ozaukee	74.2%
Brown	70.0%
Racine	68.9%
Dunn	67.7%
Central	65.9%
SW South	65.1%
SW North	63.3%
Western WI	62.8%
Kenosha	62.5%
Grouped - Largest	61.8%
Eau Claire	60.0%
Grouped - Mid-Sized	57.0%
Milwaukee ARC	56.2%
Sheboygan	55.9%
Green Lake- Marquette -Waushara	55.8%
Fond du Lac	54.3%
Manitowoc	52.6%
Chippewa	48.8%
Waukesha	47.8%
Washington	46.2%
Barron- Rusk- Washburn	44.2%
Grouped - Smallest	40.0%
Jefferson	34.8%
COW	33.3%

REFERRALS

One approach to evaluating the outcomes associated with the ADRC's information and assistance services is to examine what happens to a customer after a referral is made. An assumption underlying this approach is that a customer who is properly prepared for a referral is less likely to be found ineligible or to encounter barriers such as cost or lack of transportation. This section explores the rate of referrals among ADRCs and the outcomes of those referrals.
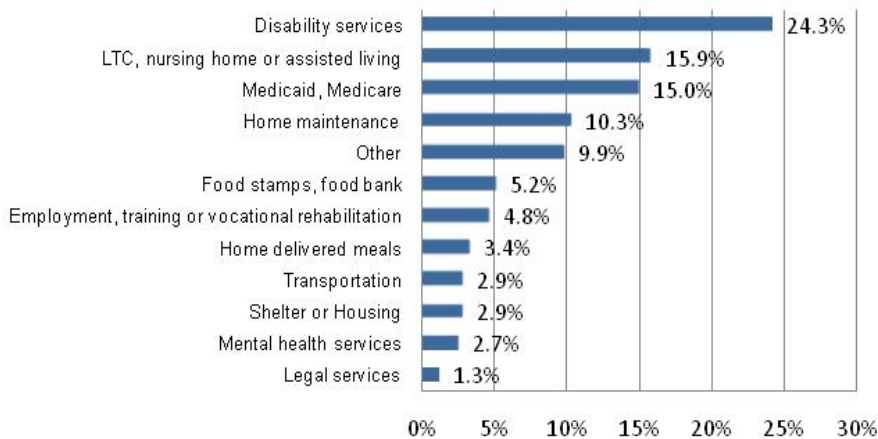
OVERVIEW

Were you referred to another agency or organization?
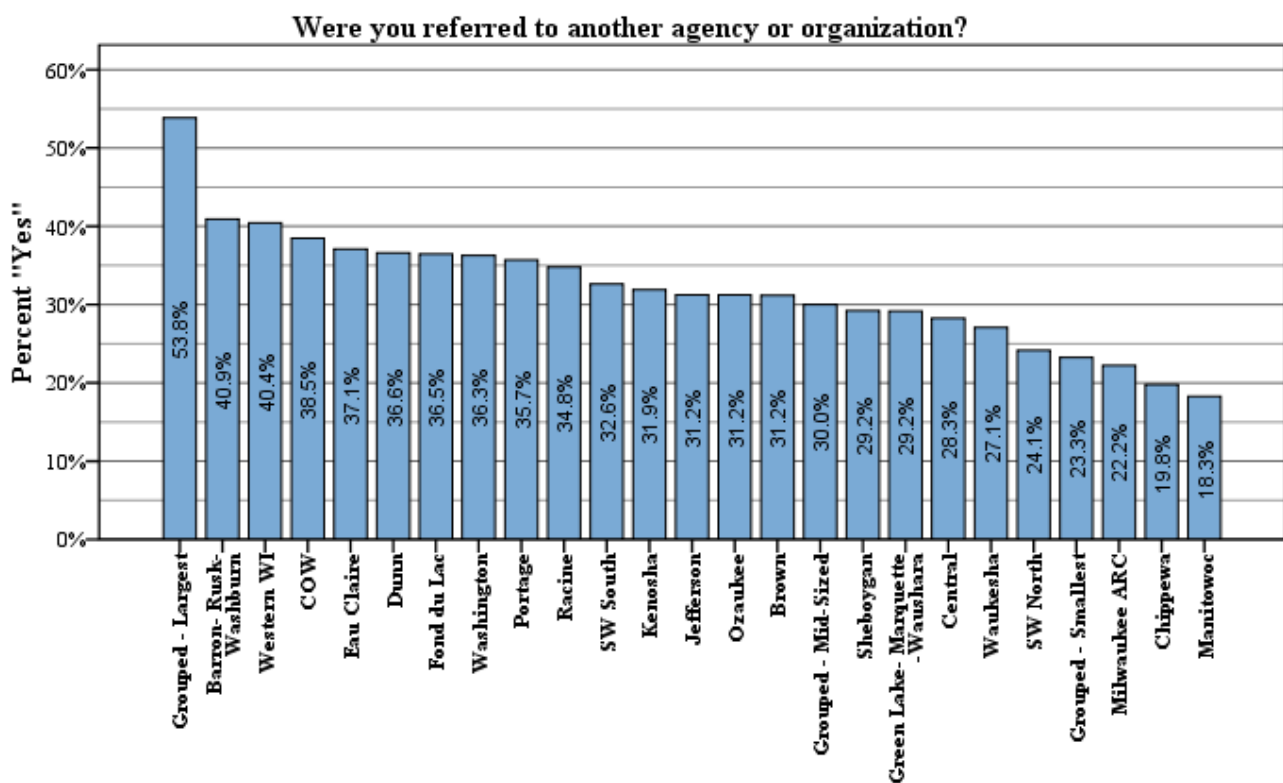
In the 2008 study, 57% of customers reported receiving a referral. In the current survey, just 32.1% said that they received a referral. The change is likely attributable to differences in survey methodology (the question was asked as a yes-no question in 2010) and changes in the particular ADRCs participating in the 2008 and 2010 surveys. As seen in the chart above, there is considerable variation in the referral percentages reported by customers at each ADRC.
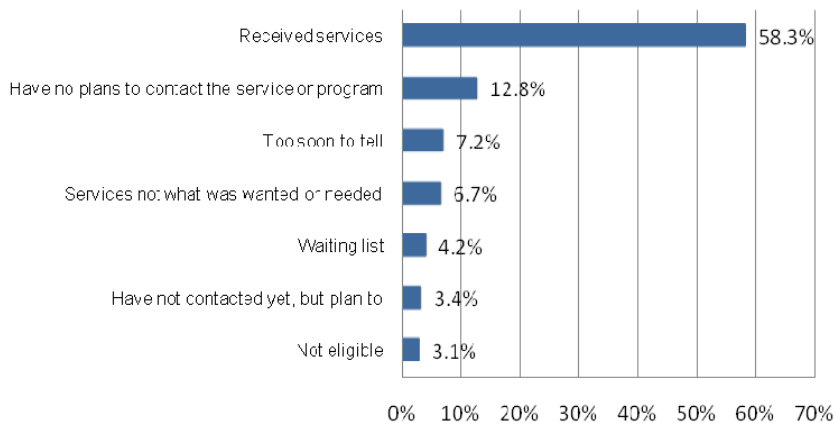
The grouped largest population ADRCs had the highest referral rate, followed by Barron Rusk Washburn, Western Wisconsin and COW. Chippewa and Manitowoc customers reported the lowest rates of referral.

I was referred to...

| Category	Percentage
Disability services	24.3%
LTC, nursing home or assisted living	15.9%
Medicaid, Medicare	15.0%
Home maintenance	10.3%
Other	9.9%
Food stamps, food bank	5.2%
Employment, training or vocational rehabilitation	4.8%
Home delivered meals	3.4%
Transportation	2.9%
Shelter or Housing	2.9%
Mental health services	2.7%
Legal services	1.3%

About one in four referrals was to made to Disability services (24.3%), followed by long term care, nursing home or assisted living facilities (15.9%) and Medicaid or Medicare (15.0%). Home maintenance was also a frequent source of ADRC referrals (10.3%).

What was the result of the referral?

Result	Percentage
Received services	58.3%
Have no plans to contact the service or program	12.8%
Too soon to tell	7.2%
Services not what was wanted or needed	6.7%
Waiting list	4.2%
Have not contacted yet, but plan to	3.4%
Not eligible	3.1%

Most customers (58.3%) received services as a result of the referral they received. A substantial percentage (12.8%) said they had no plans to contact the service or program, and an additional 7.2% said that it was too soon to tell.

Were you satisfied or dissatisfied with the services provided by that agency?

Very satisfied. 68.7%
Somewhat satisfied. 19.4%
Somewhat dissatisfied. 6.7%
Very dissatisfied. 5.2%
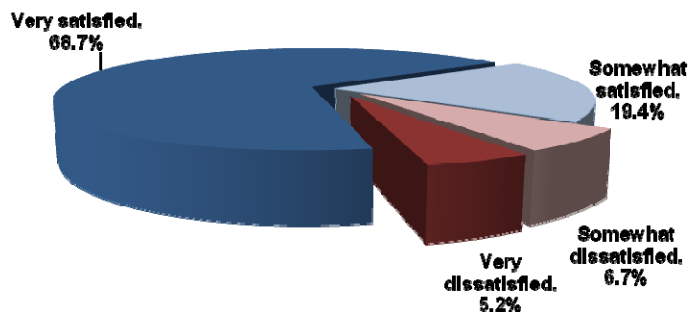
Although the vast majority of customers said they were very (68.7%) or somewhat (19.4%) satisfied with the services provided by the referral agency, over 1 in 10 customers reported that they were somewhat (6.7%) or very (5.2%) dissatisfied with the referral agency. Among those who were dissatisfied, 1 in 5 (19.6%) contacted the ADRC for further assistance. The majority (80.4%, N=55) did not.

REFERRAL UTILITY

Overall, 58.3% of those customers who received a referral obtained services as a result. The survey respondents had received ADRC I&A or Options Counseling services within the previous 6 months. The re-sampling process resulted in additional sample for some, mostly rural area ADRCs. This sample consisted of those who had received services during that brief data collection time-frame of about 4 weeks. For this reason, they are likely to have a higher incidence of unresolved referrals. In order to minimize this potential bias, the following chart shows the percentage of customers at each ADRC who answered *either* "received services" or 'too soon to tell'.
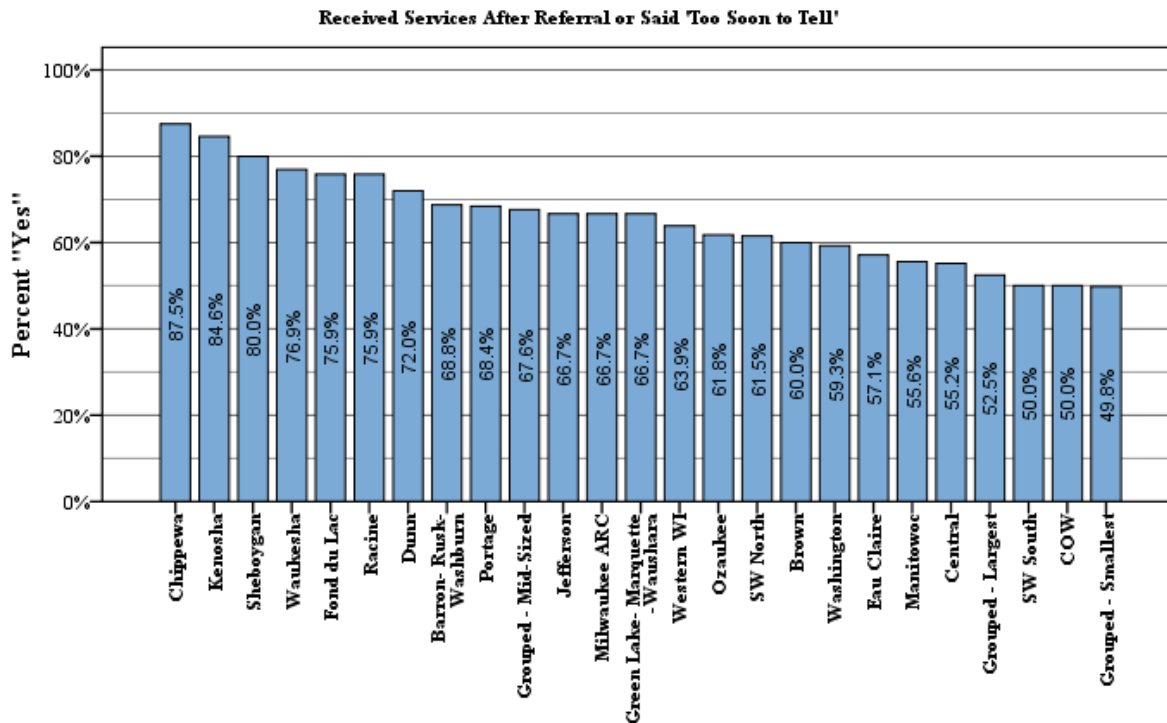
Received Services After Referral or Said 'Too Soon to Tell'

Those customers who were most likely to receive services as the result of a referral were those with Alzheimer's or other dementia (61.7%), 60 years of age or older (59.9%) or who had a physical (56.4%) or developmental (56.4%) disability. Those with a mental illness other than Alzheimer's or dementia (52.2%) were less likely to report that they received services. Note that these are multiple response categories, meaning that an individual respondent may report that he or she is both 60 years of age or older and has a physical disability. Therefore, the totals in the following table do not sum to 100%.

Condition (More than 1 may apply).	Received services	Too soon to tell	Services not what was wanted or needed	Waiting list	Have not contacted yet, but plan to	Have no plans to contact the service or program
60 years of age or older	59.9% (199)	6.6% (22)	5.9% (20)	4.0% (13)	4.9% (16)	13.1% (44)
Physical disability	56.4% (219)	6.0% (23)	9.7% (38)	4.0% (15)	3.1% (12)	12.9% (50)
Developmental disability	56.4% (55)	14.1% (14)	NSD	NSD	NSD	8.8% (9)
Alzheimer's disease or other dementia	61.7% (46)	7.2% (5)	NSD	NSD	9.8% (7)	8.2% (6)
Mental illness other than Alzheimer's or dementia	52.2% (63)	9.7% (12)	6.8% (8)	4.8% (6)	NSD	14.6% (18)
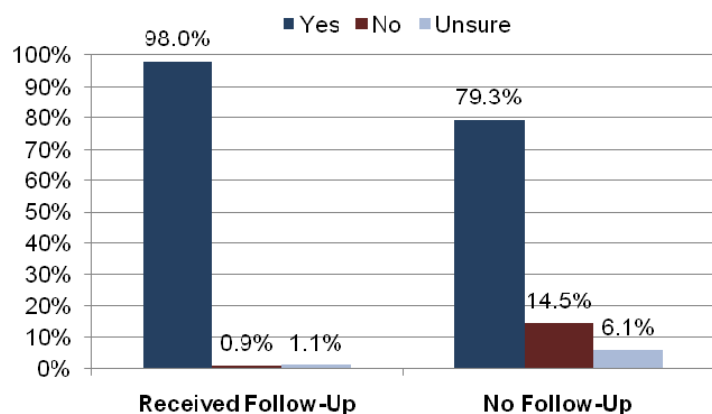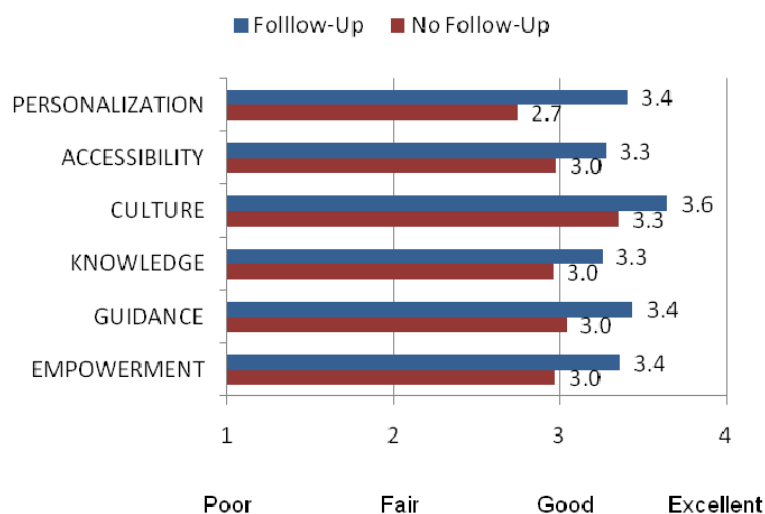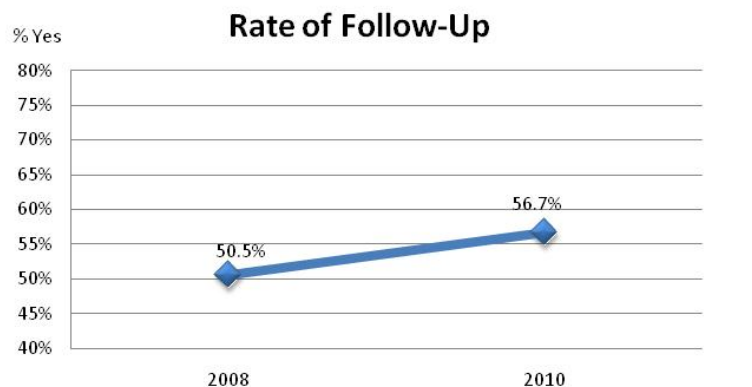
Rate of Follow-Up

Among customers of those ADRCs that participated in both the 2008 and 2010 surveys, the rate of follow-ups increased approximately 5%, from 50.5% in 2008 to 56.7%.

The percentage of customers at a participating ADRC who reported that the ADRC had followed up with them increased from 50.5% in 2008 to 54.0% in 2010. The group of ADRCs participating in the survey changed between 2008 and 2010, making overall comparisons often difficult to interpret. The similarities between increasing rates of follow-ups however, offer encouraging evidence of an overall trend among all of Wisconsin's ADRCs.

Follow-ups have a strong impact on every measure of customer satisfaction. Each of the 6 domains is rated significantly less favorably by customers who did not receive a follow-up in comparison to those that did.

Among those who said that they received a follow-up, 98% said that they would recommend the ADRC's services. In contrast, among those who did not receive a follow-up, 14.5% said they would not recommend the ADRC and an additional 6.1% were undecided.
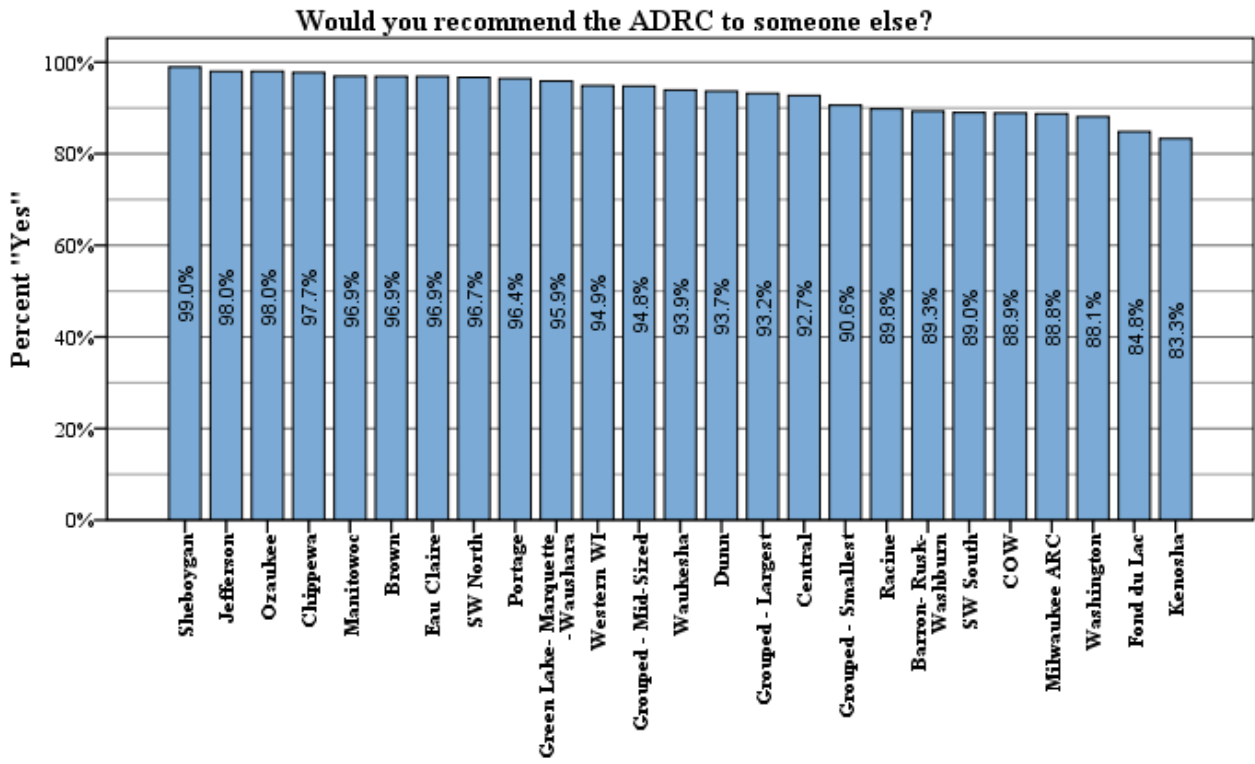
The following chart shows the percentage of customers at each participating ADRC that reported yes, the ADRC followed up with them to find out how useful the information was. The survey also included the question of whether the staff person followed up "to see how you were doing." The question referring to the staff person resulted in a higher percentage of 'yes' answers, perhaps including more informal follow-up conversations.

Among all ADRCs participating in the 2010 survey (including those that participated in only the 2010 survey), an average of 54.0% said that the ADRC followed-up with them.

Did the ADRC follow up with you to find out how useful the information was?
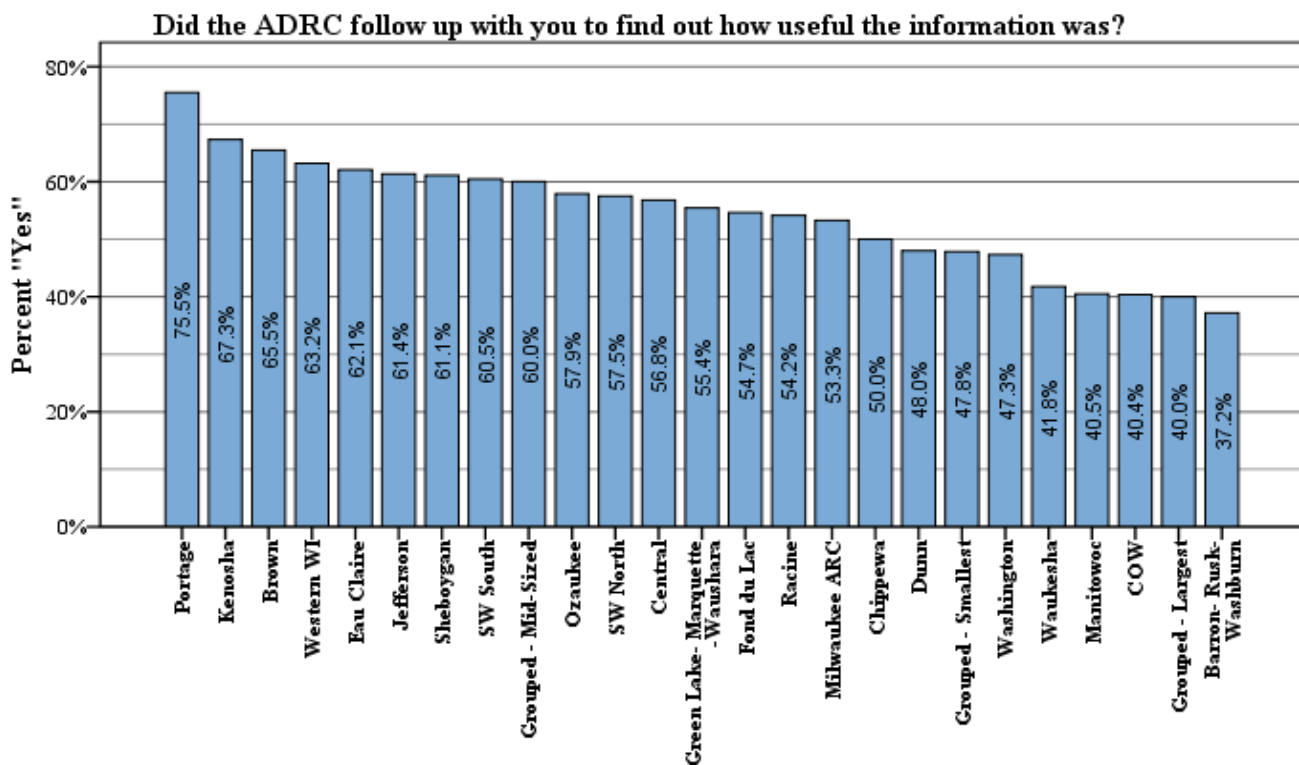
Among customers of all of the ADRs that participated in the 2010 survey, 93.1% said they would recommend the ADRC to someone else. Several ADRCs, including Sheboygan, Jefferson, Ozaukee and Chippewa had almost all customers report their willingness to recommend the ADRCs' services and for the majority of ADRCs, over 90% were willing to recommend.

Would you recommend the ADRC to someone else?

Location	Percent "Yes"
Sheboygan	99.0%
Jefferson	98.0%
Ozaukee	98.0%
Chippewa	97.7%
Manitowoc	96.9%
Brown	96.9%
Eau Claire	96.9%
SW North	96.7%
Portage	96.4%
Green Lake- Marquette -Waushara	95.9%
Western WI	94.9%
Grouped - Mid-Sized	94.8%
Waukesha	93.9%
Dunn	93.7%
Grouped - Largest	93.2%
Central	92.7%
Grouped - Smallest	90.6%
Racine	89.8%
Barron- Rusk- Washburn	89.3%
SW South	89.0%
COW	88.9%
Milwaukee ARC	88.8%
Washington	88.1%
Fond du Lac	84.8%
Kenosha	83.3%

THE TRANSITION TO MULTI-COUNTY ADRCS

The State of Wisconsin's Department of Health Services has encouraged the development of multi-county or regional model ADRCs. The perceived advantages of multi-county ADRC organizations include:

- Economies of scale and operational efficiencies
- Improved quality of services through staff training efficiencies and the capability to respond quickly to consumer requests for home visits while continuing telephone coverage
- More consistent ADRC services for consumers who have affiliations with counties other than their county of residence.
- Enhanced coordination with regional managed care organizations.

The survey data collected in 2008 and 2010 may provide some insights and measures that will help evaluate customer service improvements that may be associated with multi-county ADRC structure. In particular, the survey addresses outcomes that are related to staff training and effectiveness, the timing of home visits and telephone coverage. A comparison of the utility of referrals at multi-county, transitional and single county ADRCs is offered as a rough measure of an outcome of enhanced MCO coordination.

In this section, 2010 survey results are examined for 3 groups: customers of participating ADRCs that transitioned from single to multi-county between 2008 and 2010, customers of ADRCs that were multi-county in 2008 and customers of those ADRCs that were single-county in 2008 and remained single-county in 2010.

Five of the ADRCs that participated in the 2008 customer satisfaction survey transitioned to multi-county ADRCs previous to administration of the 2010 survey. These included Barron County ADRC (to Barron Rusk Washburn), Richland (to ADRC of SW Wisconsin - North), Green (to ADRC of SW Wisconsin - South), Jackson (to ADRC of Western Wisconsin) and Lacrosse (to ADRC of Western Wisconsin). The ADRCs of Central Wisconsin, Calumet, Outagamie and Waupaca, and Green Lake-Marquette-Waushara were multi-county at the time of the 2008 survey. Each of the remaining participating ADRCs represented single counties.

SATISFACTION OUTCOMES

Customers rated multi-county and transitional ADRCs more favorably on having met or exceeded expectations (2.42 and 2.53 respectively, vs. 2.23 for single-county ADRCs.) Note that 'expectations' was rated on a 3-point scale, whereas all other variables were measured on 4-point scales, making it appear as though averages for this variable are lower in comparison to the others.

There were no significant differences in the remaining customer outcome measures.

Although overall satisfaction rose between 2008 and 2010 among customers of ADRCs that participated in both surveys, the ability of ADRCs to exceed expectations declined. (These results are presented in the Changing Expectations and Customer Satisfaction section of this report.) It is hypothesized that longer-standing ADRCs improve customer service with experience and customer expectations increase, resulting in a decrease in the ADRC's ability to exceed expectations. A similar dynamic may be at work with the multi-county ADRCs. If the expectations for a multi-county ADRC are less, it may be 'easier' to surpass them. As the multi-county becomes more established and success stories are circulated through the community, expectations may rise to previous levels. This could contribute to the decline in 'exceeding expectations' seen for established multi-counties.
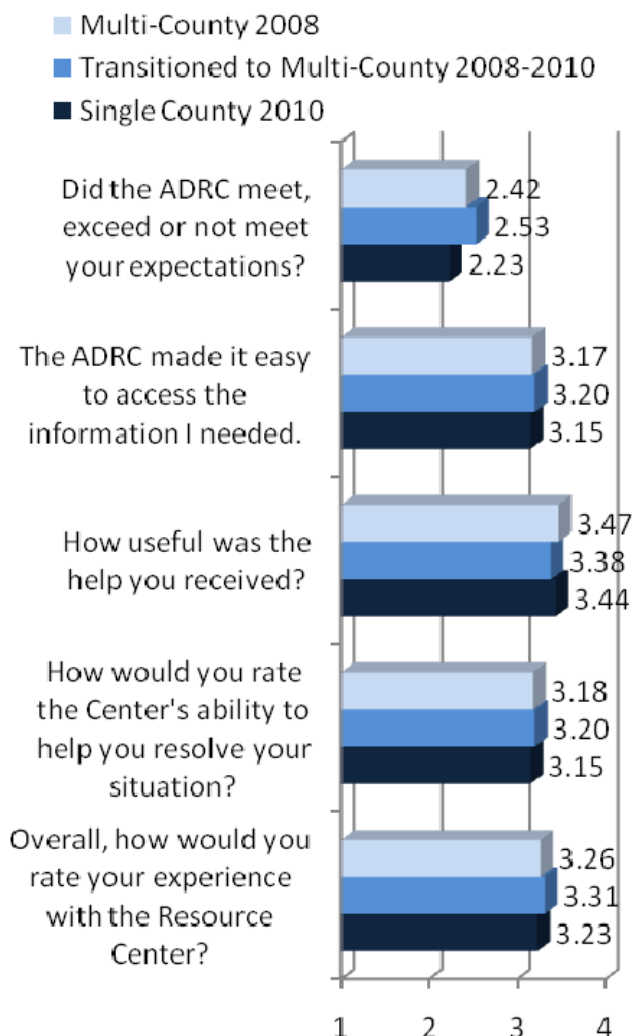
## PHONE COVERAGE AND WAITING TIME

Several survey measures addressed customer service elements related to phone coverage and waiting times, including hours open, waiting time in the office and generally (on the phone or in-person), prompt return of phone calls by the ADRC generally and by the staff contact specifically, and the staff contact being hard to get a hold of.

Most measures related to phone coverage and staffing adequacy are rated most favorably by customers of single-county ADRCs. Non-transitional multi-county ADRCs, for four of the six variables, appear to be close to single ADRC levels.

The question "how quickly was your call answered" was included in the 2010 survey but removed for timing considerations. Among the 89 responses collected before removal, 100% of those at multi-county and transitional ADRCs (n=15) answered 'quickly' (less than 3 rings), compared to 86.5% (n=74) of respondents from single-county Resource Centers.

Phone coverage and waiting time may decline in quality during a transition to multi-county organization. After two or more years of multi-county experience, favorability appears to reinstate the single-county level of customer satisfaction.

Although most multi-county ratings are less favorable than those of the single-county ADRCs, it may be that additional time will show averages for established multi-county ADRCs that are equivalent or greater than those of the single county Resource Centers.
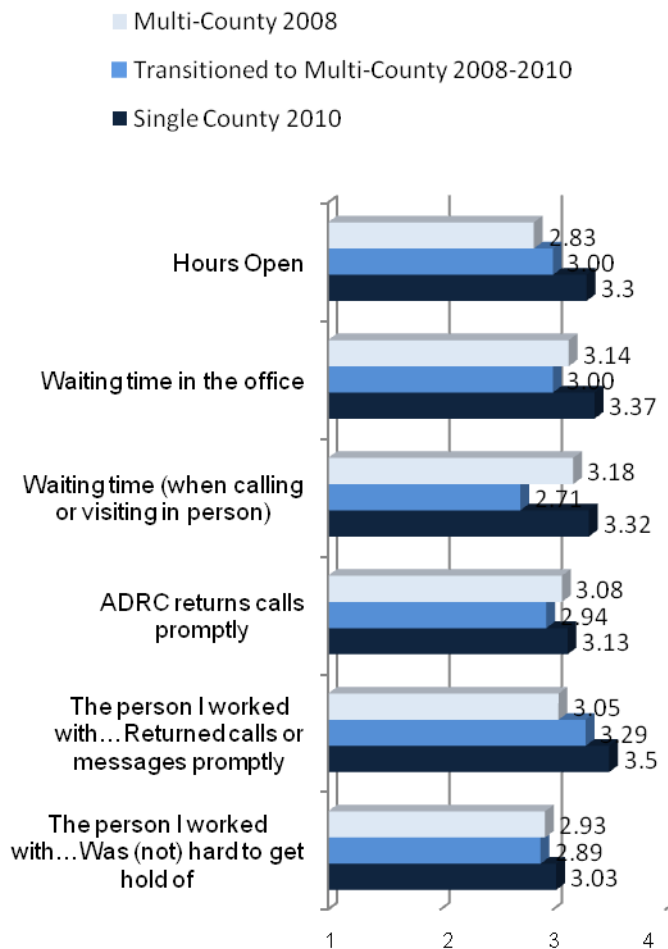
HOME VISITS

A significantly higher percentage of customers at multi-county (65.1%) and transitional ADRCs (67.7%) received home visits compared with customers at single county ADRCs (51.0%).
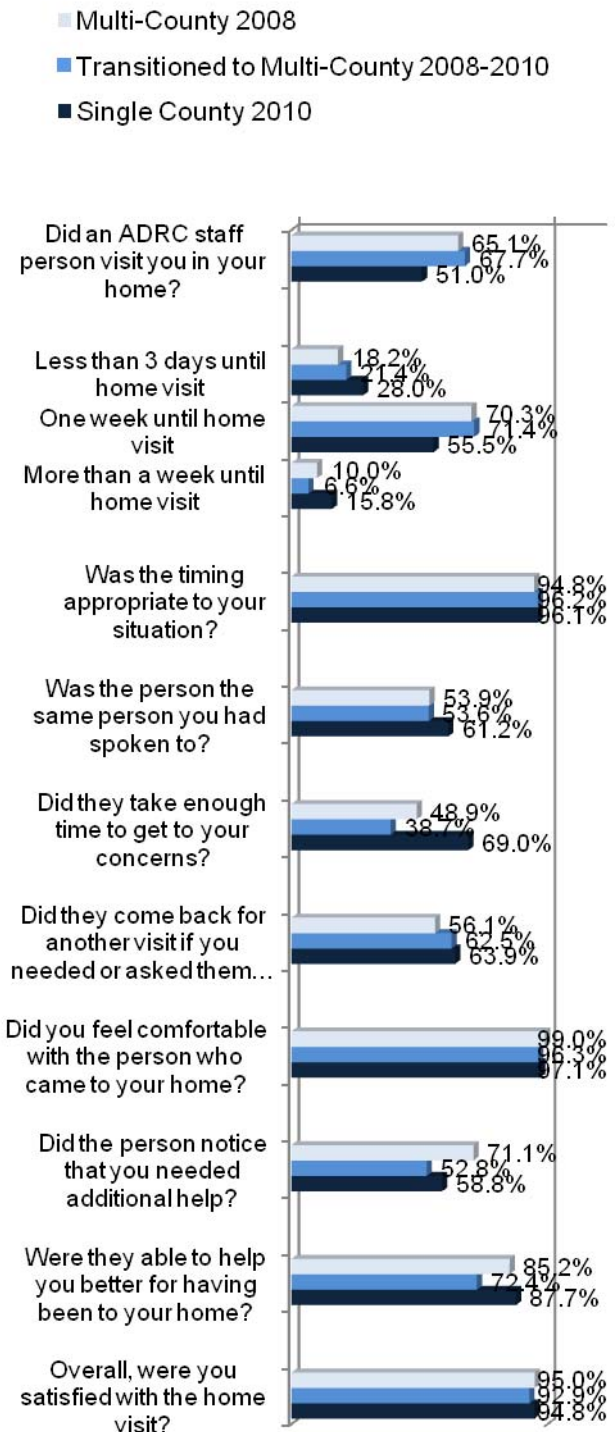
Customers at single-county ADRCs were more likely to report that the visit took place either very quickly (in less than 3 days) or after more than a week. Customers at transitional or multi-county ADRCs were more likely to report that the visit took about 1 week.

The vast majority of customers at all types of Resource Centers found the timing to be appropriate to their situation.

A somewhat higher percentage of customers at single county ADRCs (61.2%) said they had initially spoken to the same person who came to their home. Overall however, when non-home visit customers are included, customers at single county ADRCs are more likely to report having a single point of contact.

Customers at transitional ADRCs were significantly less likely to report that the person took enough time to get to their concerns. Although a significantly higher percentage at multi-county ADRCs said the person took enough time, this item was rated most favorably by customers at single-county ADRCs. In addition, customers at transitional ADRCs were least likely to report that the staff person was better able to help for having been in their home (72.4% vs. 85.2% and 87.7%).

Multi-county ADRC customers were significantly more likely to have additional needs noticed by the staff person (71.1% vs. 52.8% and 58.8%).

Legend:
- Multi-County 2008
- Transitioned to Multi-County 2008-2010
- Single County 2010

Did an ADRC staff person visit you in your home? — 65.1%, 67.7%, 51.0%

Less than 3 days until home visit — 18.2%, 21.4%, 28.0%
One week until home visit — 70.3%, 71.4%, 55.5%
More than a week until home visit — 10.0%, 6.6%, 15.8%

Was the timing appropriate to your situation? — 94.8%, 96.1%, 96.1%

Was the person the same person you had spoken to? — 53.9%, 53.6%, 61.2%

Did they take enough time to get to your concerns? — 48.9%, 38.7%, 69.0%

Did they come back for another visit if you needed or asked them... — 56.1%, 62.5%, 63.9%

Did you feel comfortable with the person who came to your home? — 99.0%, 96.3%, 97.1%

Did the person notice that you needed additional help? — 71.1%, 52.8%, 58.8%

Were they able to help you better for having been to your home? — 85.2%, 72.4%, 87.7%

Overall, were you satisfied with the home visit? — 95.0%, 92.9%, 94.8%

STAFF TRAINING

Multi-county ADRCs have the benefit of being able to coordinate staff training for a larger group of staff; optimally this will improve cost-effectiveness, the quality of training and the knowledge and skill levels of staff.

The chart to the right compares staff characteristics relevant to training and staff expertise between participating multi-county, transitional and single-county ADRCs.

Customers of single-county ADRCs were significantly more likely to report that they were overwhelmed with too much information (this variable has been reversed coded.)

Respondents at transitional and multi-county ADRCs were more likely to report the staff person was knowledgeable about a wide range of services, although only the distinction between transitional and single-county is statistically significant.

Staff at multi-county and transitional ADRCs were significantly more likely to be perceived by their customers as able to adapt services to fit their specific needs.

Respondents at transitional ADRCs were more likely to report that the staff person went above and beyond his or her job.

In terms of the helpfulness of the ADRC overall, there were no significant differences between the types of ADRC organization. (Note that helpfulness was measured on a scale of 1 to 3, and therefore the averages appear to be numerically smaller relative to the other variables on the chart.)
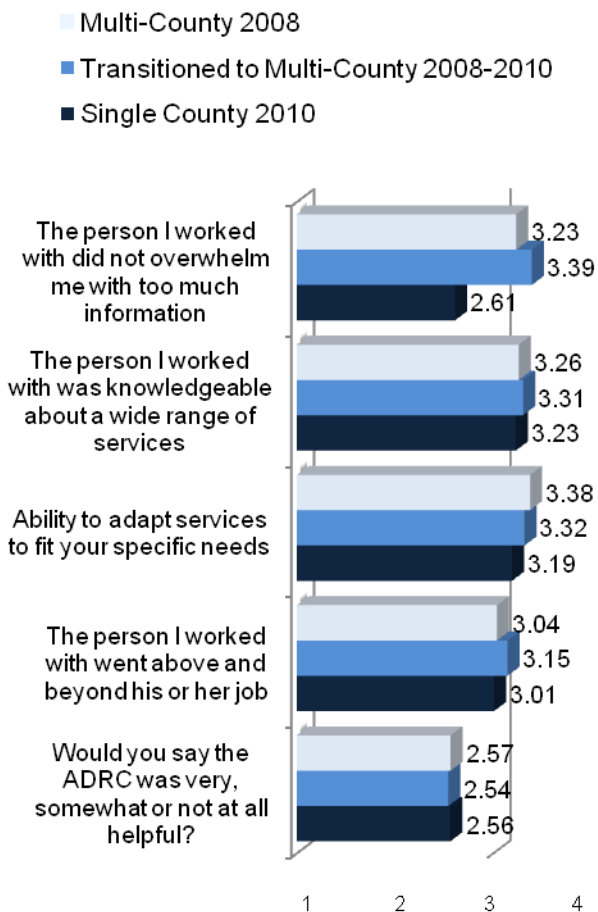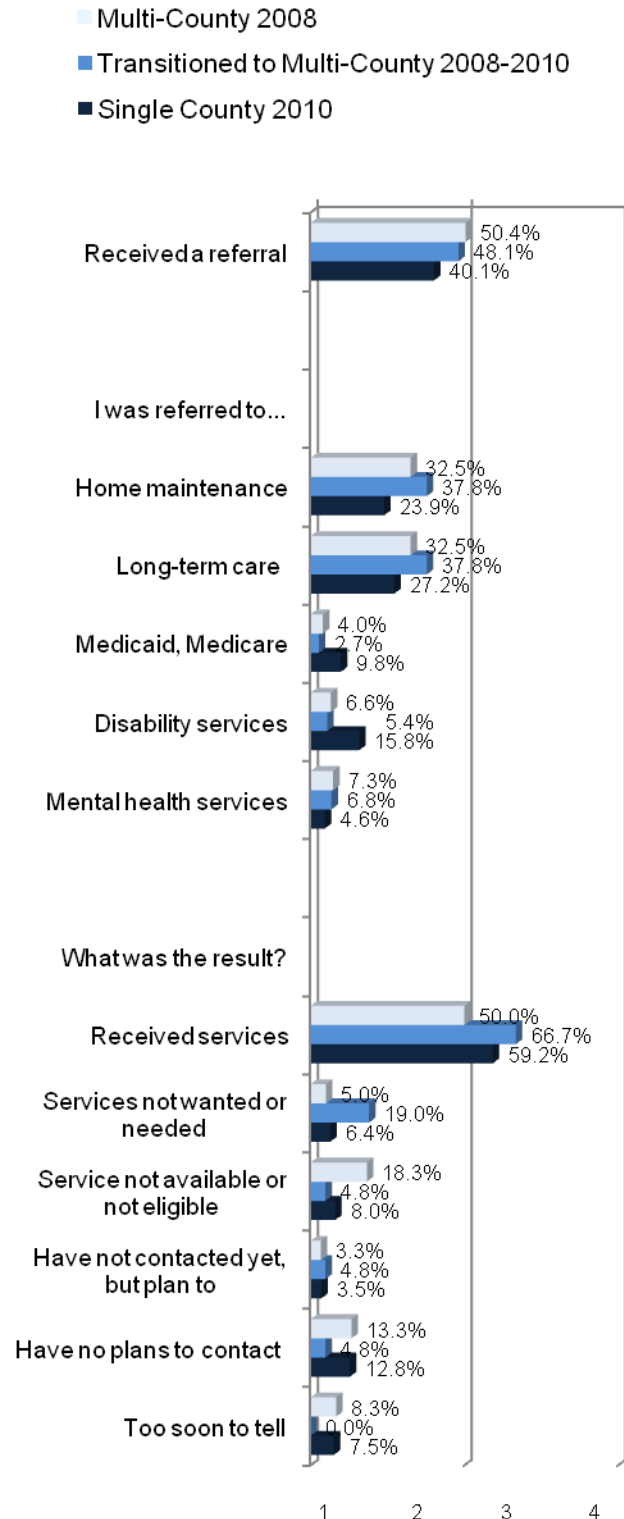
Data regarding the utility of referrals was used to examine the effect of multi-county ADRCs' enhanced coordination with regional managed care organizations. 2010 data were used, excluding 2008 data, in order to avoid the possibly confounding effects of changes in wording and methodology between the two survey administrations.

A higher percentage of customers reported receiving referrals at multi-county and transitional ADRCs 50.4% and 48.1% vs. 40.1%).

Although the distribution of agencies to which customers were referred is similar across ADRC organizational types, the single-county ADRCs appeared to have a wider range of referrals and a somewhat smaller percentage of home maintenance services and long-term care referrals.

A somewhat smaller percentage of customers at transitional and multi-county ADRCs received services. A greater percentage of multi-county ADRCs reported that services were not available or that they were not eligible (18.3% vs. 4.8% and 8.0%). The small sample size, particularly of the transitional ADRC's referrals however (n=19), calls for caution in interpreting this result.

Legend:
- Multi-County 2008
- Transitioned to Multi-County 2008-2010
- Single County 2010

Received a referral
- 50.4%
- 48.1%
- 40.1%

I was referred to...

Home maintenance
- 32.5%
- 37.8%
- 23.9%

Long-term care
- 32.5%
- 37.8%
- 27.2%

Medicaid, Medicare
- 4.0%
- 2.7%
- 9.8%

Disability services
- 6.6%
- 5.4%
- 15.8%

Mental health services
- 7.3%
- 6.8%
- 4.6%

What was the result?

Received services
- 50.0%
- 66.7%
- 59.2%

Services not wanted or needed
- 5.0%
- 19.0%
- 6.4%

Service not available or not eligible
- 18.3%
- 4.8%
- 8.0%

Have not contacted yet, but plan to
- 3.3%
- 4.8%
- 3.5%

Have no plans to contact
- 13.3%
- 4.8%
- 12.8%

Too soon to tell
- 8.3%
- 0.0%
- 7.5%

1   2   3   4

COMPARISONS TO THE 2008 SURVEY

This section focuses on changes in customer satisfaction from 2008 to 2010. The number of participating ADRCs doubled between 2008 and 2010. This is indicative of a statewide expansion effort that brought up 15 new ADRCs in the two year timeframe between surveys. In addition, several ADRCs merged with other counties to become multi-county ADRCs between 2008 and 2010, including Barron, Green, Jackson, La Crosse and Richland. In order to compare "apples to apples" the results presented in this section are for those ADRCs that participated in both surveys only. Those ADRCs that merged into multi-counties are also excluded from the comparisons section.

Note that due to the exclusion of ADRCs that did not participate in the 2010 survey and those that were merged into multi-county ADRCs, the averages presented in this section for comparison purposes do not represent the totals for 2008 and 2010 presented in this report or the 2008 Summary Report.

Several of the variables used to construct the domains were revised between 2008 and 2010 with rewording, the addition of new questions and the change in measurement from several dichotomous variables to 4-point measures. The domains discussed in this section use the 2008 definitions, calculating equivalent scores for the 2010 survey using the previous definitions.

CUSTOMER SATISFACTION OUTCOMES
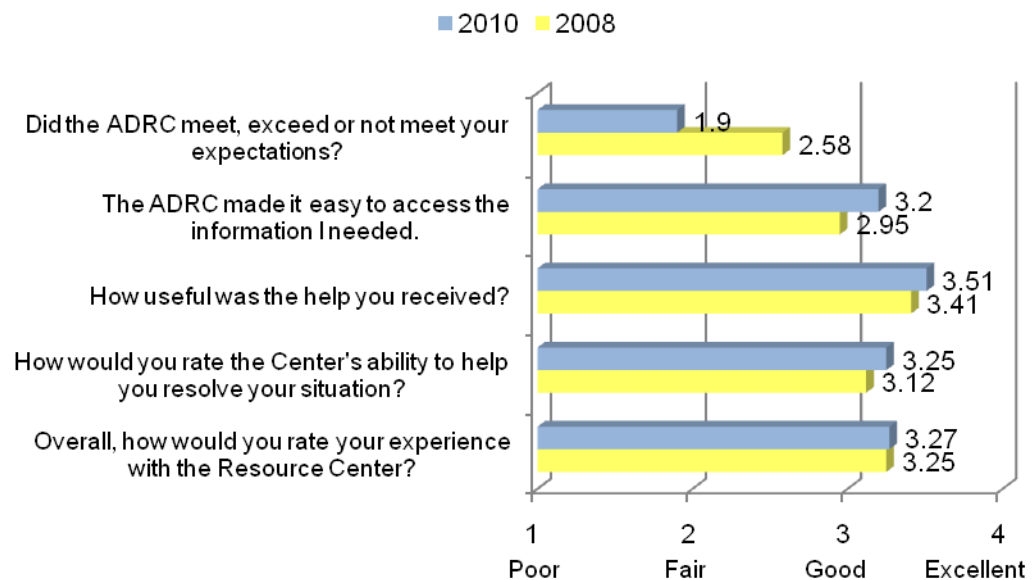
Note: "Met expectations" was measured on a scale of 1 to 3 and therefore the average is lower than the other measures.

Scores increased or remained consistent on every customer satisfaction outcome measure with the exception of meeting consumer expectations, which decreased significantly. Customer ratings of the participating Wisconsin ADRCs' ability to help resolve the situation increased by .13, usefulness of the help received by .10 and ease of access by .07.

The measures that improved are pragmatic measures that address the core competencies of the ADRC – to offer easy access to useful information that helps resolve the customer's situation. The overall customer experience, for which ratings were unchanged, is a broader measure that includes a subjective assessment of the quality of the experience. The expectations measure, similarly, focuses on customers' thoughts, hopes and preconceptions. This measure declined significantly.

The chart on the right shows the distribution of responses regarding expectations. The percentage of respondents who said the ADRC did not meet their expectations almost tripled, and the preponderance of responses shifted from 'exceeded' in 2008 to' met' in 2010. This question is different from the other customer satisfaction measures in that it is asked relative to customer expectations. If they had not heard about the ADRC previous to this visit, expectations would be low. If however, they heard a glowing report from a neighbor, relative, friend or advisor, expectations may be higher. In general, we might anticipate that as an ADRC becomes more established in the community, expectations would rise.
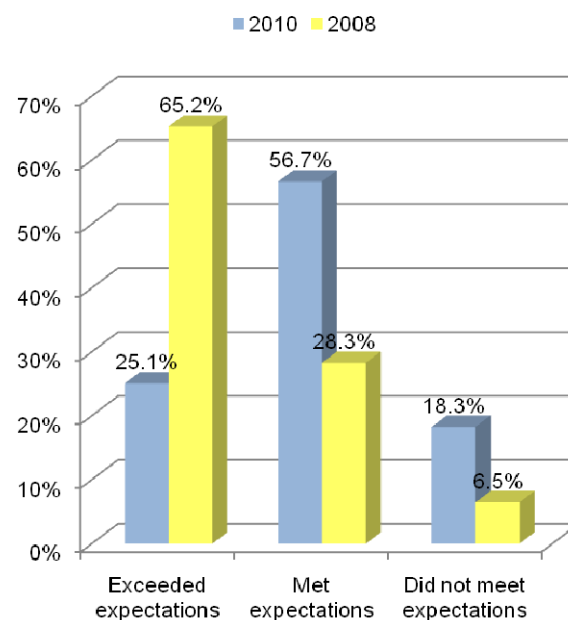
Among the challenges faced by a new ADRC, becoming known in the community is an important one. The early consumers may be surprised at the help which offered and the existence of these services in themselves may exceed their expectations. As potential consumers become increasingly aware of the services and approach the ADRC with expectations in mind, it may become more difficult to exceed the newly established expectations.

DOMAIN RATINGS

The measurement of variables and the calculation of the domain scores were refined between 2008 and 2010. Several variables which were originally measured using yes/no type questions were changed to 4-point agree-disagree scales. Some of the original questions were dropped, others added to expand on questions raised by the previous research. For example, a section was

added with 4 new questions regarding respondent privacy both in the office and over the phone. The additional 2010 data provided increased statistical power as well, and although a factor analysis produced comparable domains to 2008, the domain of accessibility 'broke' into 2 parts, Accessibility and the "Culture of Hospitality."

The changes in the 2008 and 2010 survey instruments resulted in an improved, more accurately representative analysis, however they also muddied the comparison between domains of 2008 and 2010. For the purpose of making accurate comparisons, the domain measures presented in this section were recalculated to exclude any questions:

- that included a change in scale (e.g. yes/no to 4-point agreement)
- for which the wording was changed substantially
- that were not included in *both* 2008 and 2010

As a result of these exclusions, the domain scores shown in this section do not equal those shown elsewhere in this report. These results are calculated and presented for the purpose of providing a comparison to the domain scores of 2008. The domains that are calculated for comparison are marked by an asterisk*, e.g., Personalization*.

The changes to the domains include:

Domain	Indicators and Changes from 2010 Domain Measures
Personalization *	The person I worked with… … Addressed my special circumstances and needs. … Considered my opinions, likes and dislikes before recommending services or programs. … Considered my family and their needs. Removed: … Helped me understand the cost of different alternatives. … Followed up to see how I was doing
Accessibility	Convenient Location The accessibility of the office and facilities Hours Open (Office hours) Parking Ease of finding the phone number Hours someone is available
Culture of Hospitality	Domain Removed (all variables new or reworded).
Knowledge	The person I worked with… … Was knowledgeable about a wide range of services The ADRC made it easy to access the information I needed. Removed: … <Did not> overwhelm me with too much information

Domain	Indicators and Changes from 2010 Domain Measures
Guidance	Helped me to evaluate the choices available.
	Went above and beyond his or her job.
	Explained each step clearly.
	Helped with the paperwork, if I needed it.
	Helped connect me with the services I needed.
	Helped to navigate the system.
Empowerment	The person I worked with…
	… Was <not> hard to get a hold of.
	… (Did not) try to talk me into things I did not want.
	… Listened to me carefully.
	Removed:
	… Helped me weigh the pros and cons of each choice.
	… Helped connect me with the services I needed.
	… Helped me evaluate the choices available to me.

RECALCULATED DOMAIN MEANS

Recalculated domain ratings for Knowledge*, Guidance* and Empowerment* increased between 2008 and 2010, whereas the Empowerment domain decreased. There was no statistically significant difference in Accessibility*.

Legend: ■ 2010 ■ 2008

- Personalization*: 3.22 (2010), 3.06 (2008)
- Accessibility*: 3.17 (2010), 3.14 (2008)
- Knowledge*: 3.27 (2010), 3.18 (2008)
- Guidance*: 3.31 (2010), 3.20 (2008)
- Empowerment*: 3.20 (2010), 3.57 (2008)
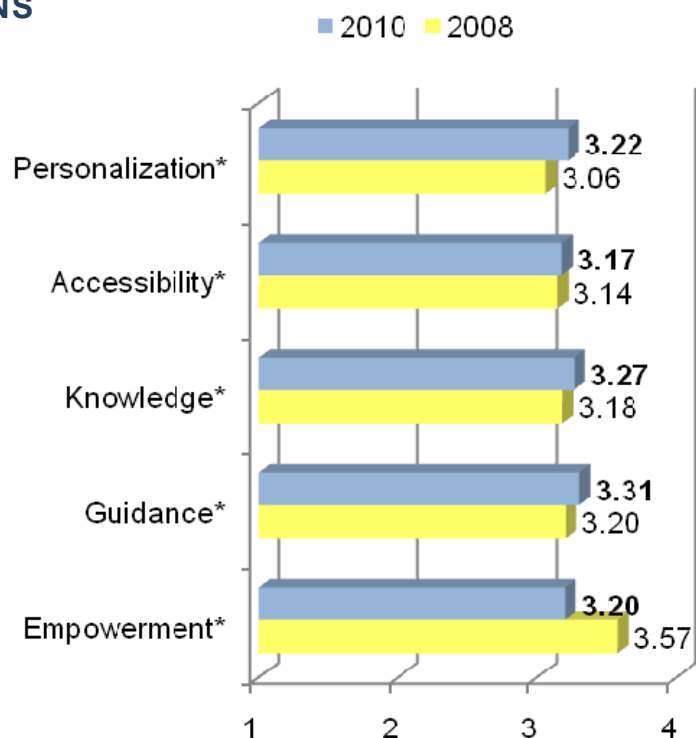
PERSONALIZATION*

The Personalization* domain increased significantly, and ratings on every question comprising the Personalization* domain increased. Survey respondents rated the person they worked with higher in 2010 than in 2008 on considering their family and their needs, considering likes and dislikes before making recommendations and addressing special circumstances and needs (increases of =.15, .16 and .28, respectively).
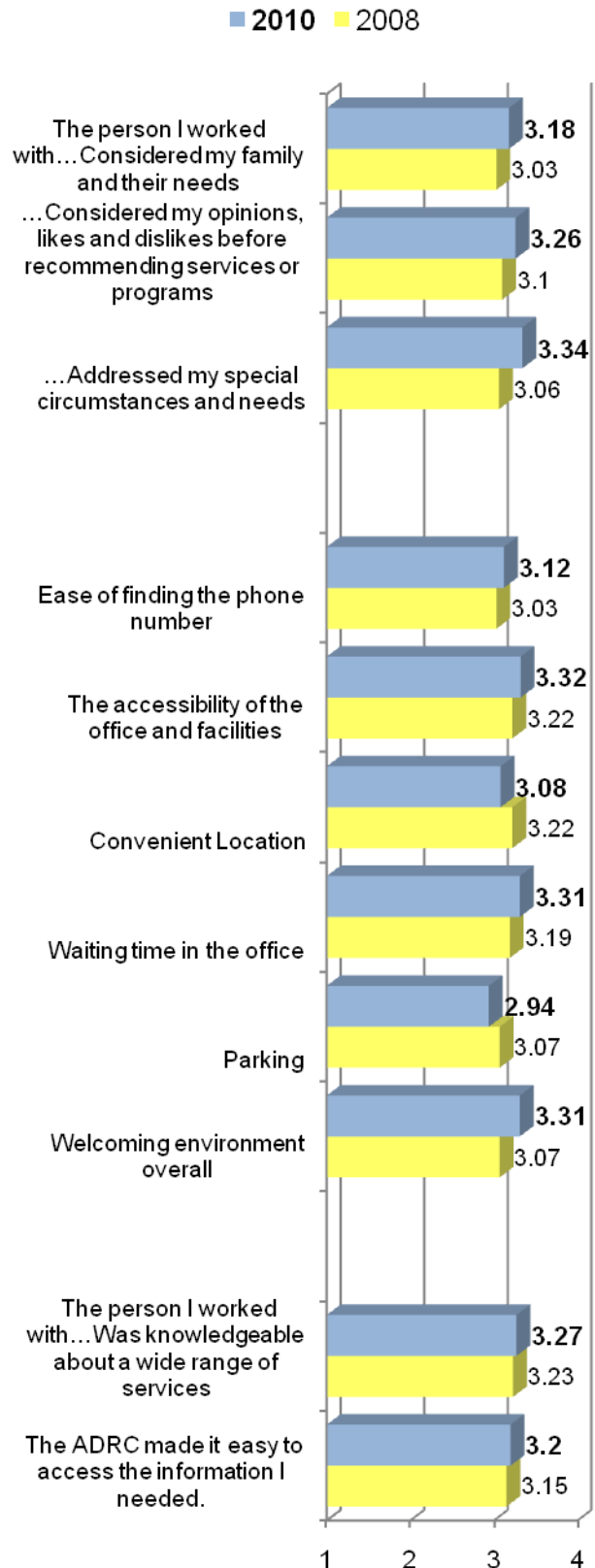
ACCESSIBILITY*

Although there was no significant change in Accessibility* overall, several variables within the domain changed significantly. The participating ADRCs' ratings improved significantly with regard to waiting time in the office (increase of .12) and ease of finding the phone number (increase of .09). Parking and convenient location (decreases of .13 and .14, respectively) were each rated less favorably in 2010.

KNOWLEDGE*

The greatest increase in the Knowledge* domain was in making it easy to access the needed information (increase of .05).

Note that because the number of respondents answering each question varies, the average of the two variables results in a wider difference between years than is apparent in the individual variables.

Legend: ■ 2010 ■ 2008

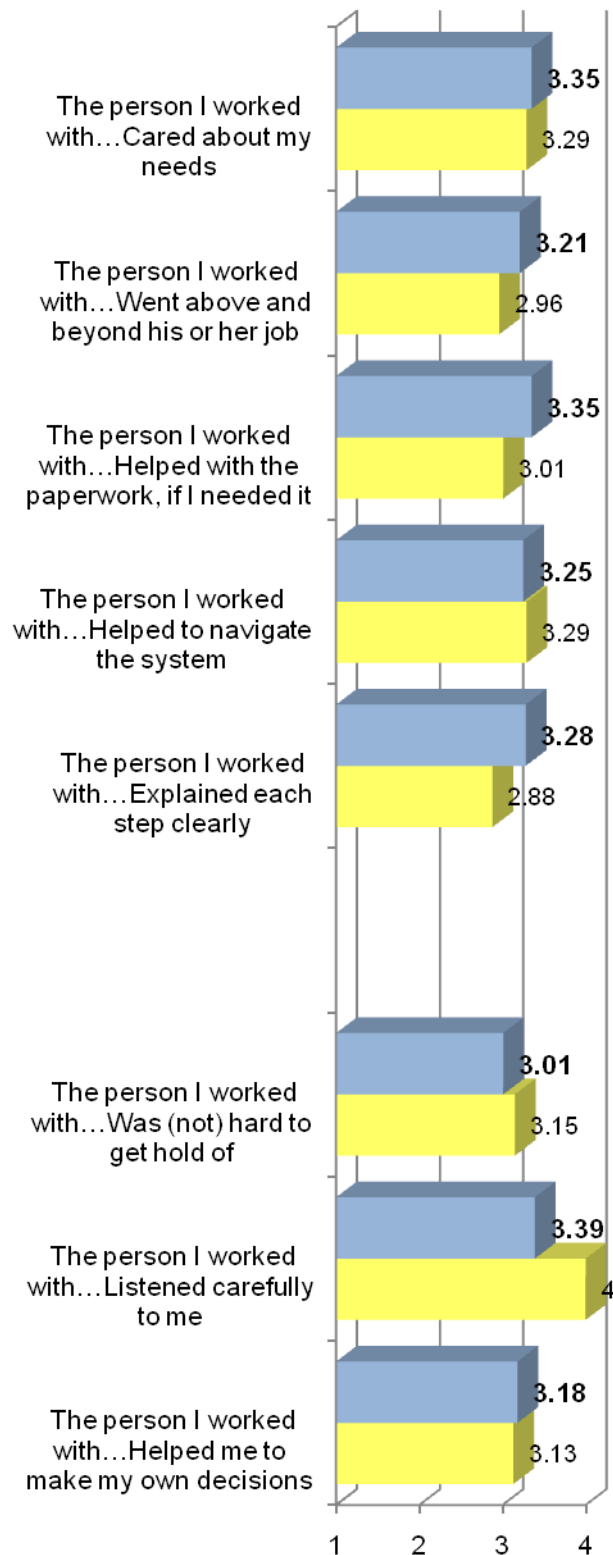| Question	2010	2008
The person I worked with…Considered my family and their needs	3.18	3.03
…Considered my opinions, likes and dislikes before recommending services or programs	3.26	3.1
…Addressed my special circumstances and needs	3.34	3.06
Ease of finding the phone number	3.12	3.03
The accessibility of the office and facilities	3.32	3.22
Convenient Location	3.08	3.22
Waiting time in the office	3.31	3.19
Parking	2.94	3.07
Welcoming environment overall	3.31	3.07
The person I worked with…Was knowledgeable about a wide range of services	3.27	3.23
The ADRC made it easy to access the information I needed.	3.2	3.15

GUIDANCE*

Several elements of the Guidance* domain received significantly higher ratings in 2010. Respondents rated the person they worked with more favorably on explaining each step clearly (increase of .4), helping with the paperwork (.34) and going above and beyond his or her job (.25).

Helping to navigate the system and caring about the respondents' needs were each unchanged.

EMPOWERMENT*

The greatest decline in ratings among questions comprising the Empowerment* domain was attributable to the questionnaire item 'The person I worked with listened carefully to me.' In 2008 the vast majority of respondents described this characteristic as 'excellent', whereas in 2010, a wider range of responses was received.

Respondents' ratings of the specialist being 'not hard to get a hold of' also declined. This item was worded 'was hard to get a hold of' in the questionnaire and reverse-coded to maintain consistency (higher score represents better customer service).

The person I worked with…Cared about my needs — 3.35 (2010), 3.29 (2008)

The person I worked with…Went above and beyond his or her job — 3.21 (2010), 2.96 (2008)

The person I worked with…Helped with the paperwork, if I needed it — 3.35 (2010), 3.01 (2008)

The person I worked with…Helped to navigate the system — 3.25 (2010), 3.29 (2008)

The person I worked with…Explained each step clearly — 3.28 (2010), 2.88 (2008)

The person I worked with…Was (not) hard to get hold of — 3.01 (2010), 3.15 (2008)

The person I worked with…Listened carefully to me — 3.39 (2010), 4 (2008)
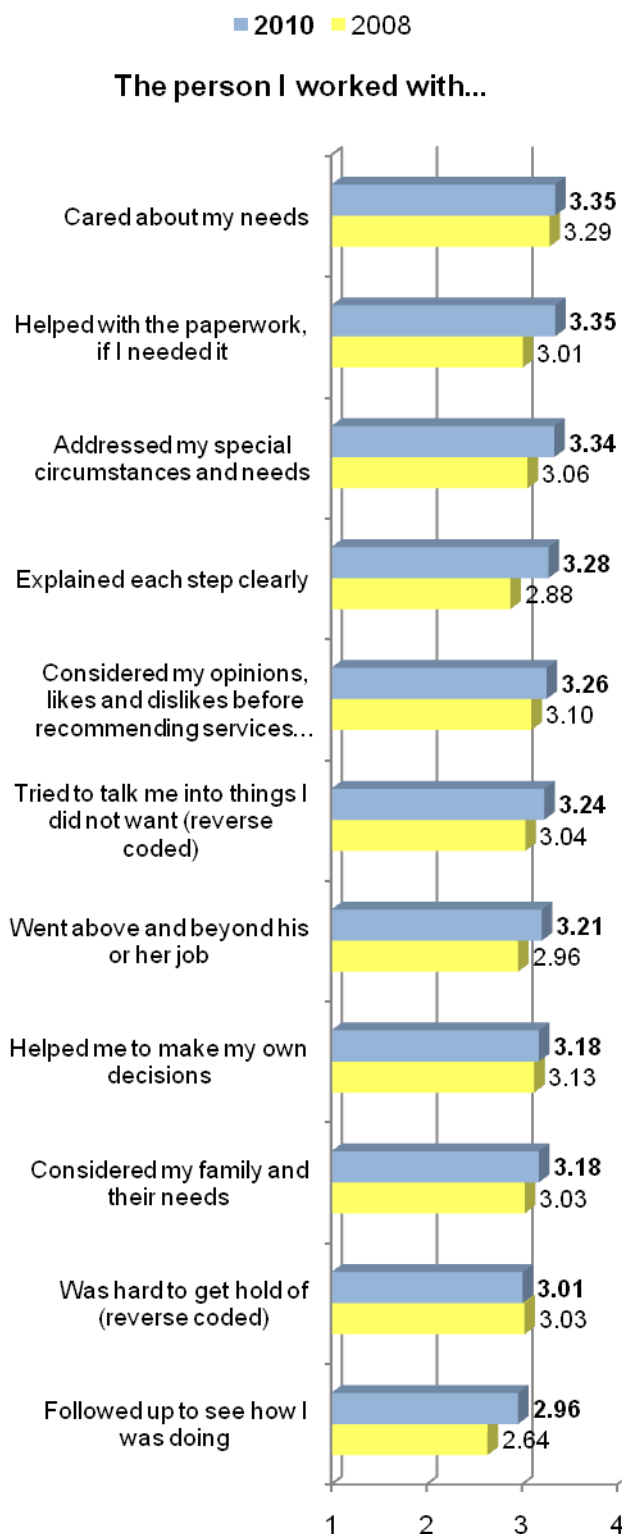
The person I worked with…Helped me to make my own decisions — 3.18 (2010), 3.13 (2008)

I&A and Options Counseling specialists at the participating ADRCs received significantly higher ratings in 2010 on most measures, including:

- Explained each step clearly (increase of 0.4)
- Helped with the paperwork, if I needed it (increase of 0.34)
- Followed up to see how I was doing (increase of 0.32)
- Addressed my special circumstances and needs (increase of 0.28)
- Went above and beyond his or her job (increase of 0.25)
- Tried to talk me into things I did not want (increase of reverse coded) (increase of 0.20)
- Considered my opinions, likes and dislikes before recommending services or programs (increase of 0.16)
- Considered my family and their needs (increase of 0.15)

Caring about my needs, helping to make my own decisions, and not being hard to get a hold of remained relatively unchanged.

2010 **2008**

The person I worked with...

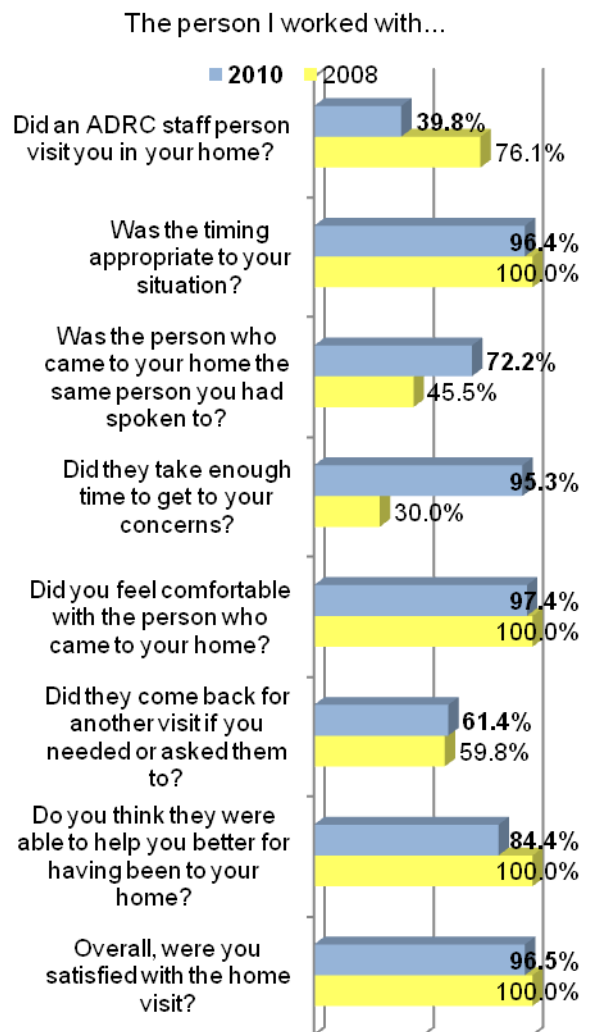| Measure	2010	2008
Cared about my needs	3.35	3.29
Helped with the paperwork, if I needed it	3.35	3.01
Addressed my special circumstances and needs	3.34	3.06
Explained each step clearly	3.28	2.88
Considered my opinions, likes and dislikes before recommending services...	3.26	3.10
Tried to talk me into things I did not want (reverse coded)	3.24	3.04
Went above and beyond his or her job	3.21	2.96
Helped me to make my own decisions	3.18	3.13
Considered my family and their needs	3.18	3.03
Was hard to get hold of (reverse coded)	3.01	3.03
Followed up to see how I was doing	2.96	2.64

HOME VISITS

The person I worked with...

Among customers of the ADRCs participating in both surveys, a higher percentage had home visits in 2008. Methodological changes during the administration of the 2008 survey (an early attempt was made to screen customers that made a single call with no further contact) may explain this difference.

The continuity of staff arranging and conducting home visits improved between 2008 and 2010, from 45.5% to 72.2%. Customer perceptions that the staff person took enough time to get to their concerns also improved.

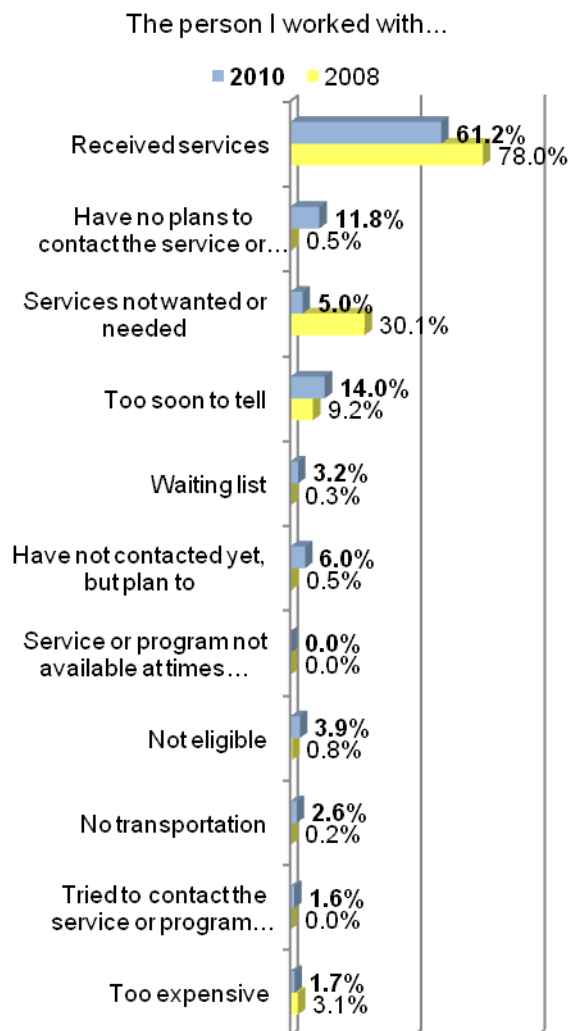Other items regarding the home visit were similar for both the 2008 and 2010 surveys.

Question	2010	2008
Did an ADRC staff person visit you in your home?	39.8%	76.1%
Was the timing appropriate to your situation?	96.4%	100.0%
Was the person who came to your home the same person you had spoken to?	72.2%	45.5%
Did they take enough time to get to your concerns?	95.3%	30.0%
Did you feel comfortable with the person who came to your home?	97.4%	100.0%
Did they come back for another visit if you needed or asked them to?	61.4%	59.8%
Do you think they were able to help you better for having been to your home?	84.4%	100.0%
Overall, were you satisfied with the home visit?	96.5%	100.0%

Over half of the customers of participating ADRCs received a referral in 2008, compared with a smaller percentage in 2010 (60.5% vs. 32.3%). This may be attributable to a methodological change in the recording of referrals. In 2008 respondents were asked for the specific agency and then prompted for other referrals. Respondents were asked an additional series, which included the question "what was the result of the referral?" for each referral they named. Due to the multiple response format of the 2008 wording, 2008 results do not total 100%.

In 2010, to shorten the questionnaire, the instrument was changed to provide a more simple approach asking if the customer received a referral as a yes or no question. In cases where multiple referrals were made, the respondent was asked to choose the one they would like to discuss.

The majority in 2010 (61.2%) received services, compared with 78.0% in 2008. Note that this excludes ADRCs that transitioned to multi-county between 2008 and 2010, as well as those that participated in the 2010 survey only. In 2008 however, a large percentage of respondents (30.1%) said that the services were not wanted or needed for at least 1 referral they received.

Due to the methodological differences in wording and format of the questions regarding referrals, comparisons over time are subject to interpretation. Future surveys using the approach utilized in 2010 will help to provide tracking on topics of referral rates and utility.

The person I worked with...

■ 2010 □ 2008

The person I worked with...	2010	2008
Received services	61.2%	78.0%
Have no plans to contact the service or...	11.8%	0.5%
Services not wanted or needed	5.0%	30.1%
Too soon to tell	14.0%	9.2%
Waiting list	3.2%	0.3%
Have not contacted yet, but plan to	6.0%	0.5%
Service or program not available at times...	0.0%	0.0%
Not eligible	3.9%	0.8%
No transportation	2.6%	0.2%
Tried to contact the service or program...	1.6%	0.0%
Too expensive	1.7%	3.1%

CHANGING EXPECTATIONS AND CUSTOMER SATISFACTION

Of the 18 ADRCs that participated in both the 2008 and 2010 surveys (whether as single or multi-county), most experienced an increase in the level of overall satisfaction and a decrease in the level of performance relative to expectation, as measured by the question 'did the ADRC exceed, meet or not meet your expectations?".

A measure of the gap in expectations was developed by comparing the results of whether or not an ADRC met expectations with consumer perceptions of their overall experience at the ADRC. Data were standardized to enable statistical comparisons because 'expectations' was measured on a 3-point scale whereas other outcomes were measured with 4-point scales. A ratio was then computed by dividing expectation by experience. This expectations ratio represents the balance between expectations and experience[1].

1. A ratio greater than 1.0 indicates that the experience outperformed the expectation. In other words, a consumer had a highly satisfactory experience that did not meet or merely 'met' expectations.
2. An expectations ratio of 1.0 indicates that consumer perceptions of their experience relative to expectation were approximately equal to their perception of the experience itself.
3. A ratio less than 1.0 indicates that a less than excellent experience was thought to meet or exceed expectations.

Expectations are the standard against which service qualities are measured. Some sources of customer expectations are beyond the control of the ADRC or the state. These include word of mouth, previous experience and individual customer needs. Other sources of expectation may be generated by the ADRC itself, such as advertising and outreach efforts.

There are many good reasons for expectations to vary independently of experience. State and federal resources vary with regard to the services available to particular groups. ADRCs are only able to offer information and assistance services if sufficient resources exist. Expectations, like available services, may vary by type of need.

The following table shows the main issue that brought customers to the ADRC in 2010. For each issue, the average result for expectations being unmet, met or exceeded is shown, in addition to the same average normalized to a 4-point scale, the average result for satisfaction with the overall experience, and the ratio of expectation to experience. The list is sorted by ratio,

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[1] This method is adapted from the SERVQUAL measure presented in Zeithaml, Parasuraman & Berry, "Delivering Quality Service; Balancing Customer Perceptions and Expectations," Free Press, 1990.

so that the first issues that appear on the list (Volunteer, Nutrition, etc.) are those with the lowest ratios. These are the issues for which the gap between expectations relative to overall experience are closely aligned.   Those issues with the highest ratios (financial assistance, home maintenance and abuse or neglect) are most likely to have a satisfactory experience that does not meet or exceed expectations.   A customer who comes to an ADRC for help with home maintenance, financial assistance, alcohol and other drug abuse services, mental health or disability services is more likely to have unmet expectations than a customer who comes for issues related to nutrition (home delivered meals or counseling), vocational rehabilitation services, legal issues or long-term care, nursing home or assisted living facilities.

MAIN ISSUE	MEAN EXPECTATION	EXPECTATION (ADJUSTED)	SATISFACTION	RATIO
Nutrition	2.25	3.00	3.35	1.114
Employment, training and vocational rehabilitation	2.08	2.77	3.13	1.132
Legal issues	1.99	2.66	3.02	1.138
Long term care, nursing home or assisted living facility	2.16	2.88	3.31	1.148
Transportation	2.11	2.81	3.23	1.149
Help with in-home care or services	2.04	2.72	3.16	1.163
Insurance Issues	2.08	2.77	3.24	1.170
Health condition, chronic disease	2.10	2.80	3.30	1.178
Disability services	2.03	2.71	3.19	1.179
Mental health	2.16	2.88	3.42	1.184
Alcohol and other drug abuse services and supports	2.34	3.12	3.71	1.191
Financial assistance	2.00	2.67	3.20	1.199
Home maintenance	1.95	2.61	3.28	1.258

The following chart shows a graphic representation of the information presented in the table.
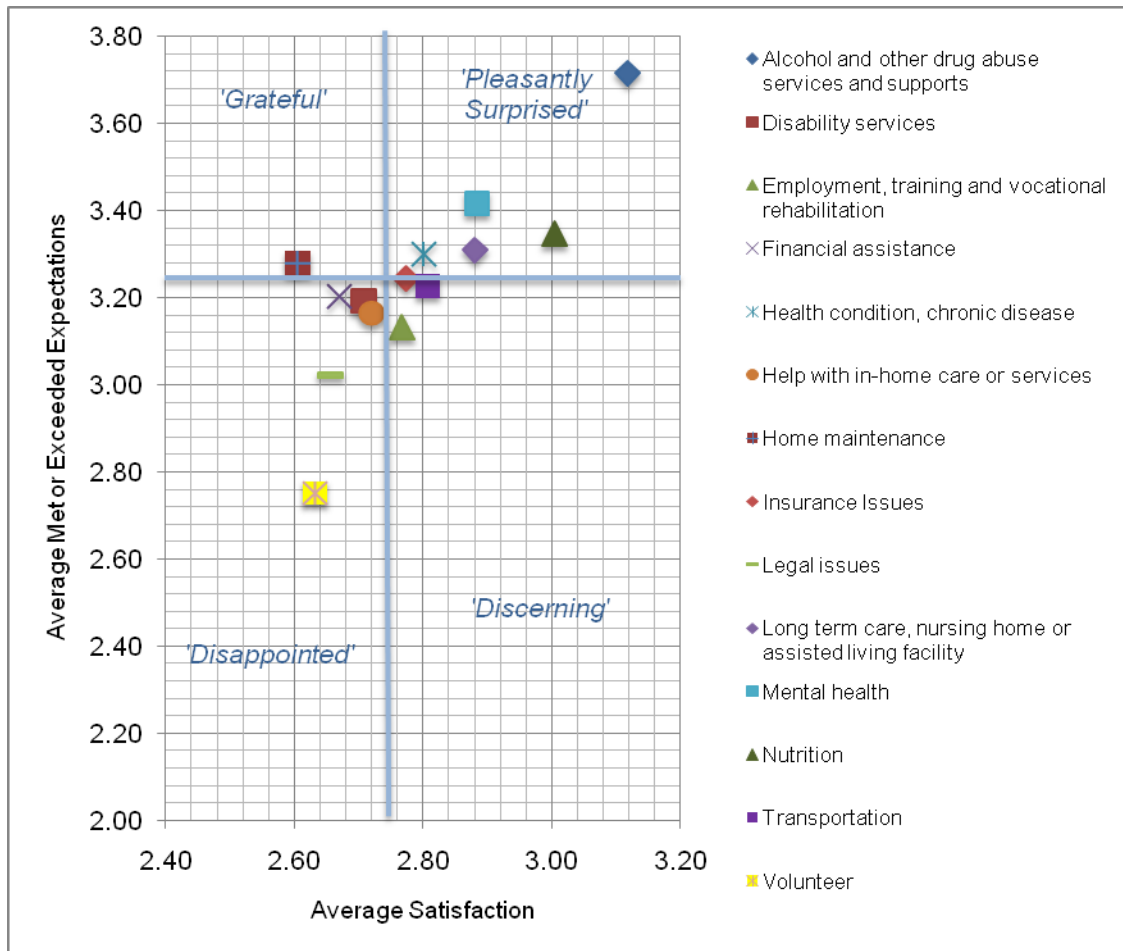
In the chart above, the upper right quadrant shows the 'main issue' for which customers rate the ADRC highly in terms of both their overall satisfaction and the ADRCs ability to meet or exceed expectations. Customers who contact the ADRC for the main issue of alcohol and other drug abuse services, for example, were highly satisfied with the ADRC services and the services met or exceeded their expectations. The customers who present the main issues in this quadrant might be termed 'pleasantly surprised'.

The lower left quadrant shows customers' main issues for which customers were less satisfied with the overall ADRC experience and reported that the ADRC did not meet or exceed their expectations. The main issues listed in this quadrant are subject to customer disappointment, and thus, this quadrant is categorized as 'disappointed'. These issues include those related to volunteering, legal assistance, in-home care, disability services and financial assistance.

Customers whose main issue was related to home maintenance reported that the ADRC met or exceeded their expectations despite relatively low levels of satisfaction. Although the survey did not measure expectations directly, it is likely that these customers initially had low expectations which were easily met or exceeded. The upper left quadrant is categorized as

'grateful'.

The lower right quadrant includes those main issues for which customers were highly satisfied with the services provided by the ADRC but rated the ADRC's ability to meet or exceed their expectations as below average. This quadrant might be termed the 'discerning quadrant'. Issues in this quadrant, include services related to nutrition, transportation and insurance.

Customers with a physical disability or mental illness other than Alzheimer's or dementia are most likely to have unmet expectations relative to their satisfaction with their overall experience with the ADRC. These two groups also rate the ADRC's ability to meet or exceed their expectations (regardless of satisfaction) significantly lower than the other groups.

WHICH OF THE FOLLOWING APPLY?	MEAN EXPECTATION	EXPECTATION (ADJUSTED)	SATISFACTION	RATIO
Have a developmental disability	2.07	2.76	3.16	1.145
Have a concern regarding alcohol or other drug dependency	2.15	2.86	3.34	1.167
Have Alzheimer's disease or other dementia	2.08	2.78	3.26	1.173
60 years of age or older	2.08	2.77	3.26	1.175
Have a mental illness other than Alzheimer's or dementia	1.98	2.64	3.11	1.178
Have a physical disability	2.02	2.70	3.18	1.178

The range of the ratios is much smaller in this table, revealing a smaller difference in expectation relative to experience between the conditions affecting customers than the main issue that brought them to the ADRC.

A substantial portion of the ADRCs' customers hear about the ADRC services through word of mouth (38.4% overall). It is likely that this method of outreach will raise expectations over time. As one person hears of another's success story and approaches the ADRC for help, their expectations may be generally higher. Thus, as an ADRC becomes more established in a community and is better known for its successes, we may anticipate that the expectations ratio will increase. In other words, given consistent or improved customer experience, the ratio of experience to expectation will increase. Greater expectations will result in a diminished quality of experience.

The chart to the right shows the expectations ratios for the ADRCs that participated in both the 2008 and 2010 surveys. Those ADRCs that were consolidated into multi-county ADRCs are included in this graphic.
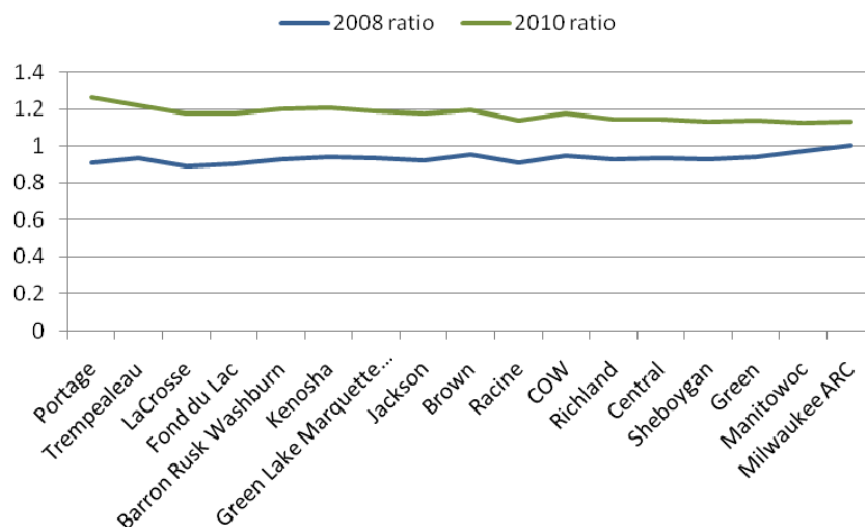
Every participating Resource Center appears to have experienced an increase in its expectations ratio. Although the

measure of expectation used for this exercise is not perfect, it appears that a higher level of satisfaction is required of an ADRC over time, as expectations become established or increase. Future tracking studies may further refine this measure by using an assessment of expectations that is independent of experience.

Among ADRCs that participated in the 2008 and 2010 surveys (excluding those that transitioned to multi-county during that period), the percentage of customers who received a home visit declined from 76.0% in 2008 to 44.5% in 2010. Home visits are also significantly associated with exceeding expectations. As shown below, 28.9% of those who received a home visit (2010 only) reported that the ADRC exceeded expectations, compared with 22.3% of those who did not receive a home visit. Thus, an increase in the percentage of customers who receive home visits may also be an effective means of addressing the challenge of consumer expectations.
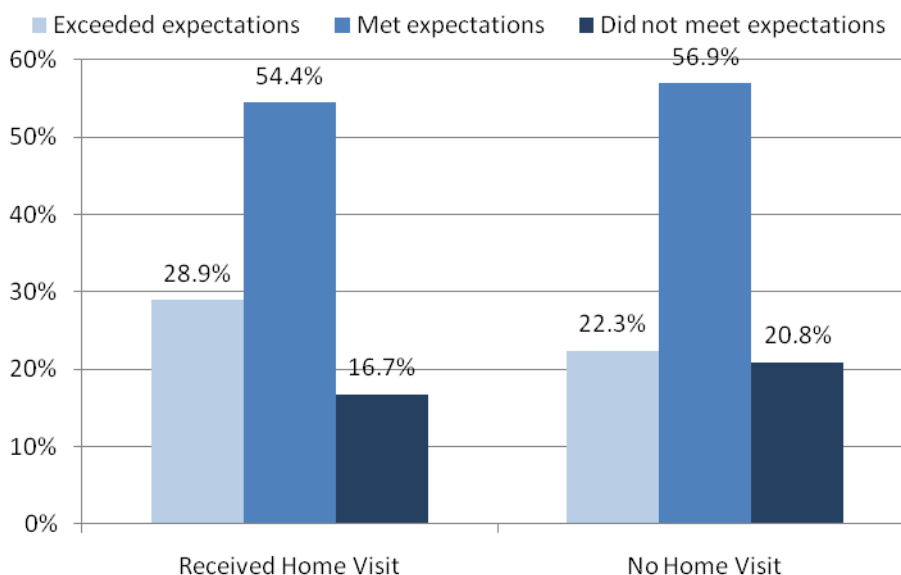
Wisconsin Department of Health Services

Customer Satisfaction Survey 2010

Note: This version includes questions that were cut for time considerations, but for which some partial data were collected.

Q1. How did you first learn about the Aging and Disability Resource Center?
1) Recommendation/Word of Mouth
2) Hospital/Clinic/Doctor
3) Nursing Home/Assisted Living
4) Phone Book
5) Brochure/Flyer
6) Referral from other agency
7) Through work
8) Internet / Website
9) Media/Newspaper/TV/Radio
10) Other _____

Q2. Did you contact the ADRC on behalf of:
1) Self
2) Parent
3) Child
4) Other relative
5) Friend
6) Neighbor
7) Client/Patient
8) Other _____

<PROGRAMMING NOTE: IF OTHER THAN SELF (Q2≠1), CHANGE "YOU" TO "THE PERSON YOU WERE HELPING" WHERE NOTED >

Q3. **<If (Q2≠1)>** Are you the primary person who gives care to this person? (If needed, do you help this person with their basic needs?)
1) Yes
2) No
3) DK/NA

Q4. I'd like to start by asking you some questions about your very first contact with the ADRC. How did you *first* contact the ADRC?
1) By telephone
2) Went to office/In person
3) They called me
4) They came to my home
5) Neighbor/Family member/Other called for me
6) Email
7) Other _____

(BY TELEPHONE ABOVE ONLY:)

Q5. **<If called (Q4=1)>** How quickly was your call answered? (IF NEEDED, WE ARE TALKING ABOUT THE FIRST TIME YOU CALLED.)
   1) Quickly (Less than 3 rings)
   2) Slowly (3 or more rings)
   3) DK/NA

Q6. **<If called (Q4=1)>** Was the call answered by a person or an answering machine or an automated message system.
   1) Person
   2) Answering Machine
   3) Automated Message system
   4) DK/NA

Q7. **<If called and got answering machine (Q6=2)>** Did you leave a message on an answering machine? (If yes, probe for when call was returned.)
   1) No
   2) Yes:
      Q7A: When was your call returned?
      a. Within the hour
      b. That day
      c. The next day/within 24 hours
      d. Later in the same week
      e. More than a week later
      f. Never
      g. Do not remember/unsure

(FOR IN-PERSON OFFICE VISITS:)

Q7B. **<If office (Q4=2)>** Did you have an appointment?
   1) Yes
   2) No
   9) DK/NA

Q8. **<If office (Q4=2)>** How long did you wait to see someone?
   1) 1-5 minutes
   2) 5-10 minutes
   3) 10-20 minutes
   4) Over 20 minutes
   9) DK/NA

Q9. **<If office (Q4=2)>** Did you meet in a private office or conference room?
   1) Yes
   2) No
   9) DK/NA

Q10. **<ASK ONLY IF Q4 IS OTHER THAN "IN PERSON VISIT (Q4≠2)>**
Have you ever visited the ADRC in person?
   1) Yes
   2) No **(SKIP TO Q20)**
   3) DK/NA **(SKIP TO Q20)**

Q11. **<IF EVER VISITED IN PERSON (Q10=1 OR Q4=2)>** Did you have any trouble finding the ADRC location?
   1) Yes (Specify) _____
   2) No
   3) DK/NA

Q12.   **<IF EVER VISITED IN PERSON (Q10=1 OR Q4=2)>** Did you have any trouble getting into the ADRC building or office? "IF YES: What kind of issue did you experience?" [ALLOW MULTIPLE RESPONSES]
    1)   Door too heavy
    2)   Couldn't find door/office
    3)   Parking lot
    4)   Stairs/No access
    5)   Interior signs inadequate
    6)   Other (Specify) _____
    7)   No trouble
    8)   DK/NA

<IF EVER VISITED IN PERSON (Q10=1 OR Q4=2)>
On a scale of Excellent, Good, Fair or Poor, how would you describe …

		Excellent	Good	Fair	Poor	NA
Q13.	The accessibility of the office and facilities	4	3	2	1	9
Q14.	Welcoming environment overall	4	3	2	1	9
Q15.	Comfort of the waiting room environment	4	3	2	1	9
Q16.	Waiting time in the office	4	3	2	1	9
Q17.	Parking	4	3	2	1	9
Q18.	Hours Open	4	3	2	1	9
Q19.	Convenient Location	4	3	2	1	9

(ALL RESPONDENTS:)

Q20.   When speaking to the ADRC staff, did you overhear other people talking?
    1)   Yes
    2)   No
    9)   DK/NA

Q21.   Did you feel any concern that your conversation might not be private?
    1)   Yes
    2)   No
    9)   DK/NA

Q25.   <If "Yes" (Q22=1)> What made you feel your conversation wasn't private?
    1)   Overheard other people talking
    2)   Interruptions during conversation
    3)   Other Please Specify: _____
    9)   DK/NA

<IF YES (Q22=1)> Q22a. Did that impact your willingness to discuss your issues?
    1)   Yes
    2)   No
    9)   DK/NA

Q22.   Were there any interruptions during your conversation?
    1)   Yes
    2)   No
    9)   DK/NA

<IF YES (Q23=1)> Q23a. Did that bother you?
  1) Yes
  2) No
  9) DK/NA

Q23.   When speaking to the ADRC staff, did you feel that your conversation was private?
  1) Yes
  2) No
  9) DK/NA

(ALL RESPONDENTS:)
It is important to us that consumers can reach the ADRC and its services easily. I'm going to read you a brief list of features, and thinking about your experience with the ADRC overall, please tell me if you found the Resource Center to be Excellent, Good, Fair or Poor in each one, or if you have no opinion or did not use the service. Here's the first item…

		Excellent	**Good**	**Fair**	**Poor**	NA
Q26.	Ease of finding the phone number	4	3	2	1	9
Q27.	Friendliness of the receptionist	4	3	2	1	9
Q28.	Privacy when talking to the specialist/staff	4	3	2	1	9
Q29.	Welcoming environment overall	4	3	2	1	9
Q30.	Waiting time (when calling or visiting in person)	4	3	2	1	9
Q31.	Returning calls promptly	4	3	2	1	9
Q32.	Hours someone is available	4	3	2	1	9
Q33.	Ability to adapt services to fit your specific needs	4	3	2	1	9
Q34.	Treating customers with respect and courtesy	4	3	2	1	9

Q35.   Approximately how many times have you spoken with or met with an ADRC staff member, not including leaving a message? **(INCLUDE ANYONE OTHER THAN RECEPTIONIST TRANSFERRING CALL OR TAKING A MESSAGE. COUNT IF RECEPTIONIST ANSWERED QUESTION DIRECTLY.)**
  1)   Once only (Skip to Q39)
  2)   2-4 times
  3)   5-6
  4)   7 times or more
  5)   DK/NA

Q36.   How many ADRC staff did you have contact with before you got the help you needed?
  1) 1
  2) 2
  3) 3
  4) 4 or more
  5) DK/NA

Q37.   Is there one person you consider to be your main contact at the ADRC?
        1)   Yes
        2)   No **(Skip to Q39)**
        3)   DK/NA **(Skip to Q39)**

Q38.   **<ASK ONLY IF YES ABOVE (37=1)>**
How did that person come to be your main contact?
        1)   I was transferred to/first person I discussed situation with
        2)   I asked for them specifically by name
        3)   They specialize in my type of issues
        4)   Other _____
        5)   DK

Next I'm going to read you a list of statements about the person you worked with most at the ADRC. Please tell me if you strongly agree, agree, disagree or strongly disagree or if that statement doesn't apply to your experience (or person you are helping). Here's the first one… The ADRC **person** I worked with…

(IF CONTACT IS ON BEHALF OF SOMEONE ELSE (Q2≠1), CHANGE "MY" to "THEIR")

	Strongly Agree	Agree	Disagree	Strongly Disagree	DK/NA
Q39. Listened carefully to me	4	3	2	1	9
Q40. Returned calls or messages promptly	4	3	2	1	9
Q41. Was hard to get hold of.	4	3	2	1	9
Q42. Explained each step clearly.	4	3	2	1	9
Q43. Helped with the paperwork, if I needed it.	4	3	2	1	9
Q44. Helped to navigate the system.	4	3	2	1	9
Q45. Helped connect me (them) with the services I (they) needed.	4	3	2	1	9
Q46. Cared about my (their) needs.	4	3	2	1	9
Q47. Addressed my (their) special circumstances and needs.	4	3	2	1	9
Q48. Considered my (their) opinions, likes and dislikes before recommending services or programs.	4	3	2	1	9
Q49. Helped me (them) understand the cost of different alternatives.	4	3	2	1	9
Q50. Went above and beyond his/her job.	4	3	2	1	9
Q51. Followed up to see how I was (they were) doing.	4	3	2	1	9
Q52. Overwhelmed me with too much information	4	3	2	1	9
Q53. Helped me evaluate the choices available to me.	4	3	2	1	9
Q54. Helped me to make my own decisions.	4	3	2	1	9
Q55. Tried to talk me into things I didn't want.	4	3	2	1	9

Q56. Considered my family and their needs.	4	3	2	1	9
Q57. Was knowledgeable about a wide range of services.	4	3	2	1	9
Q58. Helped me weigh the pros and cons of each choice.	4	3	2	1	9

Q59.   What were the main issues that lead you to contact the ADRC? **(DO NOT READ, NOTE ALL THAT APPLY.)**
1) Nutrition (home delivered meals, counseling)
2) Home maintenance (chores, yard work, home safety)
3) Transportation
4) Insurance Issues, such as Medicaid, Family Care, Community Options Program or Medicaid Waiver program
5) Help with in-home care or services
6) Long term care, nursing home or assisted living facility
7) Disability services
8) Health condition, chronic disease
9) Mental health (dementia, Alzheimer's, depression, behavioral health information)
10) Alcohol and other drug abuse services and supports
11) Financial assistance (housing, food, and basic living expenses)
12) Employment, training and vocational rehabilitation
13) Legal issues
14) Volunteer
15) Abuse, neglect, violence, exploitation
16) Other _____
98) DK
99) REF

Q60.   Thinking about the key issue or challenge you were concerned about, would you say the ADRC was very, somewhat or not at all helpful?
1) Very helpful
2) Somewhat helpful
3) Not at all helpful

Q61.   Were you referred to another agency or organization by the ADRC? **(DO NOT READ LIST, check all that apply")**
1) Yes
2) No (SKIP TO Q63)
3) DK/NA (SKIP TO Q63)

(ASK ONLY IF YES TO Q61 ABOVE)
Q62.   Next I am going to ask you some questions about your experience with the referral. Please choose one of the referrals that you would like to tell me about. Which is it? **(SELECT ONLY ONE.)**
1) Home maintenance (e.g. chores, yard work, home safety)
2) Long-term care facility, nursing home or assisted living
3) Medicaid, Medicare
4) Food stamps, food bank
5) Home delivered meals
6) Shelter/Housing
7) Disability services
8) Mental health services

9) Alcohol or drug abuse services and supports
10) Employment, training and vocational rehabilitation
11) Transportation
12) Legal services
13) Abuse or child services
14) Other _____ (**SKIP TO Q66**)
15) None **(SKIP TO Q66)**
16) DK/NA **(SKIP TO Q66)**

Q63.   What was the result of the referral?
1.   Received services
2.   Too soon to tell
3.   Services not what was wanted/needed
4.   Service/Program not accepting applications
5.   Too expensive
6.   No transportation
7.   Service or program not available at times needed
8.   Not eligible
9.   Waiting list
10.   Tried to contact the service or program that was referred, but was busy, unavailable
Q63A. Please specify:
a.   Line was busy/could not contact
b.   Wait time too long
c.   Other _____
11.   Have not contacted yet, but plan to
12.   Have no plans to contact the service or program
a.   **Please specify reason:** _____

Q64.   Were you satisfied or dissatisfied with the services provided by that agency? Would that be very or somewhat <dis>satisfied?
1)   Very satisfied **(SKIP TO Q66)**
2)   Somewhat satisfied **(SKIP TO Q66)**
3)   Very dissatisfied
4)   Somewhat dissatisfied
5)   DK/NA **(SKIP TO Q66)**

Q65.   **<ASK ONLY IF DISSATISFIED (Q64=3 or 4)>** If you were dissatisfied, did you contact the ADRC for further assistance?
1)   Yes
2)   No
3)   DK/NA

Q66.   Did an ADRC staff person visit you in your home?
1)   Yes
2)   No **(SKIP TO Q76)**
3)   DK/NA **(SKIP TO Q76)**

Q67.   After you called the ADRC, how long was it until the person came to your home?
1)   Less than 3 days
2)   One week
3)   More than a week
4)   DK/NA

Q68.   Was the timing appropriate to your situation?
          1)   Yes
          2)   No
          3)   DK/NA

Q69.   Was the person who came to your home the same person you had spoken to?
          1)   Yes
          2)   No
          3)   DK/NA

Q70.   Did they take enough time to get to your concerns?
          1)   Yes
          2)   No
          3)   DK/NA

Q71.   Did they come back for another visit if you needed or asked them to?
          1)   Yes
          2)   No, needed them but they didn't come back
          3)   Didn't want them to
          4)   DK/NA

Q72.   Did you feel comfortable with the person who came to your home?
          1)   Yes
          2)   No
          3)   DK/NA

Q73.   Did the person who came to your home notice that you needed any additional help?
          1)   Yes
          2)   No
          3)   DK/NA

Q74.   Do you think they were able to help you better for having been to your home?
          1)   Yes
          2)   No
          3)   DK/NA

Q75.   Overall, were you satisfied with the home visit?
          1)   Yes
          2)   No
          3)   DK/NA

(ALL RESPONDENTS)
In this last section, I'll be asking questions about your experience with the ADRC overall.

Q76.   Did the ADRC follow up with you to find out how useful the information was?
1)   Yes
2)   No
3)   DK/NA

Q77.   Overall, how would you rate your experience with the Resource Center?
1)   Excellent
2)   Good
3)   Fair
4)   Poor
5)   No Opinion

Q78.   How would you rate the Center's ability to help you resolve your situation?
1)   Excellent
2)   Good
3)   Fair
4)   Poor
5)   No Opinion

Q79.   How useful was the help you received?
1)   Very useful
2)   Somewhat useful
3)   Not very useful
4)   Not useful at all
5)   DK/NA

Q80.   Please tell me if you strongly agree, agree, disagree or strongly disagree…. The ADRC made it easy to access the information that I needed.
1)   Strongly Agree
2)   Agree
3)   Disagree
4)   Strongly Disagree
5)   No Opinion

Q81.   Would you say the ADRC met, exceeded or did not meet your expectations?
1)   Exceeded expectations
2)   Met expectations
3)   Did not meet expectations

Q82.   Would you recommend the ADRC to someone else?
1)   Yes
2)   No (Probe for why not?) _____
3)   DK/NA

Q83.   Which of the following apply to you (or the person you called or came to our offices about) (read list, note all that apply.)
1)   60 years of age or older
2)   Have a physical disability
3)   Have a developmental disability
4)   Have Alzheimer's disease or other dementia
5)   Have a mental illness (Other than Alzheimer's or dementia)
6)   Have a concern regarding alcohol or other drug dependency
7)   Other (please list) _____

Lastly, I would like to ask a little about you. (If answering on behalf of someone else, say: These last questions refer to you yourself, not the person you were helping.) This information is for group classification purposes only.

Q84.   Do you own a home computer or have easy access to a computer?
1)   Yes
2)   No
3)   (refused)

Q85.   What is your race/ethnicity? (Do not read list, mark all mentions.)
1)   White or Caucasian
2)   Black or African American
3)   Asian
4)   American Indian or Alaska Native

5) Native Hawaiian or Other Pacific Islander
6) Other (please list) _____
7) Hispanic or Latino
8) (refused)

Q86.   What is your age (years?) _____ (999=refused)

Q87.   What is your home zip code? _____ (99999=refused)

Q88.   What is your highest education level?
1) Less than high school diploma
2) High school diploma
3) Some college, including associate degree
4) Bachelor's degree
5) Post-graduate work or advanced degree
6) (refused)

(If answering on behalf of someone else, say: Thinking of the person you were helping, what was THEIR combined income from all sources for all the people in their household?

Q89.   What was your combined income from all sources for all people in your household last year?
1) Less than $10,000
2) $10,000 to $20,000
3) $20,000 to $30,000
4) $30,000 to $50,000
5) $50,000 to $75,000
6) $75,000 to $100,000
7) More than $100,000
8) Do not know/unsure

Thank you for taking the time to complete this survey. Your responses will be used to improve and strengthen the services offered by Aging and Disability Resource Centers and their ability to serve their clients.