

Te Tāhū Hauora
Health Quality & Safety
Commission



He ratonga tautoko, he aroha tangata

Home and community support services experience survey

Using home and community support services experience survey data for quality improvement

December 2024

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**Te Kāwanatanga
o Aotearoa**
New Zealand Government

Purpose

This document is designed to help you engage with your data from the home and community support services experience survey (HCSS survey) to conduct quality improvement initiatives and track the progress of these initiatives.

The value of reviewing experience survey feedback

Reasons for reviewing experience survey feedback include:

- It helps providers understand what they are doing that benefits their clients the most and identify where opportunities exist for improvement.
- It helps providers to maintain a strong client-provider relationship by listening and responding to feedback. This can encourage people to remain with the provider and help maintain the reputation of the provider in the community.
- It respects and honours the time people have taken to give feedback.
- To link with the Ngā paerewa Health and disability support services standard,¹ the National Framework for Home and Community Support Services,² and the principles of Enabling Good Lives.³
- Generate data that can be used as evidence to meet contractual requirements e.g. for ACC and Te Whatu Ora.

Finding your quality improvement opportunity

Working with clients, whānau and the community from the start can help you identify topics for improvement that are important to them. You may already know the area you wish to focus on, or you may be relying on your survey results. The report sent to you by Te Tāhū Hauora gives you an immediate snapshot of where to focus. You can quickly see where you are doing well and areas to work on. Topics for improvement can come in many forms. You may want to look at:

- a low-scoring question
- variation between your service and the national average
- variation between groups of people (if you are a small provider, you can look at the national trends to understand what it might look like for your client groups)
- themes or improvement suggestions emerging from your qualitative comments.

¹ See <https://www.standards.govt.nz/shop/nzs-81342021> for the full Ngā paerewa Health disability services standard.

² <https://www.health.govt.nz/publications/national-framework-for-home-and-community-support-services-hcss>

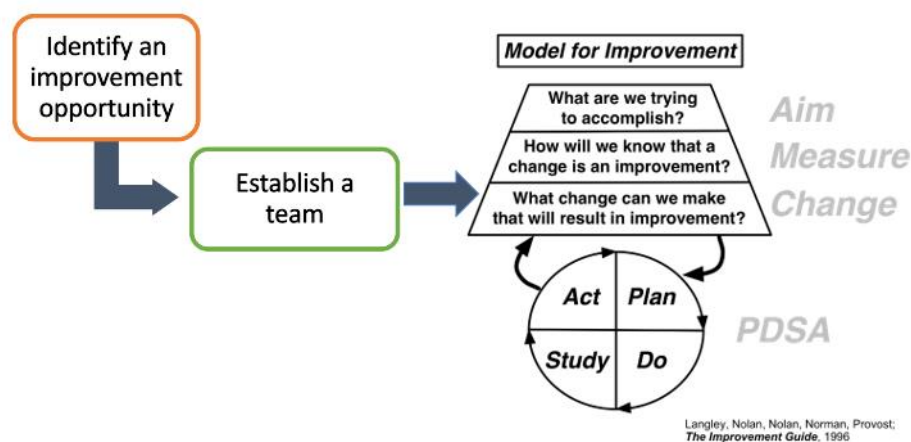
³ <https://www.enablinggoodlives.co.nz/>

Model for Improvement

The quality improvement project process aims to answer the following three questions:

1. What are we trying to accomplish?
2. How will we know that a change is an improvement?
3. What changes can we make that will result in an improvement?

Undertaking a Plan–Do–Study–Act (PDSA) cycle can be a useful model to improve your processes and implement change. It is important to include clients in the process to get feedback. It is also important to assess the impact of changes to verify that interventions have made a difference.



Plan

Gather your team

Now that you have clearly identified a problem and found data to support it, gather a team to help you understand and solve the problem. Developing a short description of what you have found, why it is important to address and why you need people to work with you on this (sometimes called an 'elevator pitch') can help you engage participants more easily.

Having staff, clients, family and whānau working together can create ideas that will work for both clients and staff because they are not based on assumptions. If you want to learn more about co-design and developing an 'elevator pitch' to engage others, you can complete a free online learning programme on LearnOnline (<https://learnonline.health.nz/course/view.php?id=573>).

Finally, assign a leader for your project to ensure follow-up and check on progress. This might be you.

Define your aim

Next, create an aim statement to clearly define what you are hoping to achieve. This is the answer to the first question from the Model for Improvement: 'What are we trying to accomplish?'. It will help you set a clear outcome measure for the project. The aim should focus on the outcome for clients. The aim statement will answer four questions shown in Table 1.

Table 1: Define your aim

	Elements of aim		Example
1. For whom?	Who?	Population focus	All clients
	Where?	Location	Our office
	When?	During what part of the process	Setting the weekly roster
2. What?	What is it about?		Improving communication
3. How much?	Baseline		Current measure
	Target		Desired level (increase or decrease)
	Metric used	Eg, percentage, average	Percentage
4. When?	Timeline		One year from start of project

Ideally, we start as small as possible to learn and increase the size of the project as we build knowledge. Start with a small group of clients, family and whānau and gradually roll out across the whole of the organisation. This increases the likelihood that the change will produce an improvement and reduces the risk of unsuccessful action as you learn about what does and what does not work. Following our example, the aim statement could be:

To increase the percentage of clients reporting that they always know in advance what time to expect their support workers from #% to #% by (some date in the future).

Plan to measure your progress

Now you and your team are clear about your aim, you will need to answer the second question from the Model for Improvement: 'How will we know that a change is an improvement?'.

Start with real-time and focused feedback to help you rapidly test changes, identify progress quickly and sustain motivation. Staff can get feedback from clients using verbal feedback and a check sheet or other simple tools developed by your team for this purpose.

As the HCSS survey repeats each year, you may be able to look at time series charts to see whether any changes have occurred to the baseline of X percent from year to year. You may also see differences in the themes emerging from your qualitative comments.

What changes can you make that will result in improvement?

Next, determine what your intervention is going to be, that is, what you are going to do differently to try to achieve your aim. Try brainstorming ideas with your team, clients, family and whānau using survey feedback (including the comments) or ask other people from outside your service who might provide valuable insight. This is the third question from the Model for Improvement.

Propose ideas and resources that could be used. You will need multiple ideas because it is unlikely just one, no matter how clever, will achieve the desired result. Engaging clients, family and whānau in your project can generate practical ideas for change that will affect the things that matter most to them. Clients, family and whānau provide a different way of looking at things that can be useful for generating change ideas. They can provide guidance about what is important from the community, client, family and whānau perspective.

We should apply a Te Tiriti o Waitangi and equity 'lens' to our improvement ideas. Apply frameworks such as the Wai 2575 principles⁴ and Enabling Good Lives⁵ to reflect on, if the changes you are considering will create more of the same or reduce inequities. Do you have local frameworks you can use to help expand your thinking?

Review your change ideas and think about which ones will have the most effect and are the easiest for you to test. Testing quick, simple change ideas is a good place to start while you work on developing high impact but more complex change ideas.

Do

As you implement an intervention, that is, what it is you will be doing differently, you will want to make sure the change is occurring. Because the survey runs annually, the intervention your service chooses will need to be implemented over a year before the results show in the survey. To make sure the change is occurring in the meantime, look at what is happening and make sure you have local feedback processes in place. Is the new procedure being followed? Does everyone know what they are meant to be doing? Try scheduling regular meetings with the people involved to see how the quality improvement activity is going. It could be quite demotivating to find out after a year that the intervention had unintentionally been forgotten within the first two weeks. Changing processes is not always easy.

Study

Track the progress of your initiative at regular team meetings through the local feedback mechanisms you have set up. This could be a check sheet, staff, client, whānau and community feedback, audits, administrative system data or whatever works best for you in your context and for your specific initiative. Regularly compare what you thought might happen against what actually happened.

1. What happened? Check with your staff to find out how the new system is going. Has it been implemented as planned or do people need extra support?

⁴ See www.uruta.maori.nz/te-tiriti-o-waitangi-principles and <https://waitangitribunal.govt.nz/inquiries/kaupapa-inquiries/health-services-and-outcomesinquiry/> for information on the Wai 2575 principles.

⁵ See <https://www.enablinggoodlives.co.nz/about-egl/> for more information on Enabling Good Lives.

2. What is the information telling you? Did any clients, family or whānau talk about the new system? Did they provide any extra feedback?
3. Is the latest survey information telling you different things for different people?
4. What worked and what didn't work? Did this work for all groups of people or just for some? Was the intervention too difficult to implement?
5. What should be adopted, adapted or abandoned?

As you look to improve your service, try to identify any changes throughout the year as well as when the annual survey results arrive. For larger providers, pay attention to the equity gap within your client base: has this decreased? A reduction in an equity gap is considered an improvement, even if the overall level has not changed.

Act

At the end of the PDSA test of change, act on the feedback and data results by deciding whether you should abandon the change, whether modifications are needed, or you are ready to embed the change into business as usual. Keep testing different change ideas as frequent PDSA cycles until you have achieved your aim. The end of your quality improvement activity is also an important point for determining the next step. Consider the following questions:

1. Did your action plan achieve its desired results?
2. Are you going to embed the new practice into long-term business as usual? How will you ensure the gains made can be sustained?
3. Summarise changes that took place and how they are a result of client feedback.


Whatever happens, let your clients, whānau and colleagues know you will or will not be implementing the changes as a result of the trial period. Let everyone know the changes to your services are a direct result of patient and whānau feedback.

Tell everyone

Once you know what you are going to do and have perhaps started doing it, let other staff and your clients and whānau know the changes your service is incorporating as a result of feedback collected by the home and community support services experience survey. Telling clients and whānau what you are doing may even prompt them to talk to their support workers and help to embed the change.

You can communicate via newsletters, your website, or other communication channels that you have. An example poster you could print and fill out is provided in Appendix 1. Highlighting the work you are doing will signal to clients and whānau who have completed the survey that their voice is being heard, and for those yet to take the survey that their voice will be heard.

Appendix 1: 'You said, we did' poster



He ratonga tautoko, he aroha tangata
Home and community support services experience survey

Date:

YOU TOLD US:	WHAT WE DID:
WHERE WE'RE UP TO:	WHERE WE WANT TO GET TO: BY WHEN:

This is also available on the Te Tāhū Hauora website:

<https://www.hqsc.govt.nz/resources/resource-library/hcss-survey-you-said-we-did-poster/>