



## FY 2003 Stakeholder Survey Summary

In June, July and August, 2003, ICON conducted satisfaction surveys with five major groups of stakeholders: consumers of community living services, consumers of employment services (with separate questionnaires for those who are employed and those who aren't), family members of both groups, and funders of our services. In addition, in April ICON asked staff to rate their supervisors' management style and effectiveness.

Over the last few years we have departed from the 'scale of 1 to 5' format in most of our stakeholder surveys. We believe that the more free-form questionnaire elicits more meaningful responses, even though it makes it more difficult to summarize and present the responses, which ranged from basic yes/no answers to comments which filled both sides of the page.

The survey instruments may be found on our website at <http://iconservices.org/pig.html>. In general, the surveys for consumers of community living services (CLS) and their families and the survey for family members of consumers of long-term supported employment services (ES) were quite open-ended. The two surveys for consumers of employment services were somewhat more structured, offering 'yes', 'most of the time' and 'no' options for the majority of questions. The consumer and family surveys were distributed by mail, with a stamped return envelope. Response rates from consumers and family members ranged from 28% to 40%.

The funders' survey restored the 'scale of 1 to 5' rating for some questions based on feedback from prior years. In order to increase the response rate for funders, and to better understand their issues, ICON's Board of Directors and Executive Director contacted funders by telephone. This yielded a much better response rate – 58% – although it was still difficult to get funders to return our calls. Board members were instructed to offer respondents anonymity when turning their responses over to staff for analysis, and several people did take advantage of this.

The management survey instrument is also available on our website. In an attempt to get the most honest feedback possible, this survey was conducted by ICON's board members, who preserved strict anonymity in reporting the responses.

### **Overall Satisfaction**

The first question on all six surveys was, "Are you satisfied with ICON's services, overall?" Eighty-eight percent of consumers and 89% of family members responded with an unequivocal "yes". If we include those who said they were satisfied most of the time, the surveys indicate we achieve an overall satisfaction rate of 100% among our

consumers and their families. Nearly 50% of funders report unequivocal satisfaction; another 17% state that they are satisfied most of the time. Four percent of funders state that they are not satisfied.

**Has Life Changed Because of ICON’s Services?**

Seventy-three percent of consumers of community living services and 75% of their families report that their life has changed in the past year because of ICON's services. We didn't ask this question of consumers of employment services, but we did ask their family members; 79% reported seeing changes over the course of the year.

**Consumer Involvement in Determining Goals**

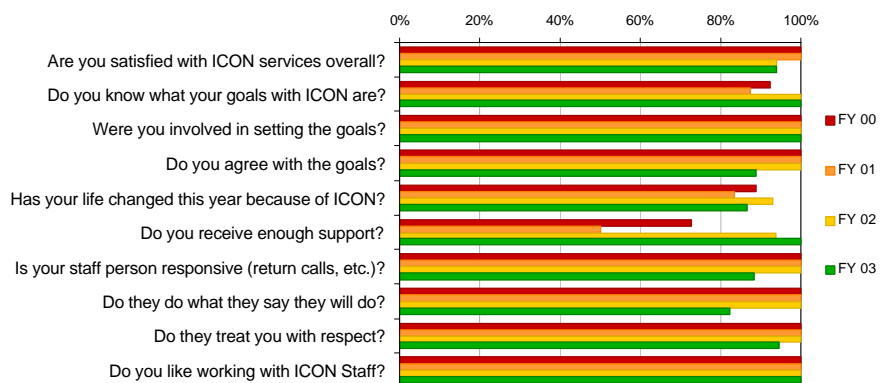
Every long-term consumer of ICON's services has goals and objectives which determine the shape of the services they receive, particularly with respect to community living services. We asked CLS consumers whether they know what their goals are, whether they were instrumental in choosing those goals, and whether they agree with the goals. All consumers indicated that they did know what their goals are, and that they were involved in determining the goals. Eighty-three percent said that they agreed with the goals.

We asked consumers of employment services who had not yet found jobs whether they had participated in the development of their individual service plan, and whether ICON

staff had worked with them to clarify their long-term employment goals. To both questions, 100% answered “yes”.

**Satisfaction of CLS Consumers**

(percentage responding "yes" or "most of the time")



Family of employment services consumers were asked whether the service was what they had expected. Eighty-three percent said yes; one said, “No, actually the ser-

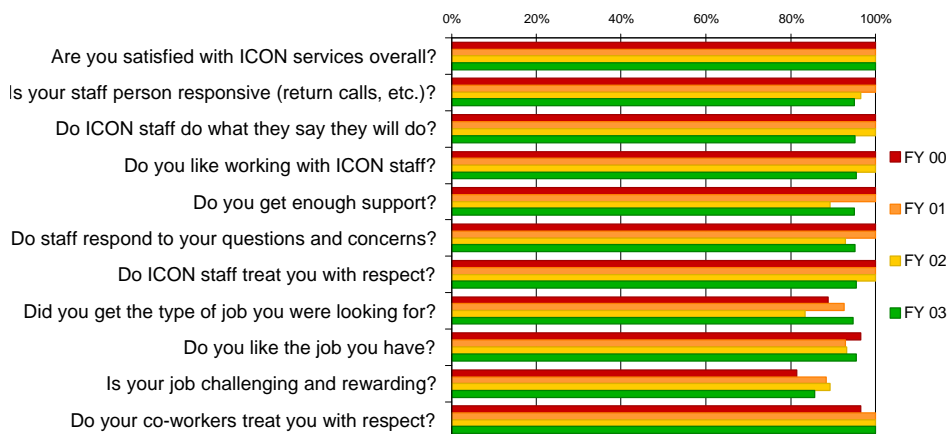
vice provided turned out to be better than expected. The service is excellent and flexible enough to mold with the client.” Three indicated they were satisfied, but had hoped for more.

### ***Listening to the Customer***

To the question "Do ICON staff respond to your questions and concerns?" which was asked of consumers of employment services, 88% responded with a "yes" answer and an additional 10% said "most of the time".

We asked the same question of funders. Fifty-five percent said "yes" and an additional 32% said "most of the time". Eight percent said "about half the time" and 5% feel that we rarely or never respond to their questions and concerns.

**Satisfaction of Employed ES Consumers**  
(percentage responding "yes" or "most of the time")



### ***Followthrough***

In Community Living Services, 82% of consumers and 83% of family members report that ICON staff do what they say they will do; the rest said we do "most of the time". In Employment Services, 84% of consumers said that ICON staff do follow through, and an additional 10% said we do most of the time. Among family members, 91% said that employment services staff follow through consistently, and the remaining 9% said they do "most of the time".

### ***Adequacy of Support***

We asked consumers of community living services and their family members how many hours of services they were receiving per week, and whether that was enough. Of those who commented on whether they were receiving enough services, 97% of consumers said yes, it was enough, but only 65% of family members felt the same. It must be noted that this survey was administered before ICON's community living services budget was cut by 30% in late June. We feel certain that the response to this question would be quite different if it were asked today.

We didn't ask consumers of employment services how many hours of service they were receiving, since this can vary widely depending upon what stage of the process they

happened to be in, but we did ask whether they considered that they were receiving enough support. Eighty-five percent of those who are employed said yes, and additional 10% responded "most of the time". All but one of the people who are not yet employed felt that they were receiving enough support and that person said the support was sufficient most of the time. These rates are significantly better than last year, and most likely reflect the fact that after several years of high staff turnover in employment services we have finally been able to hire and retain quality staff at a reasonable level.

### ***Respect Shown Toward Stakeholders***

We asked all of our customers whether they feel that ICON staff treat them with respect. We also asked family members and funders whether they consider that we treat our primary consumers (their family members or clients) with respect.

Ninety-three percent of all respondents said that we treat our consumers with respect, 97% of family members and 92% of funding agents said that they themselves get respect from ICON staff. If we include those who said "most of the time", the figures are 98%, 100%, and 100%, respectively.

In a related question, 86% of employed consumers reported that their co-workers treat them with respect and the rest say they get respect most of the time. This measure is up significantly over prior years.

All five groups were asked whether ICON staff are responsive, i.e., whether they return phone calls, arrive on time for scheduled appointments, etc. The various groups had various responses to this question:

<b>Are ICON Staff responsive?</b>	n =	yes	most of the time	less than half the time
CLS Consumers	17	88%	12%	-
CLS Family	12	75%	17%	8%
ES Employed Consumers	20	75%	20%	5%
ES Consumers Not Employed	10	70%	30%	-
ES Family	24	100%	-	-
Funders	22	55%	32%	5%
Overall	105	78%	17%	3%

In last year's survey, only 59% of employment services consumers who are employed, and only 22% of funders found ICON staff responsive all the time. This was targeted as a primary area for improvement in FY '03. This year's response shows that our efforts in this area have paid off. On the other hand, the rate for Community Living Services family dropped from 100% to 75%, while Employment Services family went up from 76% to 100%. Certainly some of this fluctuation may be attributed to the fact that the

samples are small – the 8% of CLS family who indicate complete dissatisfaction represents just one person.

### ***Outcomes of Employment Services***

Among consumers of employment services who were working at the time of the survey, 95% reported that they got the type of job they had wanted; 77% said that they like the job that they have and an additional 18% said they like it most of the time. While only 71% indicated that their current job was challenging and rewarding all of the time, 85% allowed that it was at least most of the time. This is a significant increase over last year's figure of 64% and, we suspect, substantially higher than that of the general population.

When asked how long they would like to keep their current job, 53% said they'd like to keep this job forever, 42% said they'd like to get a new job within the next few years, and 5% indicated that they'd like to get a new job immediately. This figure is a significantly improvement over last year's 13% who wanted a new job immediately.

Employed consumers of employment services were also asked how many hours per week they are currently working, and how many hours per week they would like to work. Of those who responded to this question, 56% said they are happy with their current hours; 31% would prefer to be working up to ten more hours per week, and 12% would like to be working ten to twenty hours more. This is a significantly lower rate of satisfaction than last year, and reflects at least in part the continued weakness of the economy and the increasing incidence of 'multitasking' as a corporate policy.

### ***Do Our Consumers Like Us?***

In a final, general question, 88% of consumers say that they like working with ICON staff, and an additional 6% like us "most of the time".

### ***Funders' Experience With ICON***

We continue to struggle with the format of our funder survey. The survey was revised in FY '02 based on feedback from the prior year's survey, specifically with respect to re-storing the 'scale of 1 to 5'. However, the response to last year's survey confirmed our belief that the 'scale of 1 to 5' is a flawed technique for measuring satisfaction, primarily because everyone has their own internal scale, and even when the criteria for each value are clearly defined, people still have a tendency to respond in a predictable way. Because of this, and the low response rate and ambiguous responses from last year's funder survey, we conducted the surveys by phone this year. The majority of the interviews were conducted by members of ICON's Board of Directors so as to remove

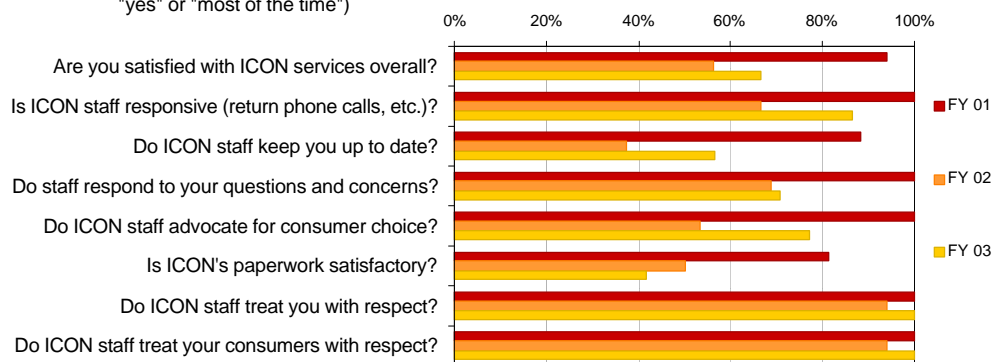
any personal relationships between the funder and the interviewer and thus get the most accurate responses obtainable.

Questions which were asked of funders as well as other groups have been reported on throughout this document. In addition, we asked our funders what they like about ICON, and in what areas we could improve.

On the positive side, funders most often cited ICON's staff; more than a third singled out specific staff members for being, as one said, "excellent, caring professionals who do a good job," and another fifth mentioned the quality of ICON's staff overall. They also

**Funder Satisfaction**

(percentage responding "yes" or "most of the time")



value ICON's flexibility both in terms of service delivery and in being willing to serve individuals who have been turned away by other agencies. The third category which rated multiple mentions was our adherence to

our principles of consumer involvement, consumer choice, and being open to many different approaches to assist consumers to reach their goals.

The number-one failing cited was "paperwork" – most often the timeliness of submission. Two individuals said the paperwork is good when they get it, and one said we do respond quickly when asked about it, but many also found the quality and completeness lacking. Five of the 21 respondents mentioned problems with specific staff (though only one actually identified the staff person in question). Three questioned ICON's staff training and/or supervision, indicating that in their experience ICON is not sufficiently monitoring its staff to prevent lapses in quality of the service.

**Staff Survey**

ICON recognizes that its staff are stakeholders too. In April, the administrative and direct service staff were interviewed by members of ICON's board to determine their opinions of management staff and of ICON as an employer. They were asked to provide ratings on a clearly defined scale of one to five for 23 questions addressing three major areas: Communication Skills, Supervisory and Management Skills, and

Leadership. They were also asked whether they had observed any serious problems at ICON, and whether they had suggestions for changes that would make their jobs easier.

Overall, staff ranked management at 4.38 for communication, 4.27 for supervisory and management skills, and 4.63 for leadership. These averages represent a 3% improvement in communication and leadership and just under 1% in management over the last survey, conducted in 2001.

**Comments**

All questionnaires asked respondents for their comments. Most of the general comments from consumers and their family members are included below; we have omitted a few because of extensive personal references or because of their length. Because the staff and funder surveys were conducted by phone, we can't be sure the comments were recorded verbatim; for that reason, staff and funder comments do not appear here.

CLS	I like it a lot. I'm very happy that they come in my life to help me to be on my own.
	Thank you for allowing me to have [staff person]. She has a big heart and she deserves a pat on the back.
CLS Family	I consider the ICON program excellent; and hope the budget did not affect it. [Staff person] has been beyond excellent with [my sister]. She also has a good rapport with all her clients. She is prompt, pleasant and always has her program ready. [My sister's] first counselor was very nice, but not nearly as effective as [current staff]. When [she] works with [my sister] at home she is patient and instructs very well. I have seen her with [some of her other consumers]. [My sister] has come with them to work with horses, and even took a course. I was particularly pleased with that since [she] had always been terrified of them. Now she is at ease with them and knows how to work with them. In my opinion, this program should be greatly expanded as there is great need to prepare these citizens for life.
	[My daughter] loves to go out in the community with [ICON staff]. When she arrives [my daughter] is always excited and glad to see her. We hope this relationship continues for a long time to come. [My daughter] loves [her ICON staff person].
	I understand there will unfortunately be cuts made. Bad place to cut in the handicapped populations. We have been very satisfied with services provided by ICON staff. It would be a decided disadvantage if they were curtailed and I feel it would be harmful to our family member.

ES Consumers (employed)	Happy with the ICON's Employment Services. Thanks.
	[ICON staff] is a good person to work with. I have been with her for a long time. She is great. My [?] is to come once a month instead of 1 a week.
	At present I'm working 10 hrs a week. I would like to work between 30-40 hrs per week and have benefits such as vacation, sick leave, health insurance. I would like to work at Giant, Safeway, Walmart like a helper person. Please contact me if you can help me.
	One of my biggest dream in my life is to work in a community theater doing office support work.
Employment Services Consumers (employed)	Thank you so much in helping me looking for a job. I hope that what I am looking for will make me happy.
	I would like more hours but hospital has budget problem. May be willing to change to new job.
	[ICON staff person] is a good coach because she makes charts for me to help me understand what I am to do. I know I can always ask questions and get them answered. She praises me when she thinks I am doing a good job at work. She is a good listener. She always challenges me to do some hard stuff, and sometimes she can be <u>extremely</u> firm but she always talks it through with me.
	I like to working with ICON because it is the best thing to go on working with ICON. The staff help me if I have a problem but a lot of times I don't have a problem but often I do have problem but not ICON but sometimes at work or at home.
	I need to work thirty hours a week.
ES (not employed)	I'd like to keep this job but I don't know if I will be working here in the next ten years.
	I think that ICON services gives me a lot of support.
	[ICON staff person] has been helpful in what she has done. I now have a resume and it is now on line. She has done a good job in following up on what she does for me. She does good work.
Employment Services Family	I have enjoyed working with all of the job coaches that I have had. I just wish that I will find a job soon!
	Thank you so much for helping my daughter with her employment, she appreciates your help so much and she told me about it.
	I am satisfied with the experiences [my son] has had but I wish he had a great job in an environment where people respected him [...] where he could grow and learn more independence.
	The people who have worked with our daughter and us have very quickly developed an understanding of her complex and unique needs. Their compassion for her has been above our expectations based on past experience with others who have worked with her. [ICON staff] has been exceptionally supportive and concerned about getting our daughter's needs met.
	It has been a pleasure working with [ICON staff person], together we try to keep [my son] out of trouble. I try to enforce the rules set up for [his] benefit.

ES Family	I don't know what [my son] or us would do without you. You provide an excellent service and support.
	I would like to thank ICON and the staff for all they did over the last ten years to provide for [my son's] wellbeing, given him a purpose to get up each day, a sense of satisfaction of a job done each time he opened up his pay statement and told me how much money he made. Thank you for the many friends made during the ten years.
	[My daughter] enjoys going to her volunteer work and working with [ICON staff]. [ICON staff] knows how to get results with [my daughter]. In comparison to some of [her] other work supervisors, this is a godsend for her."