



**Region of Peel  
Enterprise-Wide Report on  
Client Satisfaction, Trust and  
Confidence**

**2015**

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## EXECUTIVE SUMMARY

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This report provides an overview of findings for the 2015 Enterprise-Wide External Client Satisfaction and Trust and Confidence Research, in support of the Region of Peel's Strategic Plan. This is the fifth wave for this biennial survey. The study consists of eight separate surveys, representing clients of a wide array of Regional services. The Executive Summary will address the results by section as they appear in the report:

- **Resident Satisfaction (from General Population Survey, Health & Human Services Survey)**
- **Paramedic Services**
- **Long Term Care**
- **Emergency Shelters**
- **Peel Living**
- **Trust and Confidence in the Region of Peel (from General Population survey only)**
- **Survey of Peel Businesses**

## Resident Satisfaction

### Client Satisfaction Index (CSI)

The Client Satisfaction Index (CSI) is a weighted satisfaction index that provides an overall level of client satisfaction across all in-scope services, weighted by the proportion of (in-scope) regional budget the service consumes. The CSI includes results from services in all surveys, with the exception of the business survey, for which a business satisfaction index was calculated. For 2015, the CSI is 8.0 out of 10.

An 'apples-to-apples' comparison, including only services in common with the 2013 CSI (see section 3.1) was also calculated to allow direct comparisons with the prior wave. This apples-to-apples CSI is 7.9, representing a 1% increase from 2013 (7.8). Why has satisfaction improved with some services? How can satisfaction be maintained or increased? To answer this, we need to explore the service satisfaction models and key drivers of satisfaction.

### Drivers of Satisfaction

Looking at most resident services (those included in the General Population and Health & Human Services Surveys), satisfaction with the channel residents used to access a service has the greatest impact on overall satisfaction and, while current levels of satisfaction with this experience was high relative to other drivers of satisfaction, there is room for

improvement. Currently, residents are satisfied with the ease of using most channels. However, they are less satisfied with the consistency of information from different sources.

The service outcome (or residents getting what they need from a service), had the second greatest impact on overall satisfaction. Residents who said they got what they needed provided a satisfaction rating 44% higher than those got none or part of what they need.

Satisfaction with Region of Peel staff has the third greatest impact on residents' overall satisfaction and, while satisfaction with Peel staff is higher than the other drivers of satisfaction, there is room for improvement. Satisfaction with Peel staff can be improved the most by focusing on the empathetic elements of service delivery: taking the time to understand what clients want, making a real effort to ensure they get what they need, and showing clients they care about their situation.

The process of service delivery has less impact than the previous three drivers of satisfaction, but it is still important to residents' overall satisfaction. In relation to process, residents are currently most satisfied with the ease of following procedures and that information available was easy to understand. They are least satisfied that they knew what to do if they experienced a problem.

While timeliness of service delivery has less impact on satisfaction than other factors, it still has a significant role. Notably, it is a more important driver of satisfaction for relational than transactional services<sup>1</sup>. This may stem from the fact that most transactional services (68%) are completed in a day or less while many relational services can take weeks or months to complete, making a delay more pronounced and noticeable.

Paramedic Services, Long Term Care, and Emergency Shelters were examined using separate and unique surveys and, as such, results for these services are presented separately.

### **Paramedic Services**

Overall, satisfaction with Paramedic Services is very strong. Scores across most survey measures are generally trending strong and stable. High satisfaction scores are due to strong performance on the key drivers of satisfaction, namely: initial contact with the paramedics, the trip to the hospital, and the paramedics themselves.

### **Long Term Care (LTC)**

Overall, LTC residents are well served. Overall satisfaction is strong and in line with results from previous waves of the survey. This is true for most survey measures.

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<sup>1</sup> Transactional services typically involve minimal staff contact while relational services involve more extensive contact with staff (see Section 2.9).

The activities and opportunities for engagement is the strongest driver of satisfaction. While residents are happy with the communication with staff, opportunities to increase residents' satisfaction include increasing resident involvement in decisions relating to their care and the length of time it takes staff to respond to the call bell.

Residents are most satisfied with the "home-like" environment of the centre which is also a key driver of satisfaction. However, there remains opportunity for satisfaction in this area to grow.

Continued attention to food quality presents the greatest potential to increase resident satisfaction higher.

### **Emergency Shelters**

Overall, satisfaction with Emergency Shelters is low compared to other services, but has remained stable relative to 2013.

Lower satisfaction scores are due, primarily, to lower performance on the key drivers of satisfaction: handling resident problems well, and helpfulness of programs and staff in enabling residents to reach their goals. Although it is not a key driver of satisfaction, satisfaction with the admissions process improved significantly relative to the prior wave of the survey. The driver with the greatest impact and a high satisfaction rating relative to other drivers is support and care from staff.

### **Trust & Confidence in the Region of Peel**

Trust and confidence in the Region of Peel was assessed from the General Population survey sample only, and is distinct from service satisfaction.

While staff is the third most important driver of satisfaction when accessing services, satisfaction with staff is the most influential driver of trust and confidence in the Region of Peel. Furthermore, while staff scores are strong regarding service delivery, perceptions of staff in this context is weaker. However, trust and confidence in staff has remained stable, as has overall trust and confidence in Regional Government.

To improve perceptions of staff, thereby increasing Trust & Confidence in the Regional Government, results indicate that the Region of Peel can be more deliberate about correcting mistakes as soon as they occur.

## **Survey of Peel Businesses**

The survey of businesses addressed satisfaction with Regional Government and services from the local businesses perspective. Businesses from the general population, those that had a Public Health or by-law inspection from the Region, as well as those that had accessed in-scope services from the Region were surveyed.

## **Business Satisfaction Index (BSI)**

The Business Satisfaction Index (BSI) was calculated in a similar manner to the CSI. The 2015 BSI is 8.1, compared to 7.9 in 2013. Across the business services, the highest satisfaction score is observed for community recycling centres closely followed by garbage pickup and recyclable pickup. The lowest rating provided is for Regional Roads.

## **Drivers of Satisfaction (Business)**

The area that has the most impact on satisfaction with Regional Government among businesses in the Region is effective interactions with government. Particularly influential aspects of effective interaction include being able to easily access information about regulations/by-laws and the perception that they get good value for tax dollars.

## **Business Inspections**

Satisfaction with Inspections remains very strong overall. The analysis identifies that inspectors themselves as well as the length of time that inspections take are the most influential drivers of satisfaction. Both are areas of strength.

## **Regulatory Burden**

While the majority of businesses feel the regulatory requirements are reasonable, roughly a third felt that these requirements have increased in the past 3 years. Businesses agreed most that electronic alerts that prompt and guide them through the process of accessing a service and the bundling of services so that more than one can be accessed at a given time are useful ways to reduce this burden.



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## **SECTION 1: BACKGROUND**

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### **1.1 Project Background**

The Region developed a measurement strategy in 2008 in order to provide a Region-wide perspective on clients' experiences with Peel services, define a comprehensive research method and establish baseline results.

After being developed and piloted in 2008, the Enterprise-wide Client Satisfaction Study (ECSS) was replicated in 2009 in order to validate the methodology. The Region subsequently moved to a bi-annual cycle, the first of which was implemented in the spring of 2011.

In 2015, the Region of Peel has undertaken the fifth wave of the Enterprise-Wide External Client Satisfaction and Trust and Confidence Research which now aligns with the Leading Pillar of the Region's new Strategic Plan. Most elements of the 2015 surveys are similar to the 2013 wave, in order to allow results to be compared across years, though some changes (see Section 2.3) were made to both the structure and content of the surveys based on emerging information needs.

### **1.2 Scope**

As part of this study, surveys were administered to both Region of Peel residents and businesses in a manner consistent with previous years with three exceptions:

- The Peel Living questionnaire – last used in 2011 – was reintroduced;
- Clients of Healthy Sexuality Clinics were not surveyed; and
- Clients of Transitional Housing were not surveyed.

Resident Surveys were conducted among the following citizen groups:

- Public Works
  - Random sample of Region of Peel residents were surveyed regarding Region of Peel's Public Works services including: curbside garbage and recycling collection, community recycling centres, water quality, water/wastewater billing, sewer excavation, and regional roads.
  - Residents who had their water turned off or a sewer backup repair within the last year from client lists provided by the Region.
  - Current clients of TransHelp.
- Residents who visited the Peel Art Gallery Museum + Archives.



- Clients of Public Health within the last year
  - Clients of Healthy Babies Healthy Children, Breastfeeding Clinical Services, or Breastfeeding Companion Services in the past year from client lists provided by the Region.
  - Parents in regard to updating their child's immunization record, identified through the general population sample of the General Population Survey.
- Clients of Human Services within the last year
  - Licensed Childcare Services, Ontario Works (active and recent clients), Peel Living (Housing Subsidy, Rent Supplement, Non-subsidized), Housing Subsidy, Peel Access to Housing from client lists provided by the Region.
  - Emergency Shelter Residents (current residents) reached in person through intercept surveys.
- Clients of Peel's five Long Term Care facilities
- Clients of Paramedic Services within the last year
- Business Surveys were conducted with the following business groups:
  - Randomly sampled Region of Peel businesses;
  - Operators of businesses subject to Public Health Inspections;
  - Operators of businesses subject to by-law enforcement Inspections;
  - Social Housing Providers;
  - Early Learning Childcare Centres;
  - Operators of businesses who used Locate Services in the last year;
  - Operators of businesses who have used Water Turn-off Services in the last year;  
and
  - Operators of businesses who applied for an Excess Load Permit in the last year.

### **1.3 Research Objectives**

The overall research objective was to continue the Region of Peel's measurement strategy and support the Region of Peel's Strategic Plan. Objectives included:

- Developing the 2015 Client Satisfaction Index (CSI) for the Region of Peel;
- Comparing client satisfaction ratings of the in-scope services to the previous wave;
- Mapping service delivery access patterns across channels to better understand broader access patterns and highlight factors that affect service take up;
- Exploring mathematical models regarding both client satisfaction and trust and confidence.
- Developing the 2015 Business Satisfaction Index (BSI) for the Region of Peel;
- Exploring a mathematical model regarding the relationship between business client satisfaction and overall satisfaction with the Regional Government; and
- Exploring areas of regulatory burden.

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## SECTION 2: METHODOLOGY

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### 2.1 Sample Development

#### General Population/Public Works - Residents of the Region of Peel

For this survey, a random sample of Region of Peel households was obtained through ASDE Survey Sampler, a telephone sampling firm. A seeded sample distribution was used to ensure representativeness with the proportion of listed numbers (78%), unlisted numbers (4%), and cell phone numbers belonging to households without a landline (18%).

A stratified approach ensured sufficient completions so that results could be reliably reported for each of the municipalities of Caledon, Brampton and Mississauga. For this reason Brampton and Mississauga were undersampled to allow for oversampling of Caledon residents which increased the reliability of data from residents of Caledon.

In addition, listed samples of clients for certain public works services were also included; specifically clients receiving a water turn-off in the past year, or residents who experienced a sewer backup or sewer line repair in the past year. Residents who use TransHelp were also contacted regarding this experience by way of a client list provided by the Region of Peel.

#### Clients of Public Health and Human Services

This survey was conducted with recent clients of select services of the Public Health and Human Services departments. Respondents were selected at random from among those who had received the service within the past year through client lists provided by the Region of Peel.

It should be noted that, throughout this report, Immunization Records Services is included among the services of Public Health, though the sample of clients was obtained through the General Population Survey (detailed above), and not from a client list. These clients were randomly sampled from the general population and indicated that updating their child's immunization records was the service they most recently received from the Region of Peel.

#### Clients of Paramedics, Long-Term Care Residents, Emergency Shelters Residents

Recent clients of Paramedic Services were mailed a paper survey along with a postage paid return envelope. The introductory letter also contained a link where participants could complete the survey online.

Paper surveys were completed by residents of Peel's Long-Term Care facilities. Families were mailed a paper survey along with a postage paid return envelope. The introductory letter also contained a link where participants could complete the survey online.

Residents of Emergency Shelters were surveyed in-person by Malatest field staff using an iPad. Paper copies were also left at the shelters for residents to complete if they were not available while field staff was present.

### Business Survey

For the survey of businesses, Malatest drew businesses in the Region of Peel at random from a sample of businesses in the Region obtained from InfoCanada. This formed the general business sample. The remaining sample was developed using business client listings provided by the Region of Peel.

## **2.2 Survey Response**

Telephone and online surveying were both conducted using Computer Assisted Telephone/Web Interviewing (CATI/CAWI) software.

Telephone surveys were completed in the following manner

- All notification letters for telephone surveys provided a URL and personal access code which allowed the survey to be completed online.
- Residents were called from 5:00pm to 9:00pm, 7 days a week (not including holidays) between August 7 and September 27, 2015.
- Businesses were called during business hours, Monday through Friday, between September 9 and November 15, 2015.
- In case of no answer/busy signal, the number was called back 49 hours later.
- Appointments could be booked for any time.
- Respondents who were too busy to participate over the phone were offered an email containing a survey link with a personal access code embedded.
- Paramedic surveys that were received up until June 17, 2015, were data entered upon receipt.

Response rates are shown below (Table 1). For the Emergency Shelter Survey, it is not known how many residents were eligible to participate as the number of occupants can change daily; no response rate can be calculated.

**TABLE 1 PARTICIPATION AND RESPONSE RATE BY SURVEY GROUP**

Survey	Anticipated Completions	Actual Completions	Gross Response Rate	Online Completion Rate
General Population Survey	1,500	1,456	24%	52%
General Population Mobile Survey	400	223	6%	100%
Public Health Clients (excluding immunization)	200	193	29%	57%
Human Services Clients	1,000	976	30%	64%
Business Clients	1,550	1,246	13%	19%
Paramedic Clients	300 to 500	296	15%	15%
Long-Term Care Residents	300 to 400	313	47%	3%
Emergency Shelter Residents	100	102	N/A	N/A
Peel Living	600	631	25%	34%
TOTAL COMPLETIONS	5,950-6,250	5,436		

### 2.3 Major Changes from 2013

Several changes were made to the survey instruments for the 2015 wave of the study. The following change was made to all surveys (full surveys can be found in Appendix A):

- Don't know, not applicable, and prefer not to answer were added as a response option to most questions.

#### General Population Survey:

Due to survey length, not all residents were asked about garbage/recycling collection and Regional roads. To determine which section of the survey was asked of residents, a question was added asking the survey participant if they drove. If they did not, they were not asked questions about Regional Roads. Participants who indicated they drive were randomly selected to answer questions about regional roads or garbage and recycling services.

The following topics or questions were added to the survey:

- Garbage and recycling:
  - Knowledge of Region of Peel's policies regarding curbside garbage collection and the transition to the cart-based system.
  - Methods used to dispose of common household waste.

- The Region of Peel Waste Management Website.
- The ease of following signs and instructions and the cleanliness of the Community Recycling Centres.
- Residents' perceptions of the quality of the Region's waste water treatment systems.
- Knowledge of, and agreement with the Region's policies regarding water leaks on a resident's property, and who is responsible for paying for additional water flow.
- A section was added for clients who had their water turned off in the past 12 months.
- The section on sewer and water main construction was expanded and included 3 additional open ended questions for residents who provided low ratings for satisfaction with the management of traffic flow, the manner the site was left in each night, and the safety of the site.
- Regional Roads
  - All questions were new to this section with the exception of the overall satisfaction with Regional Roads.
  - New sections were added for road maintenance, road construction, traffic safety programs education, and red light cameras.
- A section regarding use of accessible transportation (TransHelp).
- Notice of overdue immunization for a school-aged member of the family and satisfaction with the process of updating the student's records.
- Response options to some demographic questions were updated to allow for comparison with other data sets.

The following topics were removed from the survey:

- The reasonableness of the cost of repairing a basement flood or sewer backup.
- Sewer odour.

The following services were not in-scope for this wave of the survey:

- Water meter repair/upgrade.
- Vaccinations.

A General Population Mobile survey was also piloted this wave. It contained key questions from the General Population survey.



### Health and Human Services:

The following topics or questions were added to the survey:

- Questions on Regional road maintenance were aligned with the General Population Survey.
- A section on licensed childcare providers was added.
- Response options to some demographic questions were updated to allow for comparison with other data sets.

The following topics were removed from the survey:

- Child-focused services:
  - Dental preventative services
  - Prenatal education
  - Subsidies for childcare
- Breastfeeding history (follow-up section for Breastfeeding Companion Service)

The following services were not in-scope for this wave of the survey:

- Food handler training
- Dental preventative services
- Prenatal education

### Business Survey:

- Sections were added for clients who had their water turned off in the past 12 months, those who used locate services, and those who applied for an excess load permit.
- Section on sewer and water main construction near the business was expanded.
- Questions about the funding and supports provided by the Region as well as whether subsidies should be paid directly to families or to the provider were added to the section for Early Learning Childcare Centres.
- Questions specific to by-law inspections were added

The following topics were removed from the survey:

- Sewer backup/flooding on the businesses' premises

### Emergency Shelters Survey

- Question added asking whether the resident considers the Region of Peel to be their primary residence was added.
- Transitional housing service was removed of this wave.

### Long Term Care Survey

- Wording for some products and services were changed (i.e., continence care products was changed to bowel and bladder management products).
- Satisfaction with volunteer services was added.
- Asked whether or not the resident would recommend their centre to others.
- A general comments question was added.

### Peel Living Survey

- A dedicated survey for residents of Peel Living was last used in 2011.
- The following changes were made to that survey instrument:
  - Yes/no questions about interactions with fellow residents and Peel Living staff were to level of agreement.
  - Overall satisfaction with tenant support agent and whether it has become easier or more difficult to contact that staff member were added.
  - Overall satisfaction with Peel Living added.

## 2.4 Weighting of Responses: General Population Results

As shown in Table 2, below, demographics of participants sampled randomly from the general population were a close match to the profile of the Region of Peel’s residents, with the exception of age which skewed slightly older. In order to provide results representative of the population of the Region of Peel, results from the General Population survey (excluding client lists from listed sample) were weighted by age, gender, and municipality of residence, with target values coming from census results for the Region of Peel (2011 National Household Survey).

When reporting results by area municipality, results are weighted only by age and gender, using the same target values.

**TABLE 2 DEMOGRAPHIC PROFILE OF GENERAL POPULATION SURVEY PARTICIPANTS**

	Completions	Percentage	2011 Census*
<b><u>Municipality</u></b>			
Brampton	412	32%	39%
Caledon	203	16%	5%
Mississauga	653	52%	56%
<b><u>Gender</u></b>			
Male	613	49%	48%
Female	635	51%	52%
Other	2	<1%	-
<b><u>Age</u></b>			
18-34	104	10%	30%
35-49	282	27%	31%
50-64	374	36%	25%
65+	280	27%	14%

\*Only includes those 18 and older

The remaining surveys were completed with individuals whose contact information was provided by the Region of Peel or at service locations. As each service has its own demographic profile that may or may not match that of the Region. Data from these surveys were not weighted.

## 2.5 CSI and BSI

The CSI and BSI are satisfaction scores that take into account satisfaction with each service assessed in this study. To calculate the CSI and the BSI, mean scores from each service have been multiplied by the percentage of the regional budget of in-scope services consumed by that service. The sum of these scores produces the Index Score.

**2.6 Reporting of Scores**

Mean satisfaction scores for each service type will be reported. Although questions in the survey used a 5-point response scale (“1” indicates “strongly disagree” and “5” indicates “strongly agree”) they have been converted to a 10-point scale for reporting purposes (shown below).

<b>Strongly Disagree</b>											<b>Strongly Agree</b>
<b>1</b>			<b>2</b>			<b>3</b>			<b>4</b>		<b>5</b>
0	1	2	3	4	5	6	7	8	9	10	

**2.7 Models**

The primary difference between receiving high or low scores lies in the ability of the Region to satisfy clients in the areas that matter to them most.

Each model identifies the aspects of service experience that matter most to Peel clients. Factor analysis was used to validate the drivers of service experience identified in 2013. Regression analysis was used to determine the relative impact of each driver on overall service satisfaction.

In each model, the thickness of the line linking each driver to overall satisfaction represents the relative impact ( $\beta$ ) of that driver compared to others; the thicker the line, the more that factor drives overall satisfaction.

**2.8 Opportunity Analysis**

Following regression analysis, opportunity analysis was used to compare drivers that were rated on a scale of 0-10. This compares the relative performance (horizontal axis) with the impact (vertical axis) of each of driver (Figure 1).

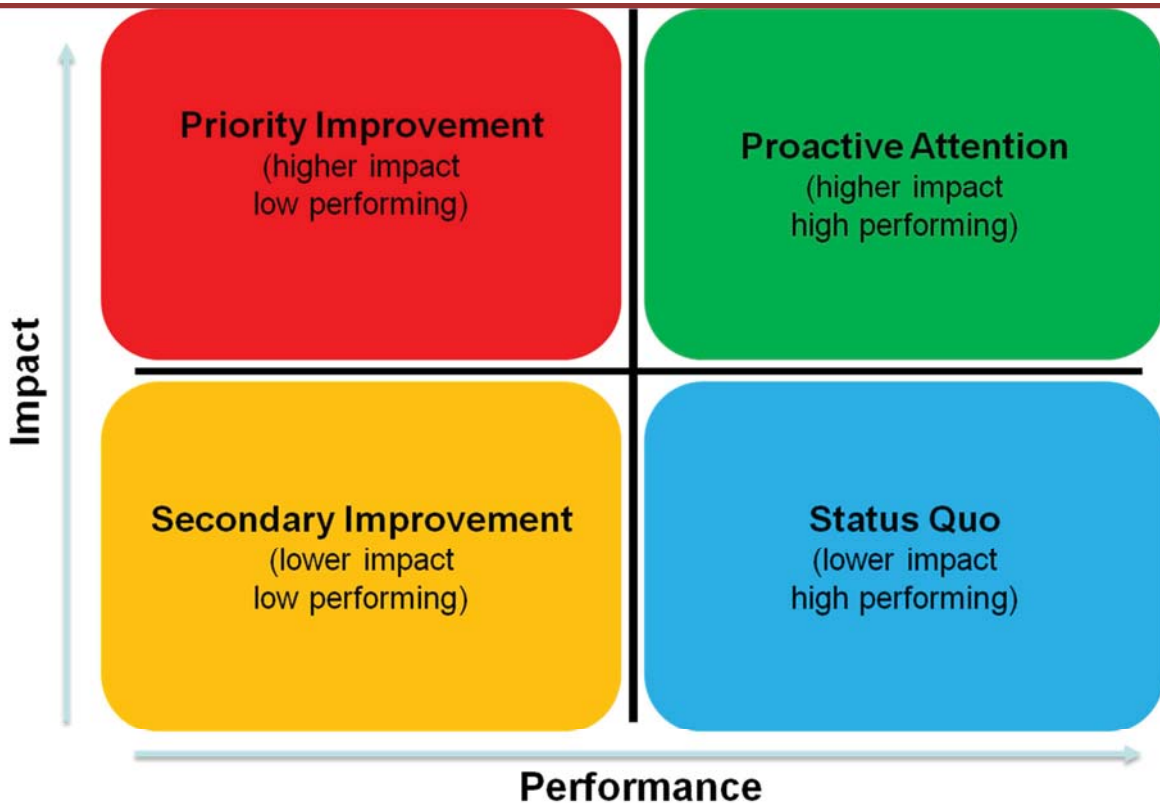
Opportunity analysis compares the mean scores of several attributes as well as their impact on an overall dependent variable. In the case of the opportunity analysis performed for this study, the impact is the correlation (squared Pearson’s  $r$ ) of the driver to satisfaction. When impact and performance are plotted against one another, the relative importance of both performance and impact are displayed.

Drivers located in the top right quadrant of the opportunity analysis chart represent areas of strength; i.e., areas that are performing well and have high impact on overall satisfaction. These are areas where current practices should be improved if possible but, at minimum, proactively attended to in order to ensure overall satisfaction is maintained. Drivers in the bottom right quadrant are also performing relatively well but have a weaker impact on

satisfaction than other drivers. These are areas where the status quo should be maintained. Items on the left side of the graph have lower performance scores relative to other drivers and represent areas for improvement. Those in the upper left quadrant have stronger relative impact on overall satisfaction and should be considered priority areas to improve. Items in the bottom left quadrant have less impact relative on overall satisfaction and are secondary areas to improve. Note that this does not mean that these areas should be considered unimportant. They should be monitored moving forward to ensure that satisfaction does not decline and begin to erode overall satisfaction. Further, if no effort is made to improve these areas their relative importance may increase over time. The colours shown in the figure below will be used throughout the report where opportunity analysis is possible.

It should be noted that the ability to improve a score depends on the absolute level of that score. Extremely high scores have minimal room to improve. However, most scores tracked in this study are not so high that there is no room for improvement.

**FIGURE 1 INTERPRETATION OF OPPORTUNITY ANALYSIS RESULTS**



## 2.9 Categorization of Services

Reporting on resident survey results shows results by department as well as by transactional and relational services. Public Works and – for the most part – Public Health services are categorized as transactional based on the lower (or absent) levels of interaction with Region of Peel staff. Human Services were categorized as relational services based on the regular interaction between Region of Peel staff and the typically longer period of time when service is provided. There were also two Public Health services that were categorized as relational: Healthy Babies Healthy Children and Breastfeeding Companion Service.

Finally, analysis of satisfaction with services by service type does not include Paramedics, Long Term Care Facilities, or Emergency Shelters as these surveys were different in both their structure and they manner in which they were administered, although results for these surveys are provided later in the report. It also does not include the experience at Peel Art Gallery Museum and Archives (PAMA) or of TransHelp users, as these services does not fit with the classifications used. PAMA and TransHelp are, however, included in the resident overall service satisfaction model.

**TABLE 3 CLASSIFICATION OF REGIONAL SERVICES**

	Transactional	Relational
<b><u>Public Works</u></b>		
CRC	✓	
Waste Collection Service	✓	
Road Maintenance	✓	
Waste Water	✓	
Water Turn-off	✓	
Water Billing and Collection	✓	
Water Quality	✓	
Sewer Construction	✓	
<b><u>Public Health</u></b>		
Immunization Records	✓	
Breastfeeding Support Services	✓	
Healthy Babies Healthy Children		✓
Breastfeeding Companion Service		✓
<b><u>Human Services</u></b>		
Contracted Childcare Services		✓
OW: Recent Clients		✓
OW: Active Clients		✓
PATH Wait List Service		✓
Rent Supplement Service: Commercial Buildings		✓



## **2.10 Limitations**

Although the study produced robust findings, the following limitations should be noted:

- For various reasons, not all surveys were administered in the same fashion. For instance, some were completed online or over the phone while others were mailed back. Still others were distributed at Region of Peel service locations by staff. This limits the comparability of survey results between surveys.
- The ratio of surveys completed at Emergency Shelters relative to the number residents eligible to complete the survey is unknown. This introduces the possibility of responder bias which cannot be accounted for.
- Some questions were rephrased and there were minor changes to the structure of the survey since the previous wave. This limits the degree to which answers can be compared year over year.
- Low samples for some services limits the ability to reliably report findings for some questions.
- Differences across survey instruments limit the ability to compare results among services.
- As a result of differences across survey instruments, results for Paramedic Services (etc.) have been excluded from overall citizen satisfaction model.
- Channel experience cannot be examined by service type due to low sample sizes.

## **2.11 Report Layout**

The next seven sections of the report present the findings of the 2015 Region of Peel Enterprise-wide satisfactions surveys in the following order: Resident Satisfaction, Paramedic Services, Long Term Care Services, Emergency Shelters, Peel Living, Trust and Confidence, and Businesses.

Each section contains a model of the drivers of satisfaction and opportunity analysis which is used to identify areas for proactive attention, priority improvement, secondary improvement and status quo. Results of opportunity analysis are displayed, when possible, in horizontal bar charts using the colour scheme shown in Figure 1.

Where possible, results are compared to 2013. In cases where the difference is significantly larger than 2013 an upward arrow (↑) will appear next to the 2015 score. In cases where the difference is significantly smaller than in 2013 a downward arrow (↓) will be displayed. Testing is conducted by independent t-test for mean scores and independent z-test for percentages at the 95% confidence interval.

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## SECTION 3: RESIDENTS' SATISFACTION

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### 3.1 Client Satisfaction Index (CSI)

As in previous waves of the study, the satisfaction with each service within the scope of the resident surveys has been combined into a single satisfaction score: the CSI.

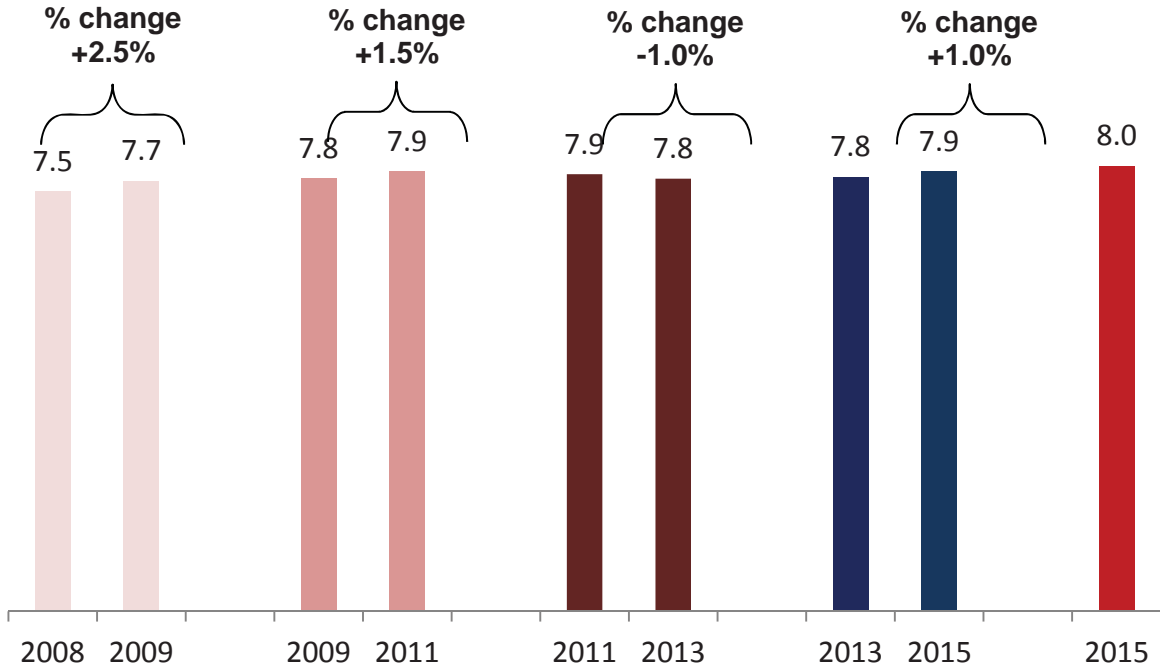
For 2015, the CSI is composed of 24 measures, listed in Table 4. When the mean satisfaction scores for all in-scope services are weighted by the share of budget they consume, and added together, they produce a CSI score of 8.0 (out of 10).

Although this score is not appreciably different from the 2013 CSI, the services included in the resident surveys are not the same from one wave to the next, and so cannot be directly compared. For this reason, another version of the CSI is also calculated using only the services in common with the prior wave. This was previously referred to as the “apples-to-apples” comparison (Figure 2: dark blue bars). The “apples-to-apples” CSI increased by 2.5% between 2008 and 2009, 1.5% between 2009 and 2011, and decreased by 1.0% between 2011 and 2013. Since 2013, the CSI has increased by 1.0% to 7.9.

The difference is expressed in the form of percentage change rather than a measure of statistical significance since, as an index is a combination of different measures that lacks uniform distribution, it is not relevant or appropriate to calculate tests of statistical significance. Also, as the apples-to-apples comparison has only been made with the 2013 CSI, no direct comparisons can be made with CSI results prior to 2013.

This year’s apples-to-apples comparison does not include services added to the study in 2015 (i.e., Water Turn-off, updating immunization records, TransHelp), which, coupled with the exclusion of services that were out of scope in 2015 (Dental Screening Service, Prenatal Services, Healthy Sexuality Clinics, Food Handler Training, Vaccination, and Water Meter Repair and Maintenance) has positively impacted the Region of Peel’s new CSI for 2013, taking it from 7.9 (apples-to-apples) to 8.0 (Figure 2: red bar – far right).

**FIGURE 2 APPLES TO APPLES COMPARISON OF CSI BY YEAR**



### 3.2 Individual Service Satisfaction Scores

The following satisfaction scores comprise the CSI for 2013. Scores for 2008, 2009, 2011, 2013, and 2015 are shown.

**TABLE 4 OVERALL SATISFACTION SCORES FOR INDIVIDUAL REGION OF PEEL SERVICES INCLUDED IN CSI CALCULATION**

	2008	2009	2011	2013	2015
<b><u>Health</u></b>					
Long Term Care Services	8.2	8.5	8.3	8.0	8.0
Breastfeeding Support Services	8.5	9.0	9.1	8.3	8.4
Breastfeeding Companion Service	-	-	8.3	8.3	7.2
Healthy Babies Healthy Children Services	8.8	9.1	9.0	8.4	8.1
Immunization Record Services	-	-	-	-	7.8
Paramedic Services	-	9.1	8.9	9.0	9.1
<b><u>Human Services</u></b>					
Ontario Works Services: Active Clients	7.5	7.5	7.7	7.8	7.9
Ontario Works Services: Recent Clients	6.2	6.8	7.6	7.5	7.2
Emergency Shelters	7.3 <sup>†</sup>	6.7 <sup>†</sup>	7.6 <sup>†</sup>	6.4	6.1
Licensed Childcare Services	9.1	8.4	8.9	8.3	8.7
Peel Living (Housing Subsidy)	7.7 <sup>†</sup>	8.1 <sup>†</sup>	7.6 <sup>†</sup>	8.1 <sup>‡</sup>	7.3 <sup>**</sup>
Peel Living (Rent Supplement)	7.7 <sup>†</sup>	8.1 <sup>†</sup>	7.6 <sup>†</sup>	8.3 <sup>‡</sup>	7.8 <sup>**</sup>
Peel Living (Non-subsidized)	7.7 <sup>†</sup>	8.1 <sup>†</sup>	7.6 <sup>†</sup>	7.4 <sup>‡</sup>	6.8 <sup>**</sup>
Rent Supplement Service: Commercial Buildings	6.6	7.4	8.4	8.5	8.8
Peel Access to Housing (PATH) Wait List Service	4.8	4.3	5.8	4.9	4.4
<b><u>Public Works</u></b>					
Water Quality	7.5	7.8	7.6	7.7	7.6
Water Billing and Collection Service	8.0	8.3	7.9	7.5	7.1 <sup>*</sup>
Waste Water/Sewer	-	-	-	6.4	6.4
Road Maintenance (Regional Roads)	6.8	7.0	7.0	6.9	6.9
Waste Collection Service (curbside pickup)	8.0	8.2	8.3	8.0	8.0
Community Recycling Service	8.2	8.6	8.6	8.2	8.4
<b><u>Other Services</u></b>					
Customer Contact Centre	7.6	7.7	7.7	7.3	7.4
PAMA	-	-	-	8.5	8.2
TransHelp	-	-	-	-	8.3

\* Score significantly different from 2013

<sup>†</sup> 2013 is the first year scores for Peel Living Housing Subsidy, Rent Supplement and Non-subsidized Housing are presented separately

<sup>‡</sup> Satisfaction question in 2013 differs from that used in prior waves

<sup>\*\*</sup> Satisfaction question in 2015 differs from that used in prior waves

**TABLE 5 OVERALL SATISFACTION SCORES FOR INDIVIDUAL REGION OF PEEL SERVICES NOT INCLUDED IN CSI CALCULATION**

	2011	2013	2015
<b>Other Services</b>			
Region of Peel Website	7.3	7.5	7.4
Community Recycling Service	8.9	8.5	8.2
2-1-1 Service	8.0	7.8	7.6
Sewer Construction	-	4.6	7.1*
Water Turn-off	-	-	8.8
Sewer Back-up repair	-	6.4	6.4

### **3.3 Comparison of Satisfaction with Regional Services between Resident Surveys and the Mobile Survey**

The intent behind piloting the Mobile Survey in parallel with the resident surveys (General Population and Health and Human Services) was to investigate the comparability of results from this new method of data collection to previously existing surveys and methodology. In the Mobile Survey, ratings for five Public Works services were solicited. The differences between the scores given in the Mobile Survey were not statistically different from the scores provided in the resident surveys. This suggests that for future waves of the study, these scores may be included in the overall ratings provided for Public Works services.

**TABLE 6 COMPARISON OF RESIDENT RESULTS FROM TRADITIONAL SURVEY METHODS WITH THE MOBILE SURVEY**

<b>Public Works</b>	<b>Resident Surveys</b>	<b>Mobile Survey</b>
Water Quality	7.6	7.9
Water Billing and Collection Service	7.1	7.2
Road Maintenance (Regional Roads)	6.9	6.6
Waste Collection Service (curbside pickup)	8.0	8.2
Community Recycling Service	8.4	8.4

### **3.4 How to Increase Satisfaction**

Region of Peel residents were asked a comprehensive set of questions about a single recent experience with the Region of Peel. Residents who were selected at random to participate in the survey were asked about their most recent interaction with the Region. For the most part, these clients reported on Public Works services; however, for some, their most recent experience with the Region was updating their school-aged child’s immunization records (a Public Health service) or a visit to Peel Art Gallery Museum and Archives (PAMA). The remaining participants included in this analysis were contacted about Public Health or

Human Services and were selected at random from client lists provided by the Region. In all, clients who rated the following services were included in the resident satisfaction model:

- CRC
- Waste Collection Service
- Road Maintenance
- Waste Water
- Water Turn-off
- Water Billing and Collection
- Water Quality
- Peel Art Gallery Museum and Archives (PAMA)
- TransHelp
- Immunization Records Services
- Breastfeeding Support Services
- Healthy Babies Healthy Children
- Breastfeeding Companion Service
- Contracted Childcare Services
- OW: Recent Clients
- OW: Active Clients
- Peel Access To Housing (PATH)
- Rent Supplement Service: Commercial Buildings

Results for Paramedic Services, Long-Term Care facilities, Emergency Shelters, and Peel Living are presented separately.

The model shown below identifies the aspects of the service experience that matter most to Peel residents. Factor analysis was used to identify the broad areas of the service experience that drive satisfaction, and regression analysis was used to determine the relative impact of each driver on overall service satisfaction.

As shown in Figure 3, five broad categories define service experience for Peel residents:

- Channel (the quality of the channel or method to access services);
- Process (experience of actually using the service);
- Staff (interactions with Peel employees when gaining access to or using the service);
- Timeliness (perceptions of with how long it took to get the service); and
- Outcome (whether or not they got what they needed from the service).

The impact of each area on overall satisfaction is shown by the standardized coefficient ( $\beta$ ) located above the driver. For residents, the quality of the channel they used to access the service is most impactful, in terms of driving overall satisfaction with their most recent service ( $\beta=0.32$ ). The remaining areas, in terms of overall impact on satisfaction are the outcome of the service experience, interactions with staff, the process of using the service and timeliness.

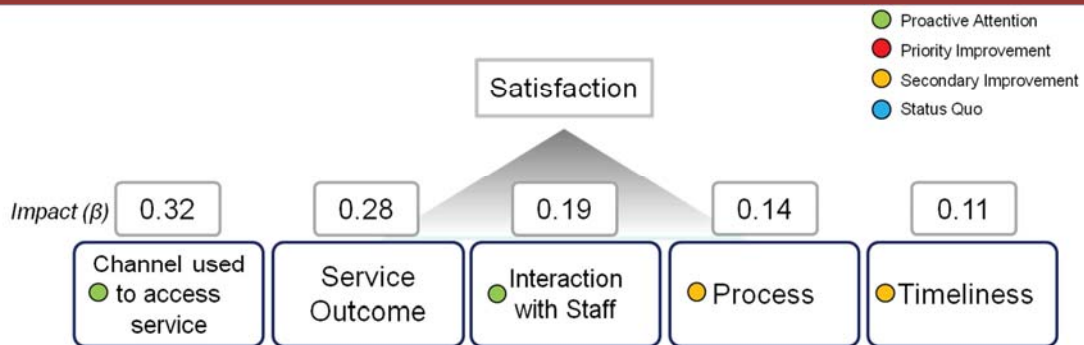
Clearly, not all service types involve frequent interactions with those who receive the service they provide (e.g., Water Quality, Water Billing, Waste Collection Service, Road



Maintenance). For these ‘indirect’ services, channel remains the most important aspect of the service delivery experience, followed by outcome. Models tailored to specific departments and/or service types have been included within the relevant department-level presentations.

The model as a whole accounts for 59% of the variance in overall satisfaction. Coloured circles indicate results from the Opportunity Analysis which weighs the relative importance of performance and impact.

**FIGURE 3 REGION OF PEEL CLIENT OVERALL SERVICE SATISFACTION MODEL**



The overall structure of the model remains the same as 2013 with the same 5 drivers are the key influencers of satisfaction; however, the relative strength of the each driver’s impact has shifted:

- Channel used to access services: In-person, telephone, Region of Peel website, email, home visits, and posted mail
- Service outcome: Getting residents what they need
- Interaction with staff
- Process: The ease of accessing the service
- Timeliness of service delivery

Based on the relatively high performance and impact score, opportunity analysis identifies the channel used to access a service as an area of strength that should receive proactive attention in order to maintain high levels of overall service satisfaction among Peel residents. This was the third most influential driver of satisfaction in 2013.

Service outcome, or getting what you need from the service, is now the second most influential driver of overall satisfaction. This was the least influential driver in the previous wave of the study.

Similar to 2013, Region of Peel Staff is also an area that should receive proactive attention. However, in this wave staff has dropped from the most influential driver to the third most influential. Process and timeliness are areas in which improvements in client satisfaction

have less impact on increasing residents' satisfaction with the Region's services. They are both areas for secondary improvement.

Each of these drivers will be discussed in greater detail in the sections that follow. Drivers will be presented in order of most to least impactful.

### **3.5 Channel – Proactive Attention**

Residents' channel experience (i.e., channel used to access the service) had the greatest impact on overall satisfaction. Overall satisfaction with channel experience scored 7.9, making it an area for proactive attention.

Among the seven delivery channels examined, five had a large enough sample to be included in opportunity analysis. Home visits (9.3) and automated telephone service (6.7) were not included, and are shown in grey in Figure 4. Of the five remaining channels, three have a stronger impact on client satisfaction than the remainder (although all are important). These channels are: telephone agent, Region of Peel website and office or service counter. There was no significant change in satisfaction for these three channels.

Due to relatively high performance and impact scores, communication at the Region of Peel offices or service counters (8.4) was identified as a channel that should receive proactive attention. This is also the second most commonly used channel, with 294 survey participants indicating their most recent interaction with the Region of Peel was at an office or service counter location.

On the other hand, service over the telephone with a live agent has been identified as a priority area for improvement due to its strong impact on satisfaction and relatively weak satisfaction rating (7.7). This was the most frequently used channel, with 454 survey participants indicating this was their most recent method of contact with the Region. This was a channel for proactive attention in 2013.

The second channel identified as a priority area for improvement was the Region of Peel website (7.8). The impact of this channel on overall satisfaction has increased relative to the previous wave.

Channels identified as secondary priority areas for improvement are email (7.9) and posted mail (7.7). Both channels had low performance scores relative to other channels but also had relatively low impact on overall satisfaction. Email was the only channel that registered a significant change relative to the previous wave of the survey, increasing from 6.0 in 2013.

**FIGURE 4 CLIENT SATISFACTION WITH CHANNEL MOST RECENTLY USED TO COMMUNICATE WITH THE REGION OF PEEL**



\* grey bars indicate channel was not included in opportunity analysis n<30

**3.5.1 Satisfaction with Channel by Area Municipality**

There was no significant difference in satisfaction with the channel used most recently by area municipality. Satisfaction with email increased significantly in Mississauga.

**TABLE 7 CLIENT SATISFACTION WITH CHANNEL MOST RECENTLY USED TO COMMUNICATE WITH THE REGION OF PEEL BY AREA MUNICIPALITY**

	Brampton (n=407)	Caledon (n=52)	Mississauga (n=551)
All Channels	7.9	8.0	7.9
In person	8.5	8.3	8.4
Email	7.7	*	8.0↑
Website	7.9	*	7.8
Posted mail	7.9	*	7.8
Telephone live agent	7.5	7.7	7.7
Automated phone	7.3	*	6.0
Home Visits	*	*	*

\* results not shown for n<10

↑↓ indicates significant increase/decrease from 2013

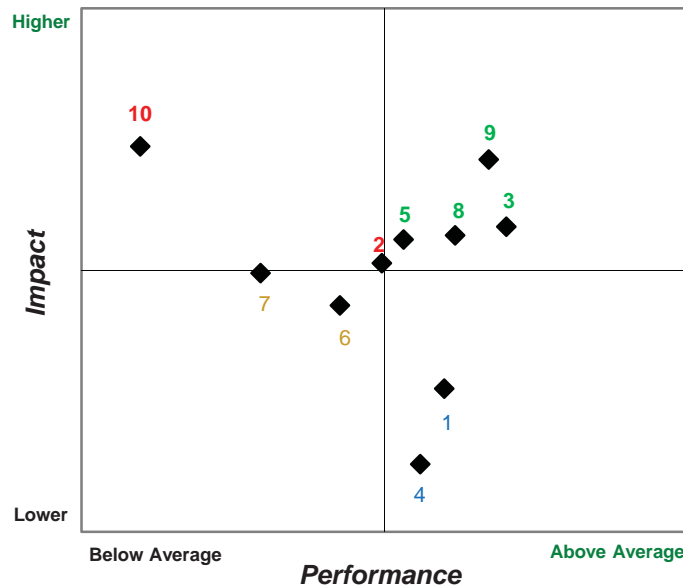
▲ ▼ indicates significant difference by municipality

### 3.5.2 Telephone with Live Agent

The channel most frequently used by residents to contact the Region of Peel was over the telephone with a live agent. In total, 984 residents indicated they had ever used this channel to contact the Region, while 294 residents indicated that this was their most recent method of contact. Relative satisfaction (7.7) and impact scores for telephone contact compared to other channels make this an area for priority improvement.

Satisfaction scores for attributes within this channel ranged from 6.5 (my phone message was returned in a timely manner) to 7.6 (Peel staff took the time required to explain things to me). When delivering service live over the phone, four of the areas of strength that should receive proactive attention include the lack of 'red tape', the ease of accessing staff, dealing with a reasonable number of people, and staff taking the time to explain things thoroughly. Priorities for improvement are returning phone calls promptly and residents receiving consistent information from all sources.

**FIGURE 5 OPPORTUNITY ANALYSIS – DELIVERING SERVICE LIVE OVER THE PHONE**



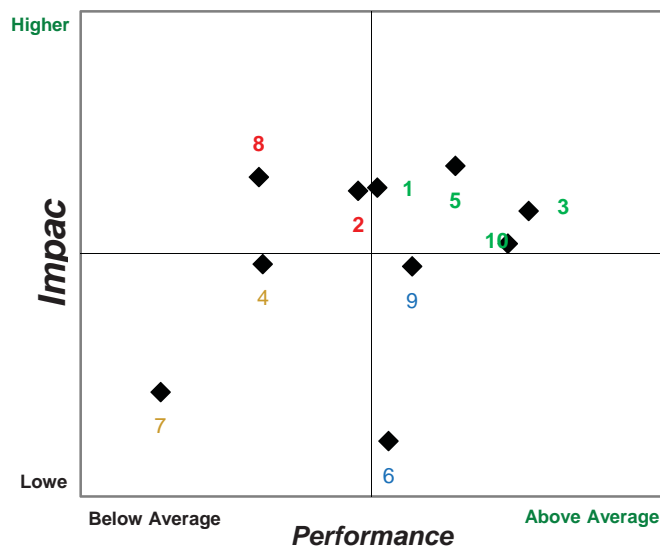
- 1. I knew where to get the information I needed
- 2. I received consistent information from all sources
- 3. The process was easy (not much 'red tape' to deal with)
- 4. The hours of service suited my schedule
- 5. Getting access to staff was easy
- 6. I waited a reasonable amount of time to speak to someone on the phone
- 7. I had to tell my story or provide information only once
- 8. I dealt with a reasonable number of people over the phone
- 9. Peel staff took the time required to explain things to me
- 10. My phone message was returned in a timely manner

### 3.5.3 Region of Peel Office or Service Counter

The second most frequently used channel to contact the Region of Peel by residents was in person at a Region of Peel office or service counter. In total, 888 residents indicated they had ever used this channel to contact the Region, while 535 residents indicated that this was their most recent method of contact. Satisfaction with service received in person at an office or service counter (8.4) was highest compared to all other channels included in opportunity analysis. This channel also received a high impact score and is an area of strength that should receive proactive attention.

Satisfaction scores for attributes within this channel ranged from 7.4 (I waited a reasonable amount of time at the Region of Peel office) to 8.1 (the process was easy (not much 'red tape')). When serving clients in person, areas that should receive proactive attention are the ease of accessing staff, residents knowing where to get the information they need, the ease of the process, and Peel staff taking the time required to explain things to residents (based on relatively high performance and impact scores). To improve this channel experience even further, consideration might be given to ensuring residents are receiving consistent information from all sources and having to tell their story only once.

**FIGURE 6 OPPORTUNITY ANALYSIS – DELIVERING SERVICE AT AN OFFICE OR SERVICE COUNTER**



- 1. I knew where to get the information I needed
- 2. I received consistent information from all sources
- 3. The process was easy (not much 'red tape' to deal with)
- 4. The hours of service suited my schedule
- 5. Getting access to staff was easy
- 6. The Peel office was in a convenient location
- 7. I waited a reasonable amount of time in line at a Peel office

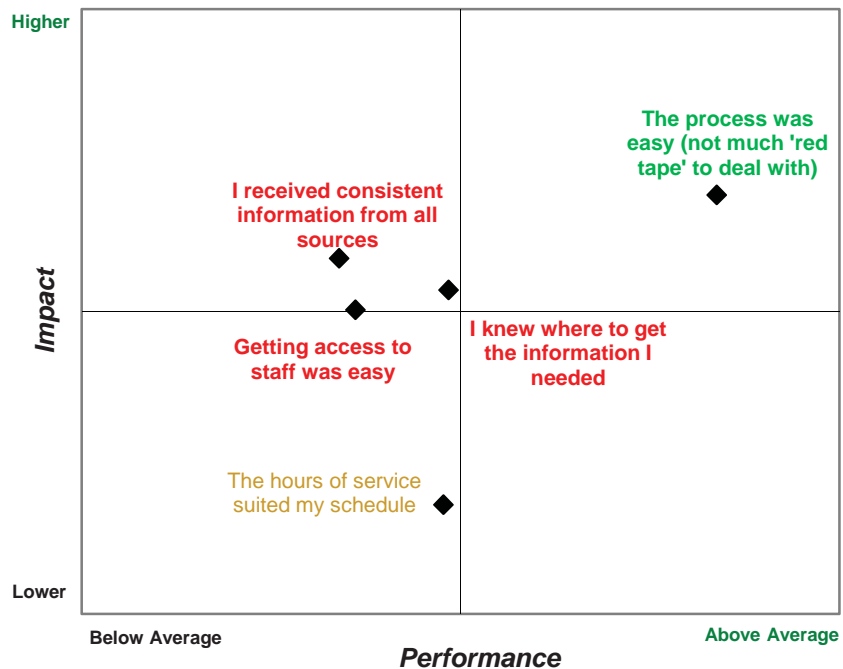
- 8. I had to tell my story or provide information only once
- 9. I dealt with a reasonable number of people
- 10. Peel staff took the time required to explain things to me

### 3.5.4 Email

The third most frequently used channel to contact the Region of Peel was via email. In total, 388 residents indicated they had ever used this channel to contact the Region, while 102 residents indicated that this was their most recent method of contact. Satisfaction with using email (7.9) improved significantly since 2013 (6.0). The impact of their experience was low relative to other channels, however, which makes communicating with residents by email a secondary area for improvement.

Satisfaction scores for attributes within this channel ranged from 7.0 (getting access to staff was easy and I received consistent information from all sources) to 7.6 (the process was easy (not too much ‘red tape’)). When communicating with residents over email an area identified for proactive attention is the ease of using email. Based on a low performance and high impact score, a priority areas for improvement within email service is receiving consistent information from all sources, residents knowing where to get the information they need and the ease of getting access to staff.

**FIGURE 7 OPPORTUNITY ANALYSIS – COMMUNICATING WITH RESIDENTS THROUGH EMAIL**





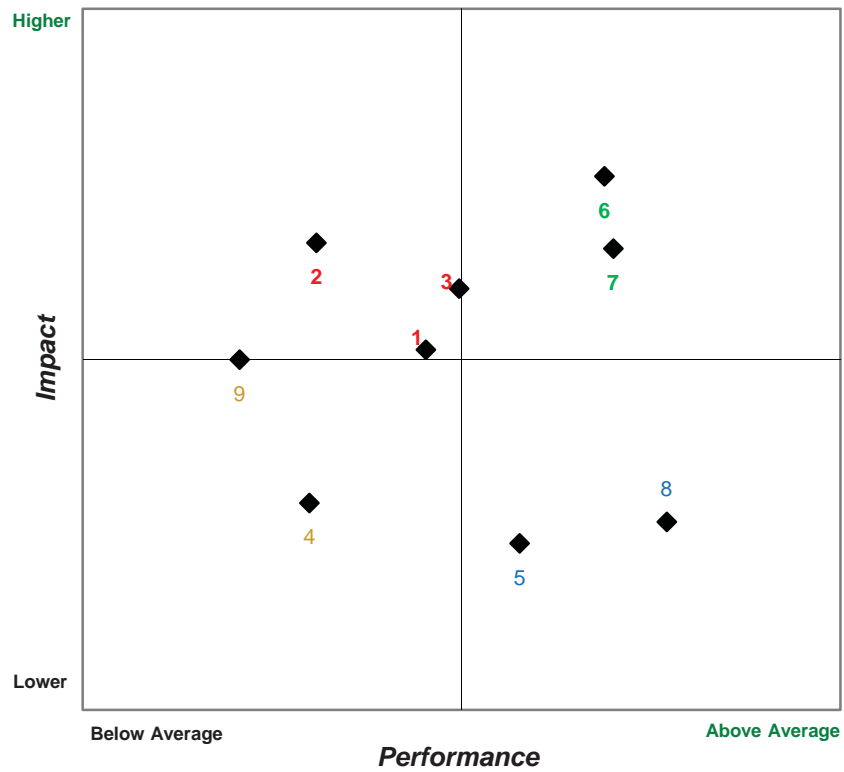
### **3.5.5 Region of Peel Website**

The fourth most frequently used channel to contact the Region of Peel by residents was online, through the Region of Peel Website. In total, 276 residents indicated they had ever used this channel to contact the Region, while 67 residents indicated that this was their most recent method of contact. Satisfaction with using the website (7.8) has not changed appreciably since 2013. The impact of residents' experience using the Region's website was high relative to other channels, making it a channel for priority improvement.

Satisfaction scores for attributes within this channel ranged from 7.4 (I received a response to my email in a timely manner) to 7.8 (it was easy to find the email address I needed and it was easy to find the right website). In order to improve satisfaction with the Region of Peel's Website, making information easy to find is a priority area for improvement based on relatively low performance and high impact scores for the drivers of being easy to find information and knowing where to get information. Providing a more timely response to emails and being able to get access to staff easily are priorities for improvement as well. The latter issue of access is a strategy explored in the following section: Spotlight on the Region of Peel Website.

Based on relatively high performance and impact scores, areas that should receive proactive attention are providing consistent information across sources and keeping the process easy and free of 'red tape'.

**FIGURE 8 OPPORTUNITY ANALYSIS – REGION OF PEEL WEBSITE**



- 1. I knew where to get the information I needed
- 2. I received consistent information from all sources
- 3. The process was easy (not much 'red tape' to deal with)
- 4. The hours of service suited my schedule
- 5. Getting access to staff was easy
- 6. It was easy to find the right website
- 7. It was easy to find the information I needed
- 8. It was easy to find the email address I needed
- 9. I received a response to my email in a timely manner

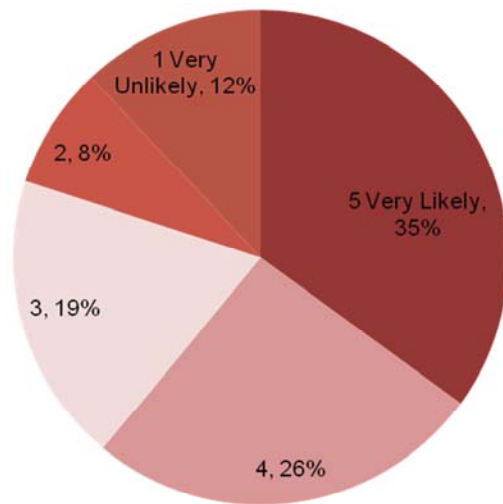
**3.5.6 Spotlight on the Region of Peel Website – All Residents**

As the role of the Internet as a vehicle for information and a forum for transactions continues to grow, the degree to which residents use the Region of Peel’s website was examined. The preceding section (3.5.5) related specifically to website use contributing to the delivery of a specific service; this section explores the online experiences of all survey respondents in general.

In total, 32% of residents have ever used Peel’s website to access services or transact with government, a significant increase from 2013 (18%). Furthermore, 35% of residents said that it was very likely they would use the Region of Peel website for their next transaction, also a significant increase from the previous wave of the survey (25% in 2013). Of those who said they were unlikely to use the website, 33% said they did not anticipate a need, 13% cited concerns with web and information security, and 11% said they do not have internet access.

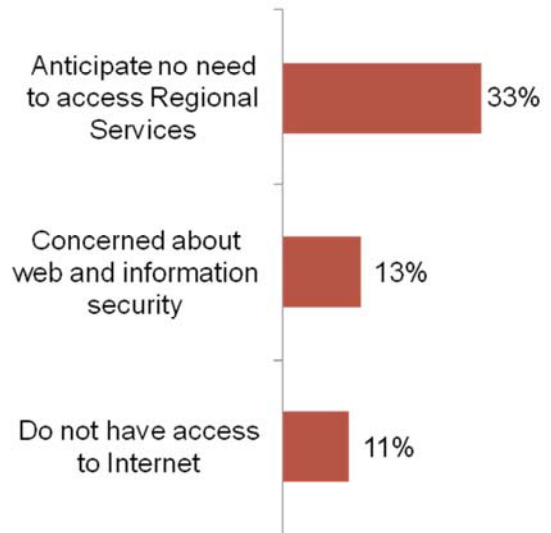
**FIGURE 9 LIKELIHOOD OF PEEL RESIDENTS USING REGION OF PEEL WEBSITE FOR TRANSACTIONS AND BARRIERS**

**Likelihood of Using Next Time  
(n=2371)**



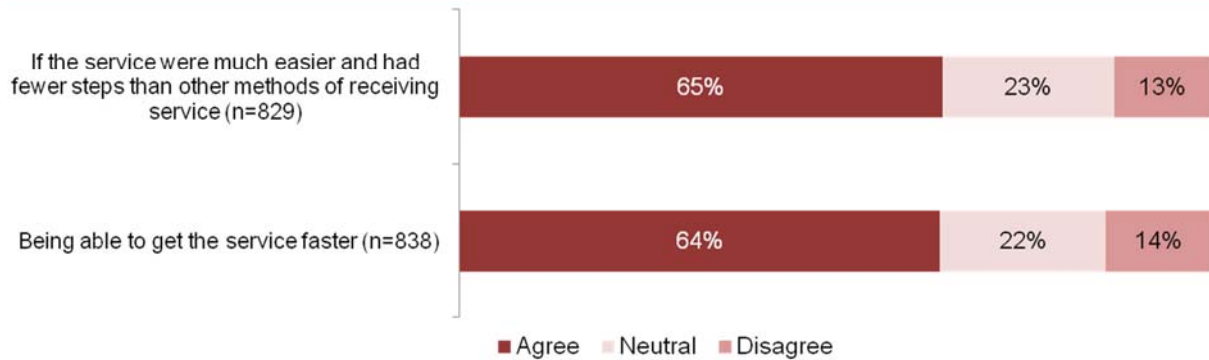
**Why do you say that?**

-Main mentions among those giving a rating of ‘1’, ‘2’ or ‘3’-



Those who said they were unlikely to use the Region’s website for their next transaction were then asked how much they agreed to a pair of factors encouraging them to use the internet instead of other methods to get government services. If it meant that ‘the service would be much easier and have fewer steps than other methods of receiving service’ (65% agree) and interest in using the website if it meant ‘being able to get the service faster’ (64% agree).

**FIGURE 10 FACTORS THAT WOULD ENCOURAGE TRANSACTING OVER THE REGION OF PEEL WEBSITE**

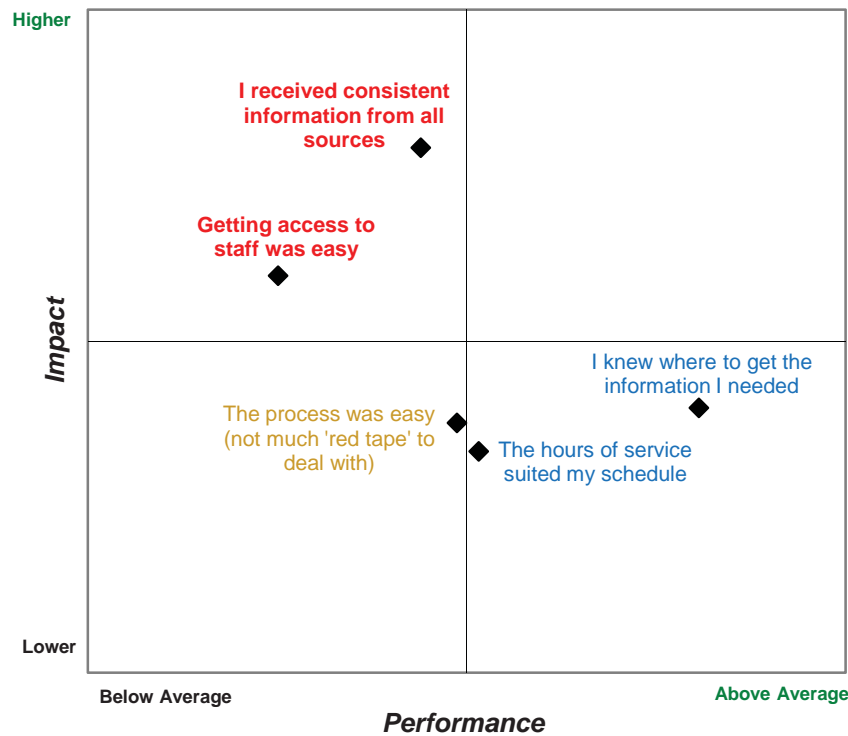


### 3.5.7 Posted Mail

The fifth most frequently used channel by residents to contact the Region of Peel was posted mail. In total, 212 residents indicated they had ever used this channel to contact the Region, while 32 residents indicated that this was their most recent method of contact. Satisfaction with using posted mail was 7.7. The impact of residents’ experience using posted mail was also low relative to other channels, making it a channel for secondary improvement.

Satisfaction scores for attributes within this channel ranged from 6.4 (getting access to staff was easy) to 8.2 (I knew where to get the information I needed). Top priorities for improvement include residents’ perception that they get consistent information from all sources and the ease of getting access to staff.

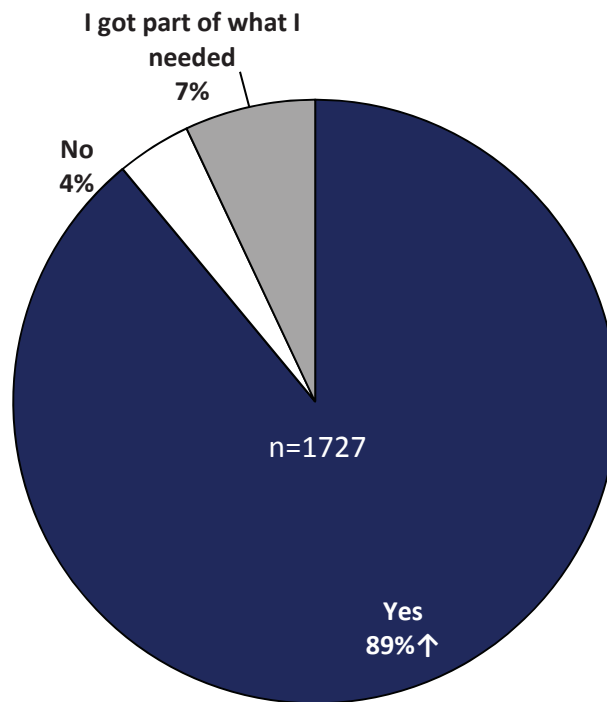
**FIGURE 11 OPPORTUNITY ANALYSIS – DELIVERING SERVICE THROUGH POSTED MAIL**



### 3.6 Service Outcome

Service outcome was the second strongest driver of overall satisfaction. When asked if they got what they needed in the end, 89% of respondents said “yes”; a significantly higher proportion than in 2013 (82%). Seven percent said that they got part of what they needed and 4% of residents said that they did not get what they needed from the service. When residents do not get everything they need from a service, satisfaction decreases by 44%.

**FIGURE 12 OUTCOME OF RECENT SERVICES RECEIVED BY REGION OF PEEL CLIENTS**



### 3.6.1 Outcome by Service Type

<b>Percentage of Clients Who Got What they Needed by Department and Service Type and Best in Class</b>	
<b><u>Public Health</u></b>	<b>84</b>
Updating Immunization Records	95
<b><u>Public Works</u></b>	<b>88</b>
Water Turn-off	100
<b><u>Human Services</u></b>	<b>89</b>
Housing Subsidy	94
<b><u>Transactional</u></b>	<b>88</b>
Water Turn-off	100
<b><u>Relational</u></b>	<b>88</b>
Housing Subsidy	94

The service type that was most likely to have delivered clients what they were seeking was Human Services (89%); particularly for tenants of private landlords on housing subsidy which received a best in class score of 94%.

Public Works (88%) received a similar percentage of service users reporting that they got what they needed from the service. For this department, Water Turn-off received the best score, with 100% of clients saying they got

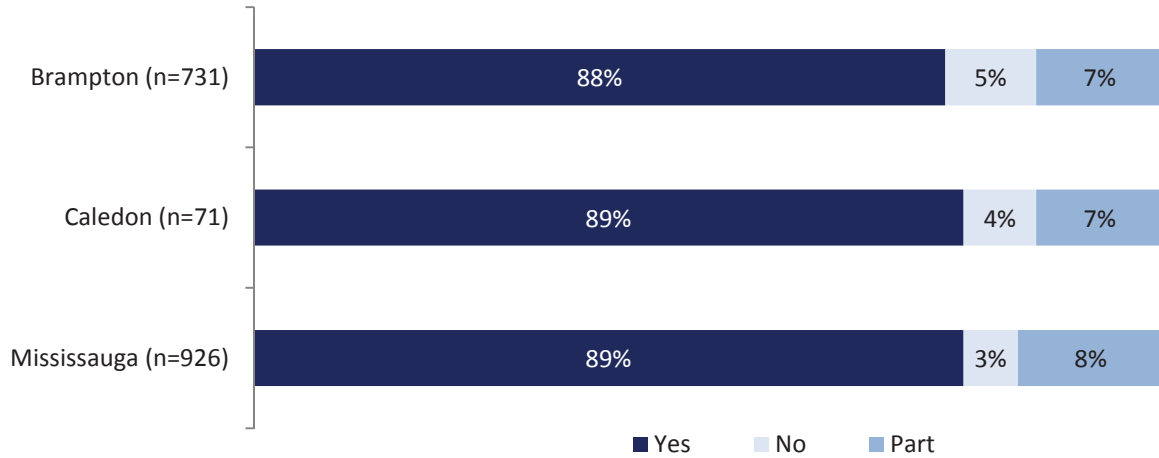
what they needed. Eighty-four percent of Public Health clients said they got what they needed, led by residents who had to update the immunization records of a school aged child (95%).

Clients of transactional and relational services each had 88% of clients reporting they got what they needed. These service types were also led by Water Turn-off and Housing Subsidy clients, respectively.

### 3.6.2 Outcome by Area Municipality

There was no appreciable difference by area municipality in the proportion of residents who said they got what they needed from the service.

**FIGURE 13 OUTCOME OF RECENT SERVICES RECEIVED BY REGION OF PEEL CLIENTS BY AREA MUNICIPALITY**





### **3.7 Staff – Proactive Attention**

Interaction with staff represents the third most influential driver of client satisfaction. Overall, ratings about staff (8.0) performed the highest among the drivers of satisfaction in 2015. This indicates that Region of Peel frontline employees are delivering service at a high level making this an area that should receive proactive attention. Satisfaction scores for staff were tightly clustered, with mean scores ranging from 7.7 to 8.2 on individual aspects of staff interaction.

Even though results continue to be high for staff, it is also observed that all staff ratings decreased significantly compared to 2013.

The three most impactful drivers of satisfaction with staff were the empathetic elements of service delivery, namely: staff making a real effort to ensure the resident got what they needed (7.8), staff caring about their situation (7.7), and staff took the time to understand what they needed (7.9). All three are considered areas for priority improvement. The remaining attributes had relatively higher satisfaction scores but low impact, making them areas where the status quo can be maintained.

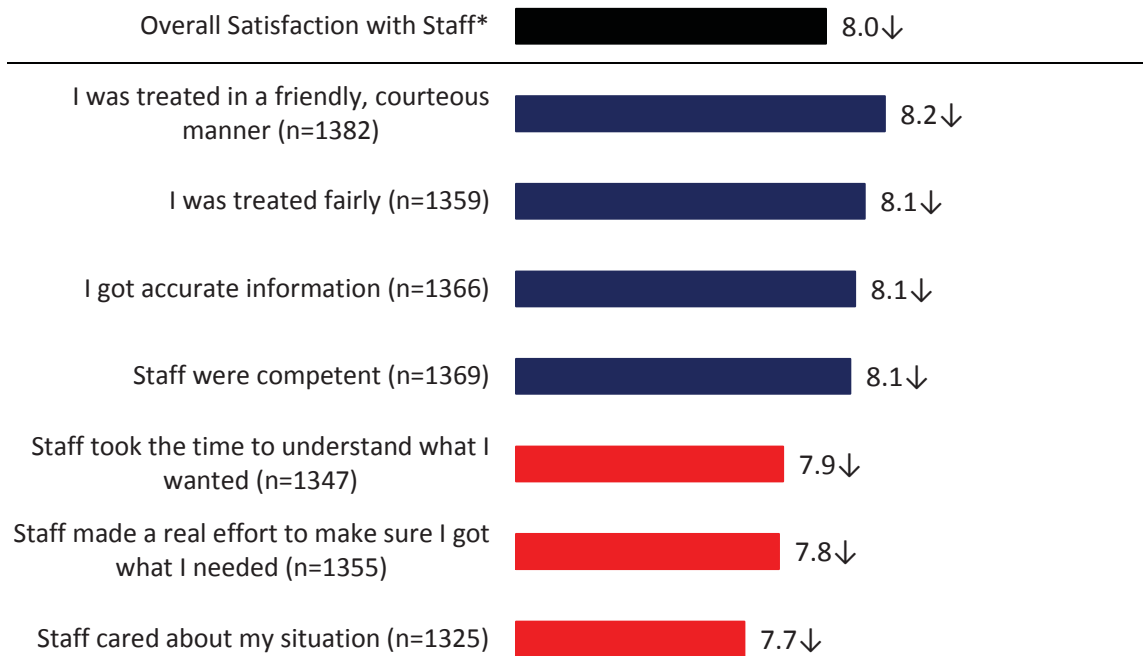
#### **Priority improvement:**

- Staff made a real effort to make sure I got what I needed
- Staff took the time to understand what I wanted
- Staff cared about my situation

#### **Status Quo:**

- I was treated fairly
- I was treated in a friendly, courteous manner
- Staff were competent
- I got accurate information

**FIGURE 14 CLIENT SATISFACTION WITH REGION OF PEEL STAFF**



\*composite of all 7 staff measures

↑↓ indicates significant increase/decrease from 2013

### 3.7.1 Satisfaction with Staff by Service Type

When results are compared by service, satisfaction scores for staff are highest for Public Health (8.3). Within Public Health, Breast Feeding Support received the highest overall satisfaction score (8.9).

<b>Overall Satisfaction with Staff by Service Type and Best in Class</b>	
<b><u>Public Health</u></b>	<b>8.3</b>
Breastfeeding Support	8.9
<b><u>Public Works Services</u></b>	<b>7.1</b>
Community Recycling Centres	7.8
<b><u>Human Services</u></b>	<b>8.1</b>
Housing Subsidy	8.6
<b><u>Transactional</u></b>	<b>7.5</b>
Breastfeeding Support	8.9
<b><u>Relational</u></b>	<b>8.2</b>
Healthy Babies Healthy Children	8.6

Continuing to compare results for staff by service, Human Services was next (8.1), with the highest scores for Housing Subsidy (8.6). The highest rating within the Public Works Department was observed for Community Recycling Centres (7.8).

When staff ratings for transactional and relational services are compared, results show significantly higher satisfaction scores for relational services (8.2) compared to transactional services (7.5).

### 3.7.2 Satisfaction with Staff by Area Municipality

There was no statistically significant difference in satisfaction with staff by municipality. The overall decline in staff satisfaction is seen in both Brampton and Mississauga. There were no statistically significant changes in Caledon.

**TABLE 8 CLIENT SATISFACTION WITH REGION OF PEEL STAFF BY AREA MUNICIPALITY**

	<b>Brampton (n=549)</b>	<b>Caledon (n=71)</b>	<b>Mississauga (n=671)</b>
Staff Overall	8.0↓	8.0	8.0↓
I was treated in a friendly, courteous manner	8.2↓	7.9	8.1↓
I was treated fairly	8.2	8.0	8.1↓
Staff were competent	8.1↓	7.9	8.0↓
I got accurate information	8.1	8.0	8.0↓
Staff made a real effort to make sure I got what I needed	7.8↓	7.9	7.8↓
Staff took the time to understand what I wanted	7.8↓	7.7	7.9↓
Staff cared about my situation	7.7↓	7.6	7.7↓

↑↓ indicates significant increase/decrease from 2013

▲ ▼ indicates significant difference by municipality

### 3.8 Process – Secondary Improvement

The fourth strongest driver of overall satisfaction is the process of using the services themselves. It includes clients knowing what to do if they have a problem with the service; feeling that procedures are easy to follow; and feeling that information about services is easy to understand.

Residents' overall satisfaction with the process of using Region of Peel services (7.7) was low relative to other drivers of satisfaction, but, impact was also low in relative terms, making it a secondary area to improve. Satisfaction with process declined significantly compared to 2013.

When considering the four elements within process, the service being there for residents (7.8) and procedures being easy to follow were the most influential, and were identified as areas for proactive attention based on their comparably high scores. Providing clearer direction on who to contact and how to contact them would have the greatest impact on satisfaction with process. Information about the service being easy to understand and procedures being easy to follow are areas where the status quo can be maintained as they are performing well relative to the other driver and they have less impact on satisfaction with process.

#### Proactive Attention:

- Information about the service was easy to understand
- Procedures were easy to follow

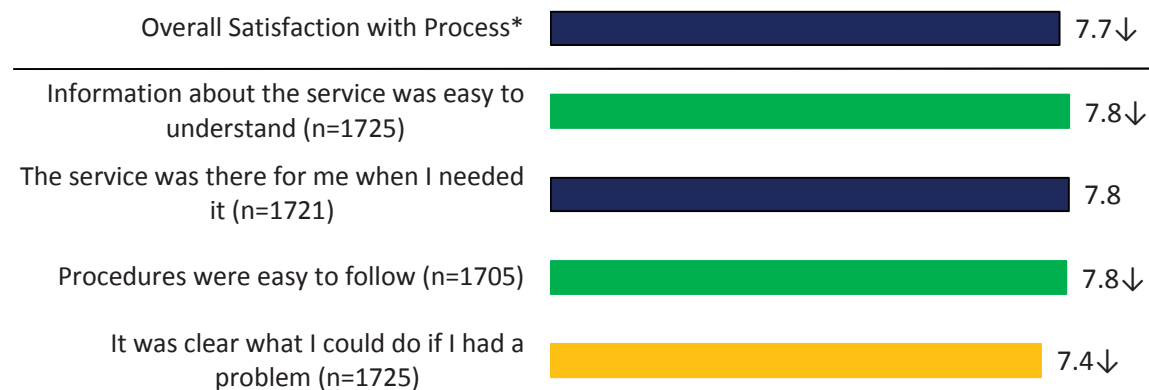
#### Secondary Improvement

- It was clear what to do if I had a problem

#### Status Quo:

- Service was there for me when I needed it

**FIGURE 15 CLIENT SATISFACTION WITH REGION OF PEEL SERVICE PROCESS**



\*composite of all 3 process measures

↑↓ indicates significant increase/decrease from 2013

### 3.8.1 Satisfaction with Process by Service Type

When results are compared by service, satisfaction scores for process are highest for Public Health and Human Services (7.9). Best in class within these departments are Breastfeeding Support (8.8) and Licensed Childcare (8.0). The Community Recycling Centres (7.6) received the highest score within Public Works services.

<b>Overall Satisfaction with Process by Service Type and Best in Class</b>	
<b><u>Public Health</u></b>	<b>7.9</b>
Breastfeeding Support	8.8
<b><u>Public Works Services</u></b>	<b>7.1</b>
Community Recycling Centres	7.6
<b><u>Human Services</u></b>	<b>7.9</b>
Licensed Childcare	8.0
<b><u>Transactional</u></b>	<b>7.2</b>
Food Handler Certification	8.8
<b><u>Relational</u></b>	<b>8.0</b>
Healthy Babies Healthy Children	8.1

When satisfaction with process is compared between transactional and relational services, results show significantly higher satisfaction scores for relational services (8.0) than transactional (7.2).

### 3.8.2 Satisfaction with Process by Area Municipality

There was no statistical difference in satisfaction with the process between municipalities. Satisfaction with all attributes declined significantly since the last wave of the survey, with the exception of the service being there for residents when they needed it.

**TABLE 9 CLIENT SATISFACTION WITH REGION OF PEEL SERVICE PROCESS BY AREA MUNICIPALITY**

	<b>Brampton (n=718)</b>	<b>Caledon (n=101)</b>	<b>Mississauga (n=876)</b>
Process Overall	7.7↓	7.4↓	7.7↓
Information about the service was easy to understand	7.9↓	7.3↓	7.8↓
Procedures were easy to follow	7.8↓	7.5↓	7.8↓
Service was there for me when I needed it	7.8	7.6	7.8
It was clear what to do if I had a problem	7.4↓	7.4↓	7.4↓

↑↓ indicates significant increase/decrease from 2013  
▲ ▼ indicates significant difference by municipality

### 3.9 Timeliness – Status Quo

Satisfaction with the time required to receive a service received a mean score of 7.8 across all services, representing no appreciable change from the previous wave. Impact of timeliness was lowest relative to other drivers of satisfaction. However, it still remains a valid component of the driver model and thus the importance of delivering timely service should not be forgotten.

<b>Overall Satisfaction with Timeliness by Service Type and Best in Class</b>	
<b><u>Public Health</u></b>	<b>6.3</b>
Updating immunization records	6.3
<b><u>Public Works Services</u></b>	<b>7.3</b>
Water Turn-off	8.3
<b><u>Human Services</u></b>	<b>7.8</b>
Ontario Works Clients (Current Clients)	8.3
<b><u>Transactional</u></b>	<b>6.6</b>
Water Meter Repair	8.0
<b><u>Relational</u></b>	<b>7.9</b>
Ontario Works Clients (Both Active and Recent)	8.0

Overall, satisfaction with the timeliness of service delivery was highest for Human Services (7.8). The best in class score for this department was for Ontario Works (among current clients) which received an overall satisfaction rating of 8.3.

Human Services received an overall satisfaction with timeliness rating of 7.8.

For Public Health, this question was only asked of those who required assistance updating their school-age child's immunization records.

Clients of this service provided an overall satisfaction with timeliness rating of 6.3.

Satisfaction with timeliness was significantly higher for relational services (7.9) than transactional (6.6). This may stem from the fact that most transactional services (68%) are completed in a day or less while many relational services can take weeks or months to complete, making a delay more pronounced and noticeable.



### 3.9.1 Satisfaction with Timeliness by Area Municipality

Satisfaction with timeliness increased significantly in Brampton and Mississauga. Satisfaction with timeliness was significantly higher in Mississauga than Brampton.

**TABLE 10 SATISFACTION WITH TIMELINESS BY AREA MUNICIPALITY**

	<b>Brampton (n=482)</b>	<b>Caledon (n=26)</b>	<b>Mississauga (n=626)</b>
Timeliness	7.6↑▼	8.0	8.0↑▲

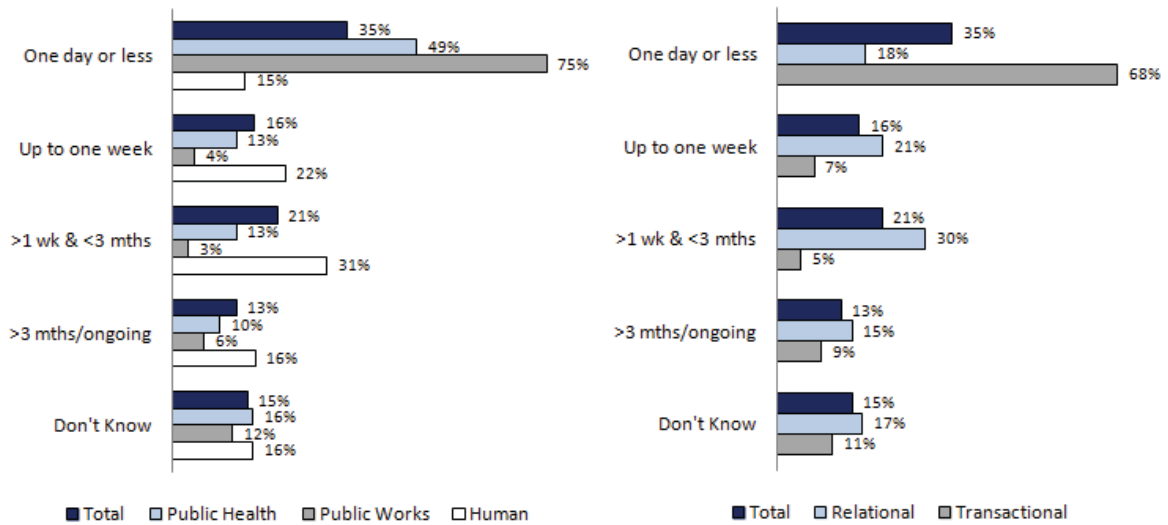
↑↓ indicates significant increase/decrease from 2013

▲ ▼ indicates significant difference by municipality

### 3.9.2 Satisfaction with Service Timelines and Meeting Expectations

Residents indicated that Public Works Services took the shortest amount of time to receive. A total of 75% of those using these services reported that the entire experience took one day or less (from the time they first had contact with Peel until they got what they needed). Not surprisingly, due to the nature of services they provide, Human Services take longer to meet clients' needs with 47% of clients reporting that the service they received took longer than a week to complete, or that the service was still in progress. Similarly, 68% of transactional services took a day or less to complete, while 45% of relational services took longer than a week to complete or were still ongoing at the time of the interview.

**FIGURE 16 AMOUNT OF TIME TO RECEIVE SERVICES BY DEPARTMENT AND SERVICE TYPE**



Unsurprisingly, taking longer than expected to deliver a service has a negative impact on overall satisfaction. Table 11 displays the difference in overall satisfaction ratings between those that experienced longer than expected timelines versus those that experienced shorter than expected timelines. Furthermore, people are less patient when the service is of the transactional type.

**TABLE 11 OVERALL SATISFACTION BY LONGER OR SHORTER TIME EXPECTATIONS**

	Longer than expected	Shorter than expected	Difference
Public Health	6.6	8.5	1.9
Public Works Services	5.9	8.5	2.6
Human Services	7.4	9.3	1.9
Transactional	5.6	8.5	2.9
Relational	7.6	9.2	1.6

### 3.10 Key Insights

Based on the analysis of the resident surveys results, the following key insights were identified.

1. **Satisfaction with the channel used to access a service has the most impact on overall satisfaction.** The most influential channels were: In person, telephone with live agent, and online. One area to improve with all channels is providing consistent information between sources.
2. **The use of digital technologies to access services has grown significantly over the last two years:**
  - a. Residents are using the website to transact or access a service more than ever before.
  - b. Satisfaction with accessing services through email also increased significantly this wave.
3. **The second strongest driver of satisfaction with a service is whether or not the client got what they needed from the service.** Satisfaction decreases by 44% when residents don't get what they need.
4. **The third strongest driver of satisfaction with a service is interaction with staff.** The role of staff is important in service delivery and it is an area of strength for the Region of Peel. However, proactive attention is recommended to ensure that it remains a strength going forward.

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## SECTION 4: PARAMEDIC SERVICES

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Overall satisfaction with the Region of Peel's Paramedic Services remained high for 2015 (9.1). Clients who completed the survey expressed gratitude for the high quality service they received during a difficult experience.

**FIGURE 17 OVERALL SATISFACTION WITH PARAMEDIC SERVICES**

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Survey participants rated several attributes related to their experience. These attributes were compared to overall satisfaction to create a statistical model of the most important factors in the patient's experience with Paramedics.

In the model (Figure 19), thicker arrows indicate the relative impact of each driver. The most influential driver was the Paramedics themselves; followed by the transport to the hospital, initial contact and the Paramedic's effect on the patient's condition. The model as a whole accounts for 58% of the variance in overall satisfaction. Coloured circles indicate results from the Opportunity Analysis which weighs the relative importance of performance and impact.

### Proactive Attention

- Initial contact
- Transport to hospital
- The Paramedics themselves

### Secondary Improvement

- The Paramedic's effect on the patient's condition

**FIGURE 18 PARAMEDIC SERVICES OVERALL SERVICE SATISFACTION MODEL**



Overall mean satisfaction with the top three key drivers of overall satisfaction with Paramedics Services were tightly clustered. The mean satisfaction rating for initial contact with Paramedics was 9.2, trip to the hospital 8.9 and the Paramedics themselves 8.8. Each of these areas has a significant impact on overall satisfaction and current practices should be attended to and cultivated. More in-depth results for the two most impactful drivers of satisfaction, the Paramedic staff and transport to the hospital will be examined in greater depth, below.

**FIGURE 19 CLIENT SATISFACTION WITH PARAMEDIC EXPERIENCE**



\*composite of 11 Paramedics measures  
 ↑↓ indicates significant increase/decrease from 2013

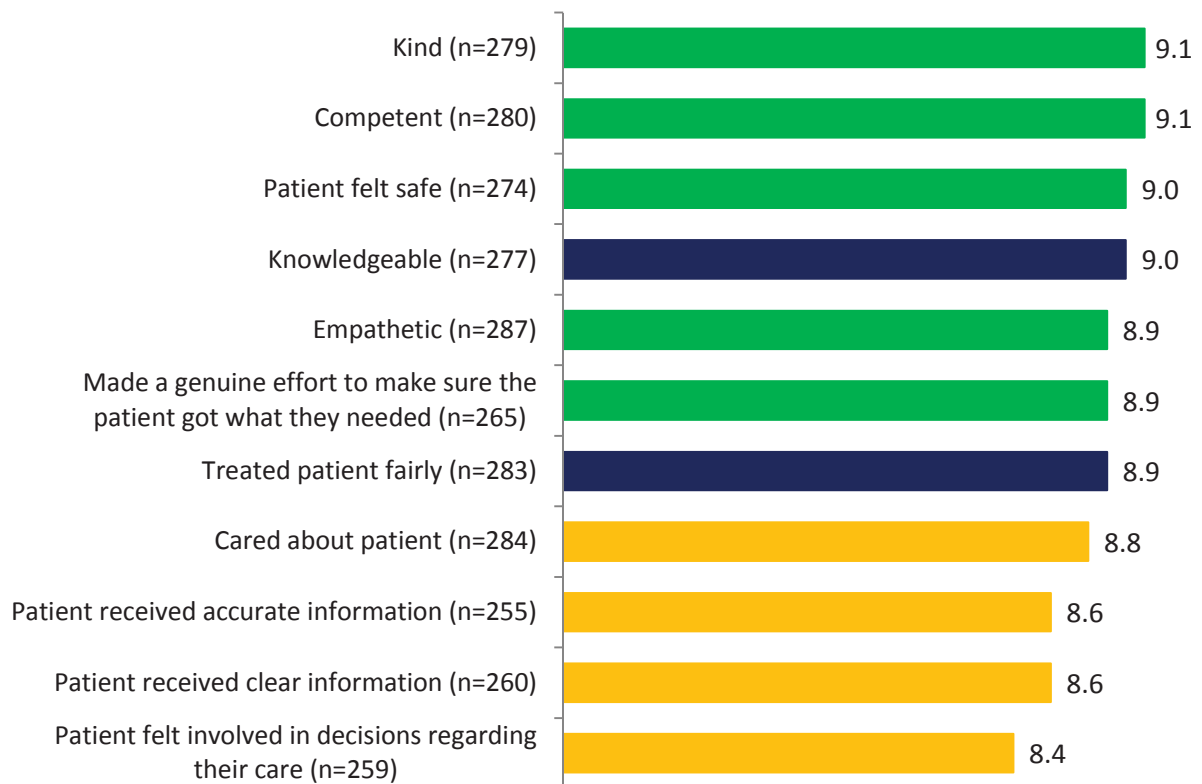
### 4.1 Paramedics

The driver with the greatest impact on overall satisfaction with Paramedic Services was the Paramedics themselves. Satisfaction with different characteristics of Paramedics ranged from 8.4 to 9.1.

Based on high relative performance and impact scores, areas of strength to protect include competence of Paramedics, being empathetic and being kind. Other areas to protect are feeling safe with the Paramedics and making a genuine effort to make sure patients get what they need.

There were no areas identified for priority improvement. Secondary areas for improvement centre mostly on communication between the patient and Paramedics. When possible, Paramedics should focus on providing clear and accurate information and helping patients feel involved in decisions regarding their care.

**FIGURE 20 CLIENT SATISFACTION WITH PARAMEDICS**

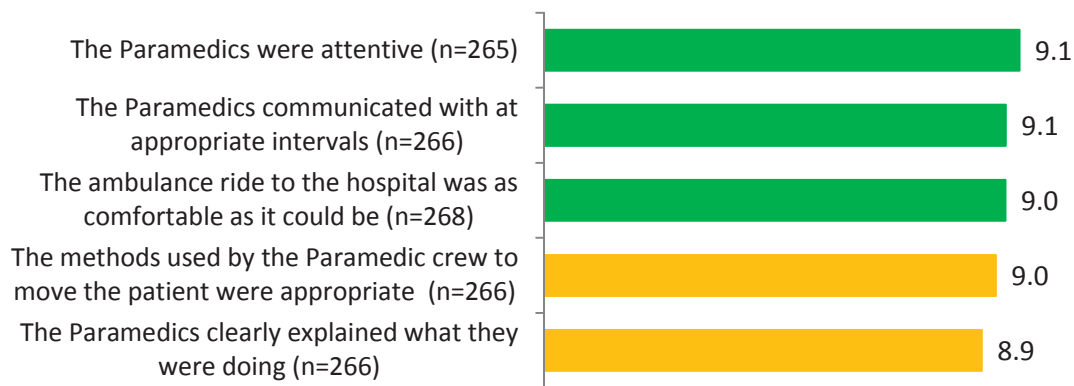


↑↓ indicates significant increase/decrease from 2011

## 4.2 Transport to Hospital

The second most important driver of overall satisfaction with Paramedic Services was the patient’s experience during the trip to the hospital. Scores within this driver ranged from 8.9 to 9.1. Based on the performance and impact of this driver, it should receive proactive attention. The attentiveness of the Paramedics, communicating with the patient at appropriate intervals, and making the ambulance ride to the hospital as comfortable as possible were areas of strength during the trip. There were no areas for priority improvement identified.

**FIGURE 21 CLIENT SATISFACTION WITH THE TRIP TO THE HOSPITAL**

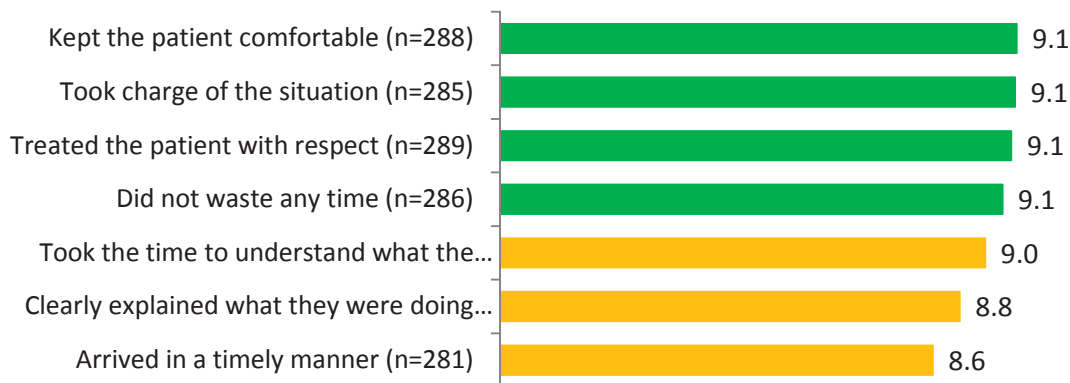


↑↓ indicates significant increase/decrease from 2013

### 4.3 Initial Contact

The third most important driver of overall satisfaction with Paramedic Services was their initial contact with the patient. Scores ranged from 8.6 to 9.1. Based on the performance and impact of this driver, it should receive proactive attention. Taking charge of the situation, not wasting any time, keeping the patient comfortable and treating them with respect are areas of strength and should receive proactive attention. There were no areas identified for priority improvement.

**FIGURE 22 CLIENT SATISFACTION WITH THE TRIP TO THE HOSPITAL**



↑↓ indicates significant increase/decrease from 2013

### 4.4 Key Insights

Based on the analysis of the Paramedic survey results, the following key insights were identified.

- 1. Paramedics deliver high quality care.** Satisfaction ratings for Paramedics are high across in across the board. They are also highest in the areas that have the most impact on overall satisfaction for clients.



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## SECTION 5: LONG-TERM CARE SERVICES

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Overall satisfaction with Long-Term Care Services is stable relative to 2014 and remains high with a mean overall rating of 8.0. This measure is a composite of satisfaction with the quality of care provided at the centre and the centre as a place to live (Figure 24).

**FIGURE 23 MEASURES OF SATISFACTION WITH LONG-TERM CARE FACILITIES**

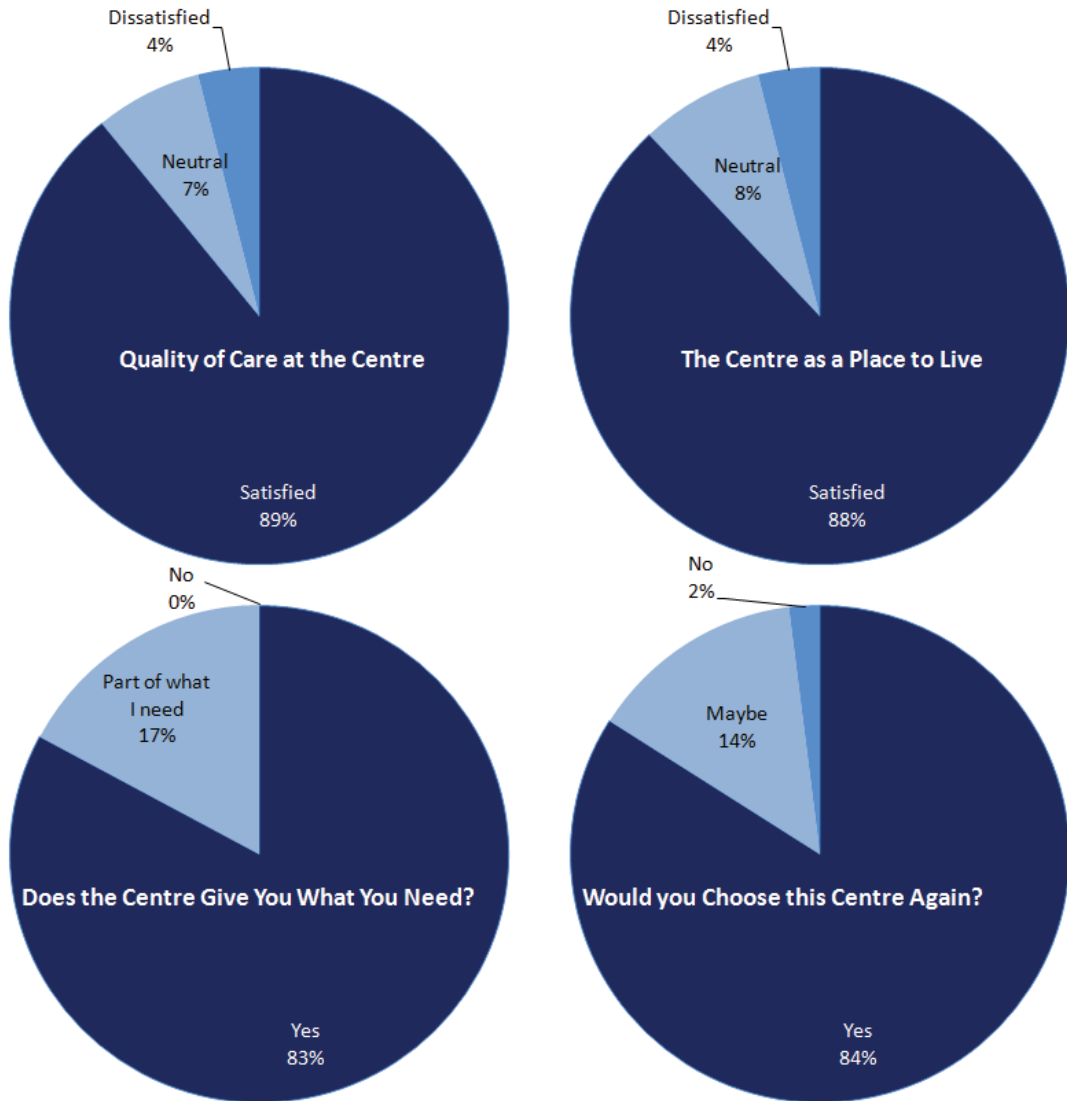
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The survey also asked questions designed to assess residents' overall views of the centre. In particular, residents were asked if the centre gives them what they need and if they could choose again, would they choose this centre. Additionally, residents were asked to compare their general experience of the centre to their initial expectations.

Eighty-three percent of residents indicated that they feel their Long-Term Care facility provides what they need. A similar trend is seen for whether residents would choose the same Long-Term Care facility again. Eighty-four percent of residents said they would choose the centre again.

**FIGURE 24 MEASURES OF SATISFACTION WITH LONG-TERM CARE FACILITIES**



Seven drivers were assessed in the Long-Term Care Service Overall Satisfaction Model (Figure 25). The thickness of each arrow indicates the relative impact of the driver. The model as a whole accounts for 65% of the variance in overall satisfaction. Coloured circles indicate results from the Opportunity Analysis which weighs the relative impact of performance and impact.

The most influential driver of satisfaction with Long-Term Care are the activities and opportunities for engagement offered in the facilities, an area for proactive attention. The next two most influential are the homelike environment and Personal Support Workers, also areas for proactive attention. Food quality was the area that offers the biggest opportunity to improve client satisfaction scores.

**Proactive Maintenance**

- Activities/engagement
- Homelike environment
- Personal Support Workers

**Priority Improvement**

- Food quality

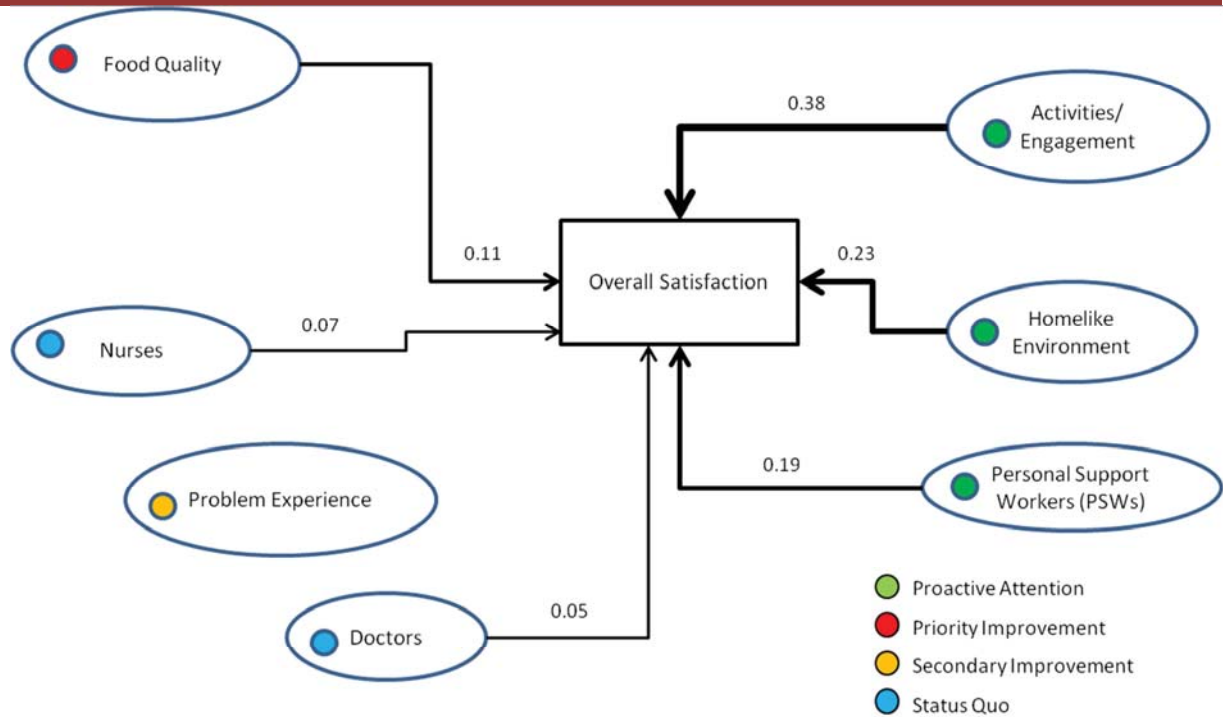
**Secondary Priority for Improvement**

- Problem resolution

**Status Quo**

- Doctors
- Nurses

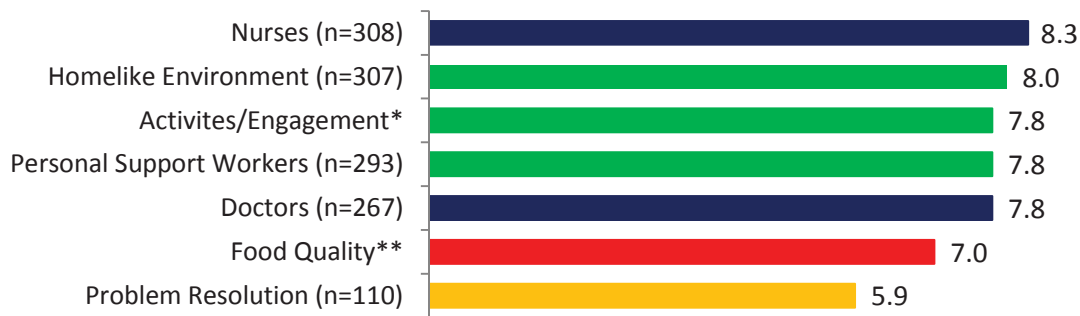
**FIGURE 25 LONG-TERM CARE FACILITIES OVERALL SERVICE SATISFACTION MODEL**



Ratings for the drivers of overall satisfaction range from 8.3 for Nurses to 5.9 for the manner in which problems are resolved. Note that, as only about one-third of residents experienced a problem (within three months prior to survey administration), there was not enough data to confirm problem experience as a driver of satisfaction. Regardless, it was included in Opportunity Analysis and came out as an area for secondary improvement.

Based on high impact and performance scores the activities and engaging features of the home are seen as strengths. Likewise, a homelike environment of the facilities, and the care provided by personal support workers were also identified as strong areas to protect. Relative to these strengths, the quality of the food in the homes was identified as an area for improvement. The three most influential drivers will be discussed further, below.

**FIGURE 26 LONG-TERM CARE FACILITY RESIDENT’S SATISFACTION**



↑↓ indicates significant increase/decrease from 2014

\*composite of 15 Activities/Engagement measures

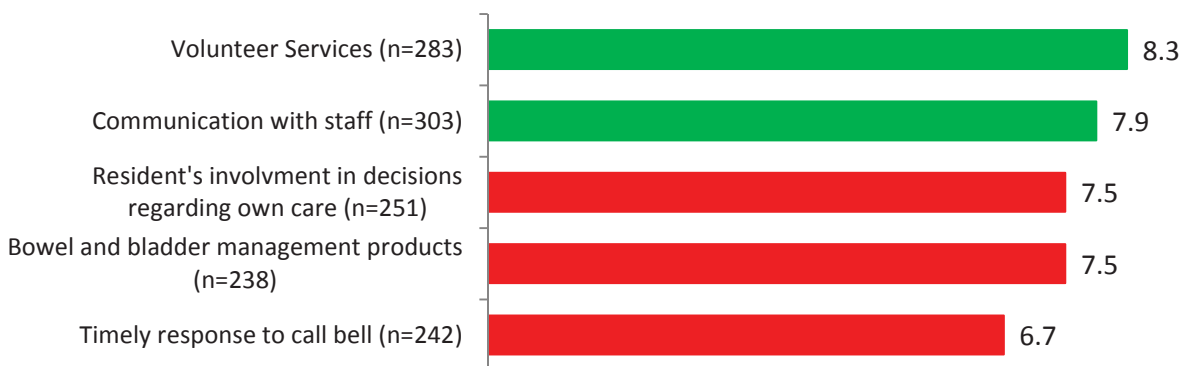
\*\*composite of 3 Food Quality measures

**5.1 Activities and Engagement**

The activities and opportunities for engagement represent the most influential driver of satisfaction and received an overall rating of 7.8. Based on the strong impact on overall satisfaction and relatively high performance score, it is an area for proactive attention.

The overall Activities and Engagement rating is a composite of mean satisfaction scores for 15 individual attributes. The highest impact attributes are shown below in Figure 27.

**FIGURE 27 LONG-TERM CARE FACILITIES: ACTIVITIES AND ENGAGEMENT**



↑↓ indicates significant increase/decrease from 2014

## 5.2 Homelike Environment

The homelike environment of Long-Term Care facilities was the driver with the second greatest overall impact on residents’ satisfaction. It also received the second highest satisfaction score of all drivers (8.0) making it an area that should receive proactive attention. Satisfaction scores for attributes within this driver were clustered between 8.1 and 8.6.

Residents were most satisfied with the cleanliness of the facility (8.6). This, along with gardens and grounds (8.5) and safety and security (8.4) are areas of status quo.

The décor in public areas (8.3) and the resident’s rooms themselves (8.2) have a stronger impact on homelike environment. Due to relatively lower performance scores, these are areas with the greatest improvement opportunities.

It’s interesting to note that the ratings for the individual attributes were higher compared to the overall homelike environment rating. This indicates that satisfaction with the environment does not necessarily translate to regarding the centre as a home.

**FIGURE 28 LONG-TERM CARE FACILITIES: HOMELIKE ENVIRONMENT**



↑↓ indicates significant increase/decrease from 2014

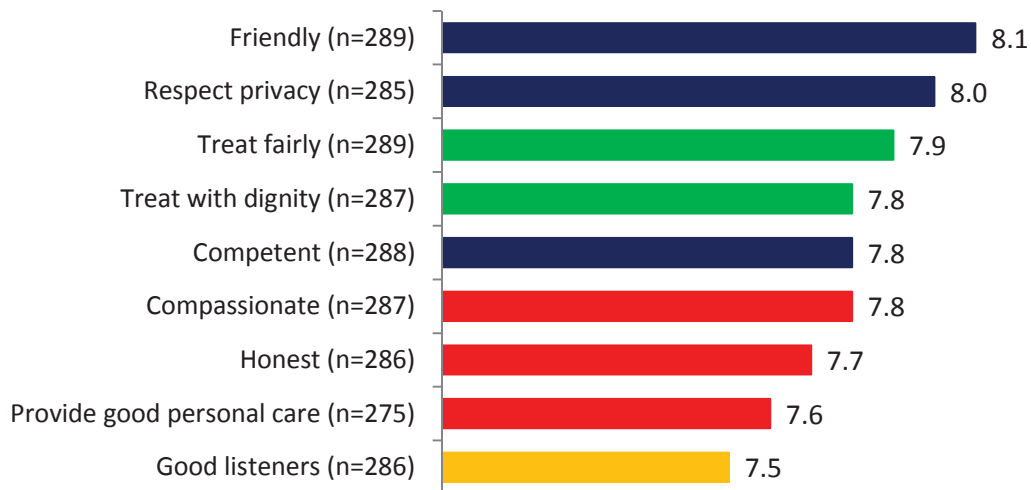
### 5.3 Personal Support Workers

Care provided by Personal Support Workers is another important driver of overall satisfaction in Long-Term Care Services. Based on a relatively high performance score (7.8) and strong impact on overall satisfaction, this is an area that should receive proactive attention. Satisfaction ratings for different characteristics of Personal Support Workers and the services they provide range from 7.5 to 8.1.

Based on relatively strong performance and impact on satisfaction, areas for proactive attention are treating patients fairly (7.9) and with dignity (7.8).

Residents are saying that there could be better personal care (7.6), honesty (7.7) and compassion (7.8) from personal support workers.

**FIGURE 29 LONG-TERM CARE FACILITIES: PERSONAL SUPPORT WORKERS**

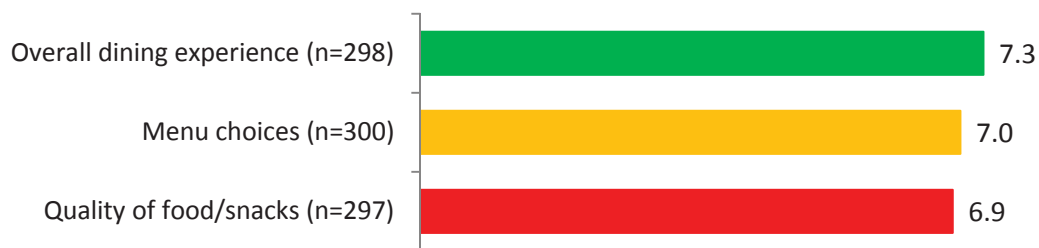


↑↓ indicates significant increase/decrease from 2014

## 5.4 Food Quality

Of the most influential drivers of overall satisfaction with Long Term Care, the food quality was the only area identified for priority improvement. There were two key drivers of satisfaction with food quality: the overall dining experience, which was rated higher and is an area that should receive proactive attention, and the quality of the food and snacks themselves, which is an area for priority improvement.

**FIGURE 30 LONG-TERM CARE FACILITIES: FOOD QUALITY**



↑↓ indicates significant increase/decrease from 2014

## 5.5 Key Insights

Based on the analysis of the Long Term Care survey results, the following key insights were identified.

- 1. The Region of Peel’s Long Term Care Facilities have a good “home” feel to residents.** Satisfaction ratings were highest for the home-like feel of the facility. This was also the second most influential driver of overall satisfaction. However, it is noted that feeling like home is not the same thing as thinking the residence as home.
- 2. Residents feel engaged at their Long Term Care facility.** While communication with staff received high ratings, there is still room for improvement. Two areas residents identified as having the most impact on increasing their engagement with the centre is a more timely response to their call bell and more involvement in decision related to their own care.
- 3. The area of Food quality offers the best opportunities to further increase overall satisfaction with Long Term Care residence.** While this aspect of their experience has always rated lower than most other drivers of satisfaction, the impact of the quality of food has increased.



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**SECTION 6: EMERGENCY SHELTERS**

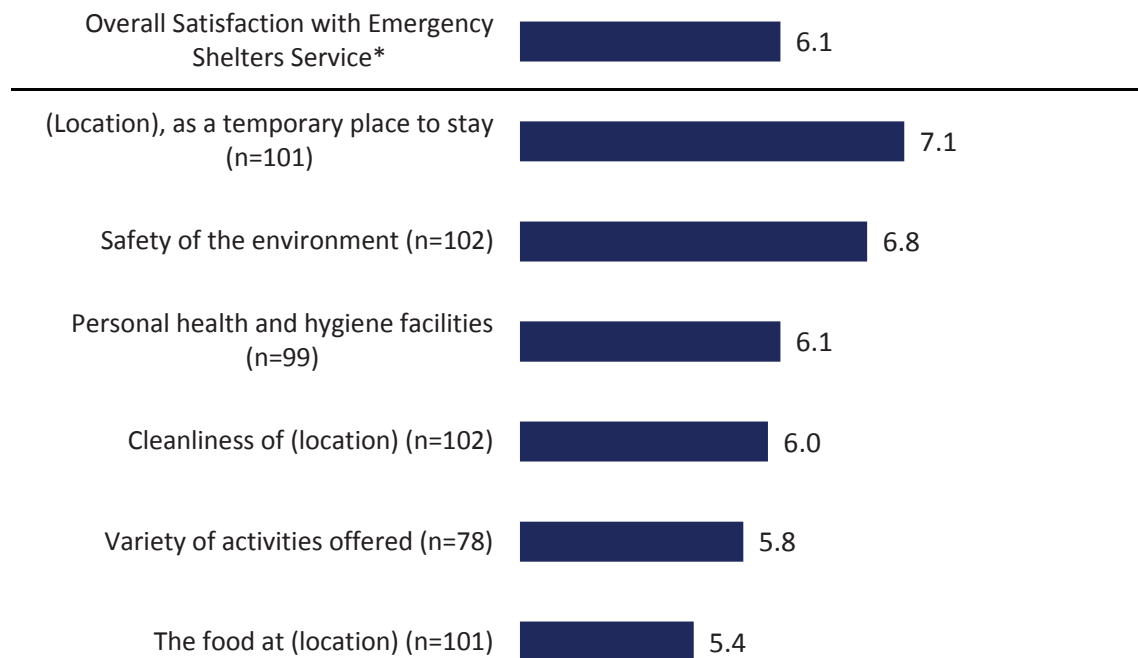
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Satisfaction with Emergency Shelters is measured using a composite of 6 measures of overall satisfaction: the facility as a place to live, safety, cleanliness, hygiene facilities, variety of activities, and the food.

Overall, residents of the Region of Peel’s Emergency Shelters gave the facilities a mean satisfaction rating of 6.1, not significantly different from the 2013 score (6.4). Among the individual component measures, residents are most satisfied with safety and the facility’s value as a temporary place to stay, while the variety of activities offered and food rated lowest. None of these factors are significantly different from 2013.

**FIGURE 31 EMERGENCY SHELTERS: OVERALL SATISFACTION**

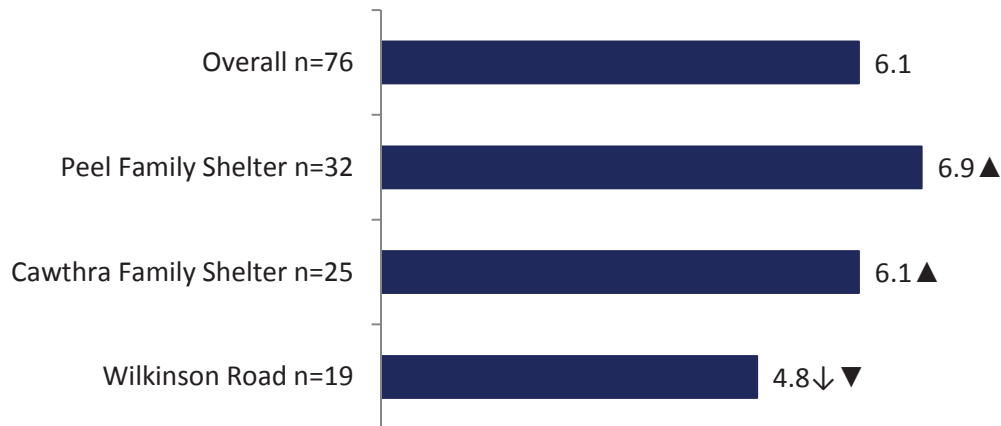
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\*composite of all 6 Emergency Shelter measures  
 ↑↓ indicates significant increase/decrease from 2013

The survey included results from three facilities. The Peel Family Shelter (6.9) had the highest overall satisfaction rating. Cawthra Family Shelter (6.1) received the next highest rating and Wilkinson Road received a rating of 4.8, significantly lower compared to the previous wave (6.7 in 2013).

**FIGURE 32 CLIENT SATISFACTION BY FACILITY**



↑↓ indicates significant increase/decrease from 2013

▲ ▼ statistically significant difference between facilities

When results for all three facilities are examined together, six drivers of resident satisfaction are identified.

**Proactive Maintenance**

- Support and care from staff

**Priority Improvement**

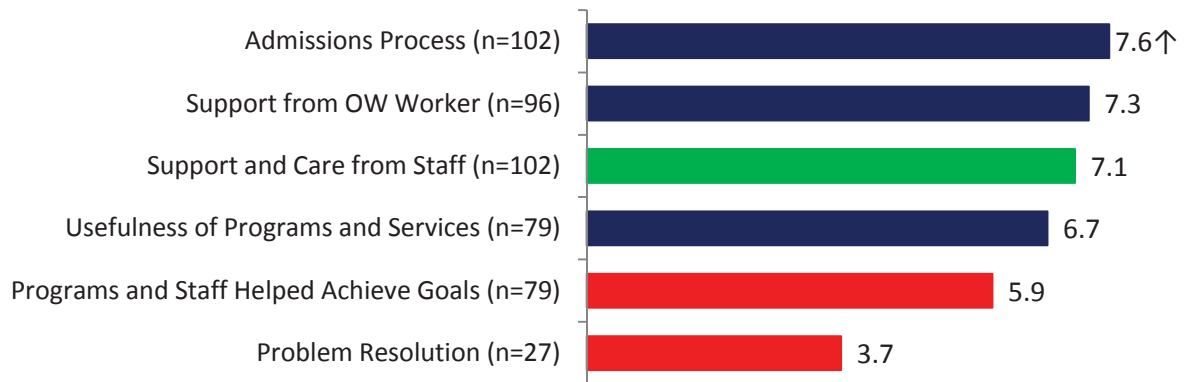
- How much have the programs and staff helped you achieve your goals?
- Problem Resolution

**Status Quo**

- Admissions process
- Usefulness of the programs and services
- Support from OW worker

Support and care from staff received higher satisfaction and impact scores, relative to the other drivers, and is therefore an area that should receive proactive attention. Achieving goals and handling of problems received relatively lower satisfaction but high impact scores, and are identified as priorities for improvement. Two key drivers of satisfaction, usefulness of programs and services and problem resolution, will be investigated further, below. The third key driver, programs and staff helped achieve goals was rated using a single questions.

**FIGURE 33 SATISFACTION WITH KEY FACTORS FOR EMERGENCY SHELTERS**

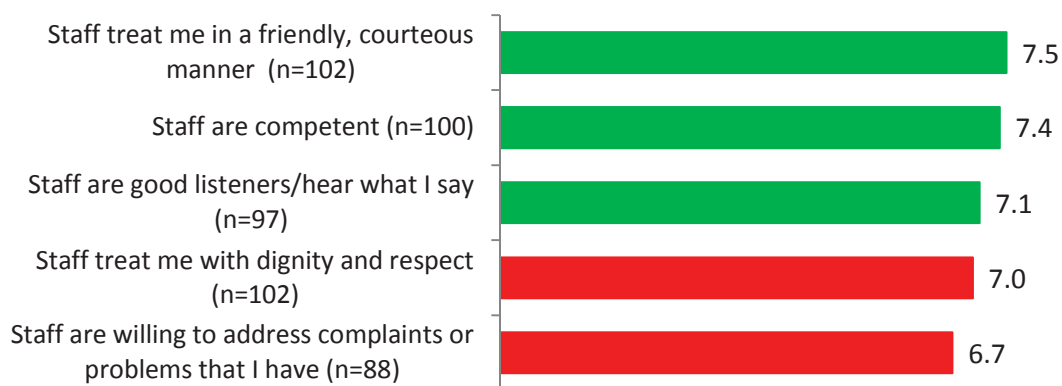


↑↓ indicates significant increase/decrease from 2013

### 6.1 Support and Care from Staff

Of the drivers with relatively strong impact on overall satisfaction, the support and care provided by Emergency Shelters staff also had a relatively high performance score, making it an area that should receive proactive attention. Of the eleven attributes that were rated for this driver, five had relatively strong impact on satisfaction programs and services when the impact of all the drivers was compared. Of these, staff being good listeners, treating residents in a friendly, courteous manner, and staff competency, were areas for proactive attention. Best opportunities for improvement, relative to other factors, are about staff willingness to address complaints and respectful treatment.

**FIGURE 34 SATISFACTION WITH SUPPORT AND CARE FROM STAFF**



↑↓ indicates significant increase/decrease from 2013

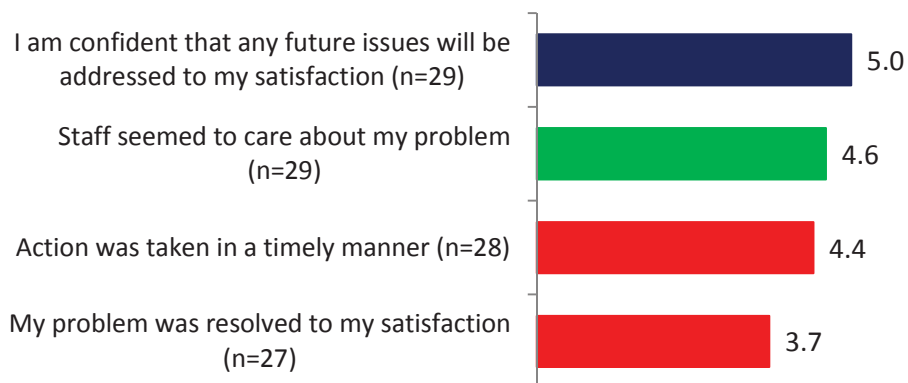
## 6.2 Problem Resolution

In all, 29% of residents of Emergency Shelters indicated they had experienced a problem in the past week, a significant decrease from the previous wave of the survey in 2013. There was a significant difference in the frequency of reporting a recent problem between Cawthra (41%) and Wilkinson Road (18%).

Individuals who experienced a problem were asked to answer questions about how their problem was handled. Scores for all problem resolution attributes ranged from confidence that future issues will be address to the resident’s satisfaction (5.0) and the problem was resolved to the resident’s satisfaction (3.7).

While Problem resolution can be improved all round, the best places to start is to work on responding to problems quicker and to verify that problems are resolved completely before closing action.

**FIGURE 35 SATISFACTION WITH PROBLEM RESOLUTION ATTRIBUTES**



### 6.3 Key Insights

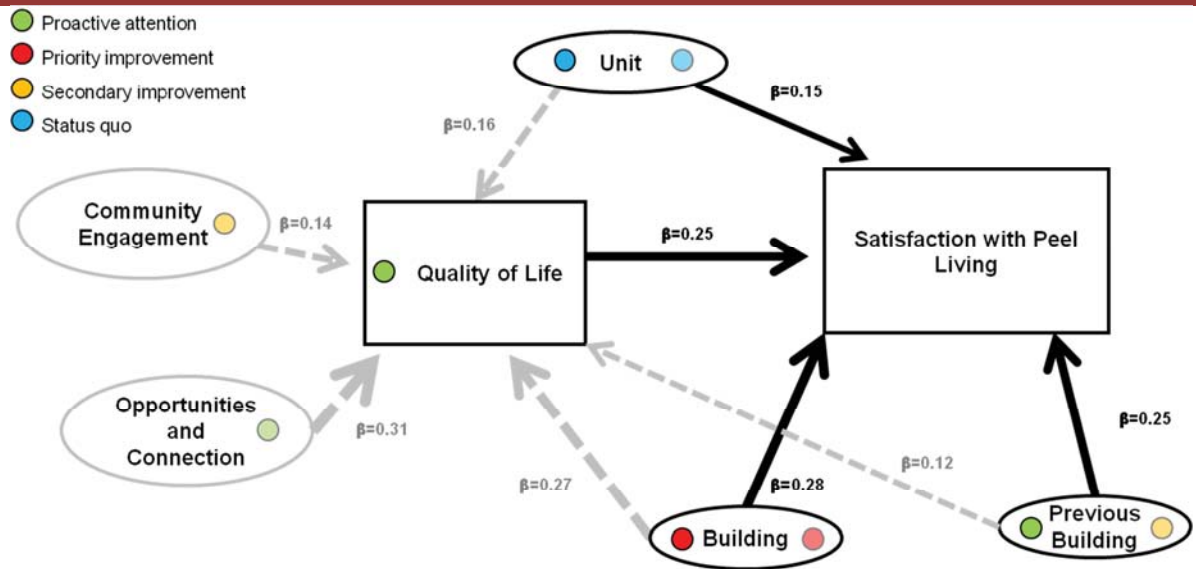
Based on the analysis of the Emergency Shelters survey results, the following key insights were identified.

1. **Residents are satisfied with the support and care they receive from staff.** Residents see staff as competent, friendly, and good listeners. Residents do, however, note that they are less satisfied that program staff helps them achieve their goals.
2. **Problem resolution continues to be an important area to focus improvement efforts.**

**SECTION 7: PEEL LIVING**

In 2013, feedback regarding Peel Living was solicited from tenants through the Health and Human Services survey instrument. This wave, a dedicated survey, last used in 2011, was revived to collect feedback in 2015. Overall, Peel Living tenants provided an overall satisfaction rating of 7.2 out of 10.

**FIGURE 36 PEEL LIVING MODEL**



This wave, a model was created that compared the relative impact of aspects of the Peel Living experience on overall satisfaction with Peel Living. The impacts of the four drivers of overall satisfaction are shown by black solid lines in the figure above.

The most influential driver of overall satisfaction is the quality of the building (6.7). This is an aspect of Peel Living that also received a low rating relative to other drivers, which makes it an area for priority improvement. Tenant satisfaction with their building has also decreased significantly since 2011, when this survey was last administered.

Tenants' quality of life also had a relatively high impact on overall satisfaction and the score was also high relative to other drivers, making it an area that should receive proactive attention. Quality of life ratings as well as drivers of quality of life (shown by grey dashed lines) are discussed below.

**FIGURE 37 KEY DRIVERS OF SATISFACTION WITH PEEL LIVING**

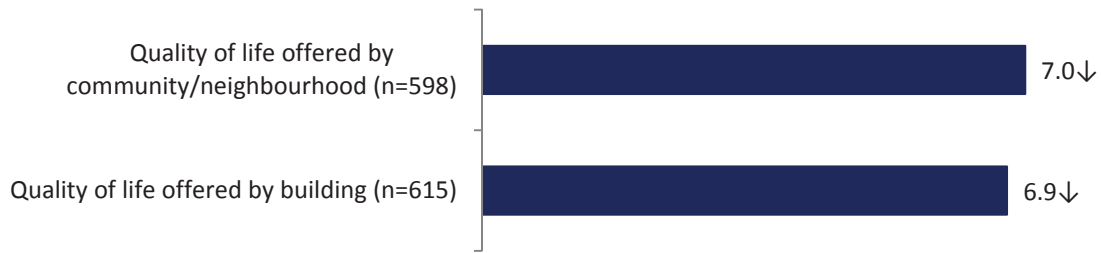


\* Attribute is a composite of 2 questions  
 \*\* Attribute is a composite 8 questions  
 ↑↓ indicates significant increase/decrease from 2011

**7.1 Quality of Life – Proactive Attention**

The tenant’s perceived quality of life is a composite of two scores, the quality of life offered by their community/neighbourhood, and the quality of life offered by their building. Satisfaction with each of these has declined significantly relative to 2011, when both measures received a score of 7.3.

**FIGURE 38 QUALITY OF LIFE MEASURES**

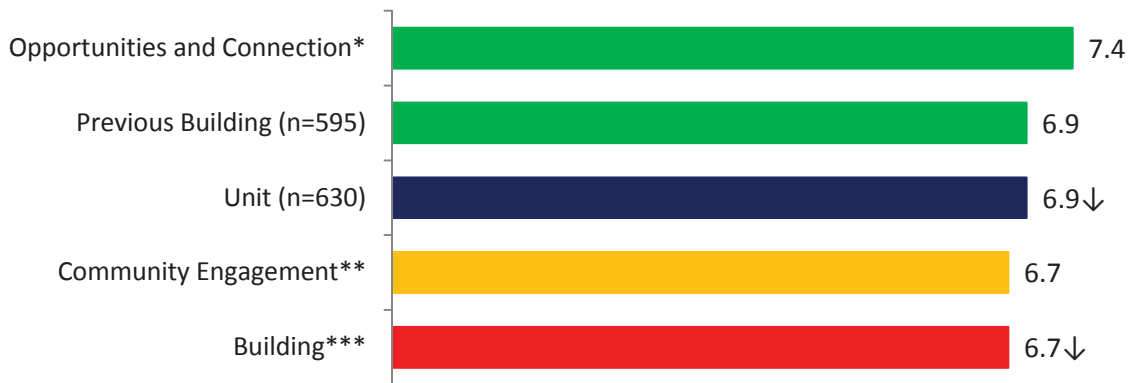


↑↓ indicates significant increase/decrease from 2011

For the drivers of quality of life, an area of strength is the opportunities and connections (7.4) available to tenants. In addition, tenants favourably rated their current residence against their living arrangements before moving into a Peel Living building (6.9).

The overall building quality received a relatively low satisfaction score, but had a large impact on tenants' perceived quality of life, making it an area for priority improvement.

**FIGURE 39 SATISFACTION WITH QUALITY OF LIFE IN PEEL LIVING**



\* Attributes is a composite 6 questions  
 \*\* Attributes is a composite 4 questions  
 \*\*\* Attributes is a composite 8 questions  
 ↑↓ indicates significant increase/decrease from 2013

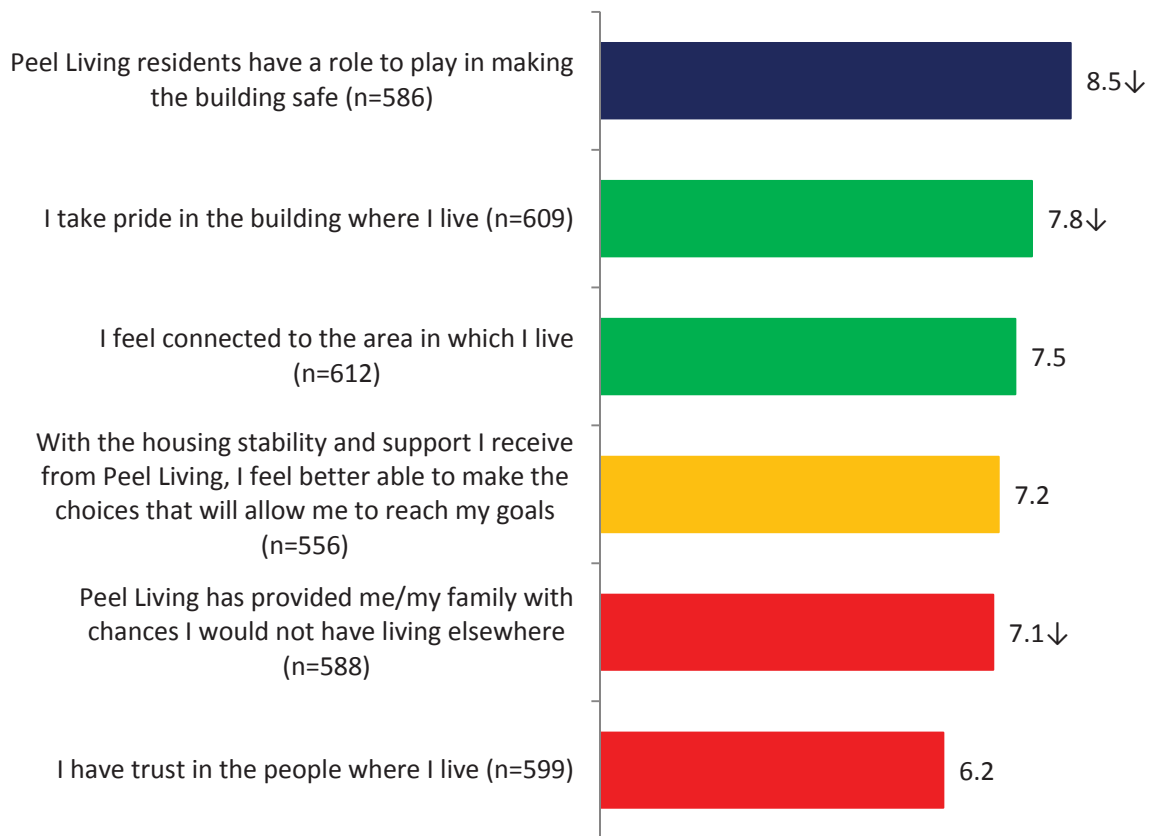


## 7.2 Opportunities and Connection – Proactive Attention

While tenants agreed the most that Peel Living residents have a role to play in making the building safe (8.5), they agreed least that they had trust in their fellow residents (6.2). Trust in the people where they live also had relatively high impact on quality of life, making it an area for priority improvement. Secondly tenants are saying that Peel Living provide more chances that they would not have had living elsewhere. The score for this attribute has also decreased significantly relative to the previous wave.

Areas that should receive proactive attention are feelings of pride in their building and feelings of connection to their area.

**FIGURE 40 OPPORTUNITIES AND CONNECTION**



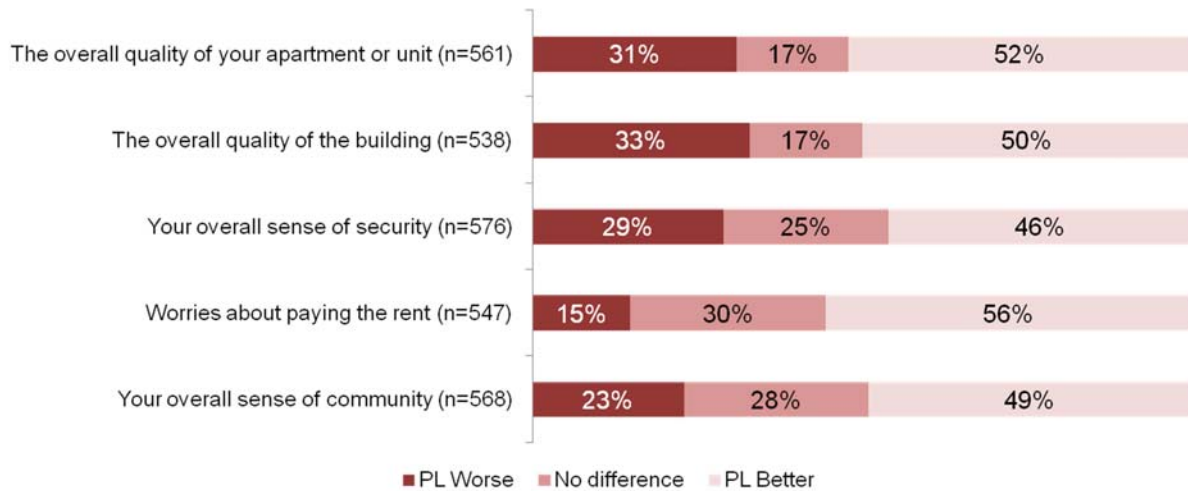
↑↓ indicates significant increase/decrease from 2011

### 7.3 Comparison with Life Before Peel Living – Proactive Attention

Tenants were asked to compare their current situation with their last residence before transitioning to Peel Living. Overall, tenants provided an agreement rating of 6.9 out of 10 that their Peel Living was better than their previous residence. With a relatively high impact and satisfaction score, the improvement over their previous residence is a strong positive.

Tenants agreed most that they worry less about paying the rent in their current situation (56%), while the fewest agreed their overall sense of security at Peel Living (46%) was better.

**FIGURE 41 LIFE BEFORE PEEL LIVING**



↑↓ indicates significant increase/decrease from 2011

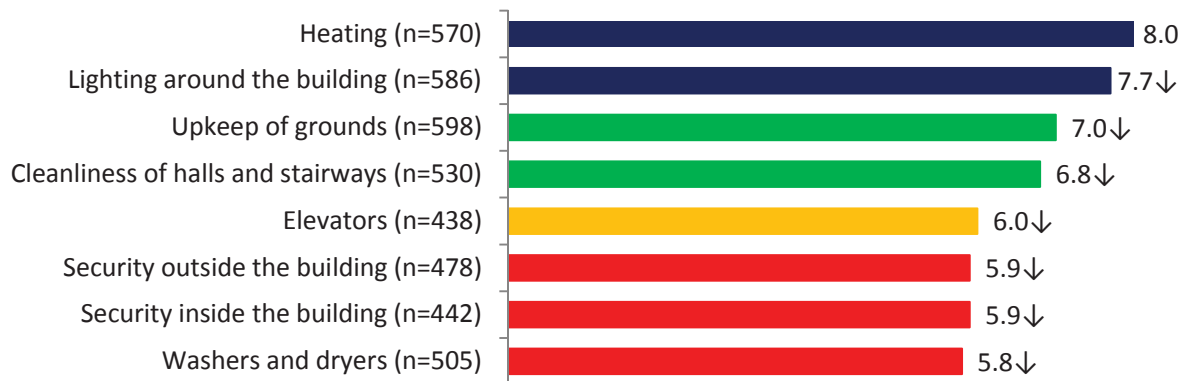
### 7.4 Building – Priority Improvement

Relative to other drivers, the building received the lowest rating. This also had a relatively large impact on overall satisfaction with Peel Living, making it an area for priority improvement.

Areas identified for proactive attention are related to maintenance of the building. They are the upkeep of grounds (7.0) and the cleanliness of the halls and stairwells (6.8). Two of the three areas identified for priority improvement related to the security of the building where tenants rated security inside the building and outside the building both at 5.9. The final area for priority improvement is the washers and dryers in the building (5.8).

It should be noted that satisfaction decreased significantly for each of the Peel Living features included in the survey with the exception of heating. This was the highest rated attribute, but had relatively low impact on overall satisfaction, making it an area where the status quo should be maintained.

**FIGURE 42 BUILDING**



↑↓ indicates significant increase/decrease from 2011

### 7.5 Key Insights

Based on the analysis of the Peel Living survey results, the following key insights were identified.

- 1. Quality of life drives satisfaction with Peel Living.** Within quality of life, tenants identified the opportunities and connections they have made as the most important driver of their quality of life.
- 2. Improved perceptions about buildings would go a long way to improving overall satisfaction and quality of life.** However, when tenants are asked to compare their current residence to the last place they lived before Peel Living, the majority say Peel Living is better.
- 3. Safety inside and outside the building is a concern for Peel Living residents.**

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## SECTION 8: RESIDENTS' TRUST AND CONFIDENCE IN THE REGION OF PEEL

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The objective of the resident Trust & Confidence model is to understand how to increase residents' trust & confidence in the Region of Peel. Trust and confidence results are reported for participants from the general population.

Trust & Confidence in Peel is a composite formed (as in the prior wave) by five measures:

**TABLE 12 RESIDENT'S CONFIDENCE IN THE REGION OF PEEL**

	Mean				
	2008	2009	2011	2013	2015
I can count on Peel to do what is best for its citizens	7.2	7.4	7.0	6.5	6.3↓
Peel gives me good value for my tax dollars	6.8	7.0	6.4	6.0	5.9
The Region of Peel is in touch with the needs of my community	n/a	n/a	6.7	6.3	6.1↓
All things considered, the Region is doing a good job	n/a	n/a	7.2	6.9	6.8
Peel conducts its business in an open and accountable manner	7.3	7.5	7.0	6.2	6.2
<b>AVERAGE (Trust/Confidence Rating)</b>	<b>7.1</b>	<b>7.3</b>	<b>6.9</b>	<b>6.4</b>	<b>6.3</b>

↑↓ indicates significant increase/decrease from 2013

Overall, residents' Trust & Confidence in Peel has remained stable in 2015 relative to 2013. Significant declines were seen in ratings for counting on Peel to do what is best (6.3) and with keeping in touch with the needs of the community (6.1).

**8.1 Comparison of the Trust and Confidence Ratings with the Mobile Survey**

The intent behind piloting the Mobile Survey in parallel with the resident surveys (General Population and Health and Human Services) was to investigate the comparability of results from this new method of data collection to previously existing surveys and methodology. In the Mobile Survey, ratings of two measures of trust and confidence were solicited. Unlike the ratings for Public Works services, the differences between the scores given in the Mobile Survey were significantly higher than the scores provided in the resident surveys.

**TABLE 13 COMPARISON OF RESIDENT RESULTS FROM TRADITIONAL SURVEY METHODS WITH THE MOBILE SURVEY**

	<b>Resident Surveys</b>	<b>Mobile Survey</b>
All things considered, the Region is doing a good job	6.8	7.4*
Peel conducts its business in an open and accountable manner	6.2	7.0*

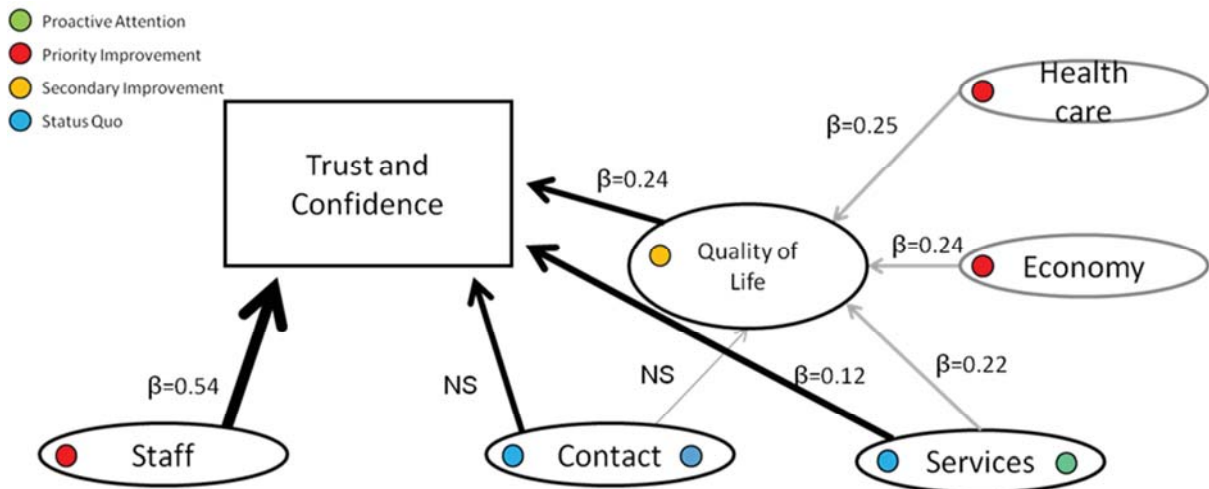
\* Score is significantly higher

## 8.2 How to Increase Trust & Confidence

The process of developing the resident Trust & Confidence model was similar to the method of developing the resident Service Satisfaction model (factor analysis, regression, opportunity analysis).

Factor analysis identified four areas impacting Trust & Confidence in Peel: interactions with Peel Staff, Method of Contacting Peel, the Service Experience, and Quality of Life. Of these, the most impactful area is Peel Staff. A distant second is Quality of Life and, finally, Method common services accessed (i.e., regional roads, water and waste water billing, garbage and recycling, and water quality). The method of “contacting” the Region of Peel was a small but significant driver in 2013 but did not come out significant in this wave. The model as a whole accounts for 57% of the variance in trust and confidence. Coloured circles indicate results from the Opportunity Analysis which weighs the relative importance of performance and impact.

**FIGURE 43 PEEL RESIDENT TRUST AND CONFIDENCE IN REGIONAL GOVERNMENT MODEL**



### 8.2.1 Interactions with Peel Staff

Interactions with Peel Staff have the most impact on residents’ Trust & Confidence in the Region, but satisfaction scores are currently low, relative to other areas. It has, therefore, been identified as an area for priority improvement. In terms of specific improvements the Region can make to increase satisfaction with staff interactions, the primary area of focus relates to staff responding correcting mistakes when they occur. An area for proactive attention is the perception among residents that staff are honest in their dealings.

**TABLE 14 RESIDENT TRUST IN PEEL STAFF**

	Mean				
	2008	2009	2011	2013	2015
Peel employees are honest in their dealings with citizens	7.9	8.2	8.0	7.4	7.5
Peel employees can be counted on to correct mistakes when they happen	7.5	7.7	7.6	6.7	6.9
Peel staff respond promptly when I make a request	n/a	n/a	7.7	7.1	7.1
Peel staff make a sincere effort to help	n/a	n/a	8.0	7.3	7.5
Peel staff are respectful	n/a	n/a	8.4	7.6	7.7
I can readily access any Regional service that I need*	n/a	n/a	7.8	7.3	7.2

\*Attribute not included in the Staff composite driver in the Trust and Confidence model  
 ↑↓ indicates significant increase/decrease from 2013

### 8.2.2 Quality of Life

The driver with the second greatest impact on trust and confidence, Quality of Life, is an area for secondary improvement. This is likely due to the fact that residents' quality of life is impacted by a number of external factors that are beyond the Region's control such as interactions with neighbors, family/work conflicts, the weather, etc. However, because external factors can have a 'rub-off' effect on residents' impressions of the Regional government, Quality of Life has been included in the model. In this way, we are able to quantify (to some extent) the relative impact of residents' perceived quality of life on their level of Trust & Confidence in the Region.

In order to examine what drives quality of life, additional analysis was undertaken. Exploratory factor analysis demonstrated that key Regional services, the state of the Canadian economy and the state of the Ontario Health Care system loaded onto the Quality of Life factor. In the opportunity analysis, both the health care system in Ontario and the state of the Canadian economy appear to be weighing down the public's perceptions about Quality of Life, which indirectly also contributes to lower perceptions of Trust & Confidence.

### **8.2.3 Satisfaction with Key Regional Services**

Satisfaction with key Regional services has been identified as an area that influences both the Quality of Life as well as Trust & Confidence overall. The key services include:

- Regional roads
- Water quality
- Water and wastewater billing
- Garbage and recycling curbside pick-up

Thus achieving high levels of client satisfaction for these services is not just an end in itself but also helps to promote public Trust & Confidence in the Region of Peel as well.

### **8.3 Key Insights**

Based on the analysis of the resident surveys results, the following key insights were identified.

- 1. Staff continues to be the most important driver of trust and confidence in the Region of Peel.** While staff is an area of strength for service delivery, they are an area for priority improvement when it comes to trust and confidence in the Region.
- 2. The Region of Peel can influence public Trust and Confidence positively by delivering key services with high levels of client satisfaction.** The key services include Regional roads, water quality, water and wastewater billing and garbage and recycling curbside pick-up.



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**SECTION 9: SURVEY OF REGION OF PEEL BUSINESSES**

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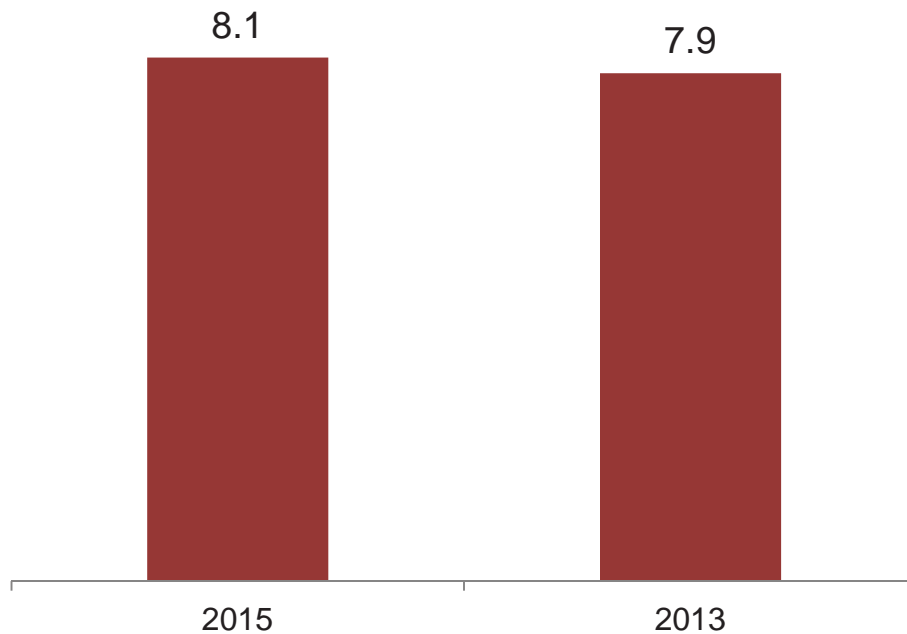
**9.1 The Business Satisfaction Index**

For the second time, a satisfaction index was calculated for the Region of Peel’s businesses (BSI). The BSI is calculated in the same fashion as the CSI; satisfaction with a mix of Regional services combined into a single satisfaction score weighted by the percentage of budget each service receives. A list of the services included in the BSI, along with their individual satisfaction scores can be seen in Table 15).

The BSI for 2015 was calculated to be 8.1, which is in line with the value calculated in 2013 (7.9). The difference between the two years is not considered statistically significant.

**FIGURE 44 2013 BSI FOR REGION OF PEEL BUSINESSES**

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## 9.2 Individual Service Satisfaction Scores

Table 15 displays the satisfaction scores that make up the BSI for 2015. Scores for 2011 and 2013 are also included.

**TABLE 15 OVERALL SATISFACTION SCORES FOR INDIVIDUAL REGION OF PEEL SERVICES INCLUDED IN BSI CALCULATION**

	2011	2013	2015
Garbage Collection	8.6	8.1	8.3
Recyclable Pick-up	8.7	8.1	8.3
Collection of White Goods	8.3	8.5	7.9
Community Recycling Centres	8.8	8.2	8.4
Water Quality	8.0	8.3	8.2
Water and Wastewater Billing	-	7.3	7.1
Regional Roads	7.5	7.1	7.0
Customer Contact Centres	7.6	7.6	7.6
Private Landlords	-	7.5	7.8
Early Learning Childcare Providers <sup>‡</sup>	-	6.3	8.0*
Public Health Inspections	9.3	9.1	9.2
By-law Inspections	-	-	8.2

\* Score significantly different from 2013

<sup>‡</sup> wording of question changed in 2013. Results may not be directly comparable

**TABLE 16 OVERALL SATISFACTION SCORES FOR INDIVIDUAL REGION OF PEEL SERVICES NOT INCLUDED IN BSI CALCULATION**

	2011	2013	2015
Region of Peel Website	8.0	7.4	7.8*
Road Construction	5.4	5.0	6.1*
Sewer Construction	-	-	7.0

\* Score significantly different from 2013

## 9.3 How to Increase Satisfaction

The primary difference between receiving high satisfaction scores and those receiving lower scores lies in the ability to satisfy businesses in the areas that matter to them most.

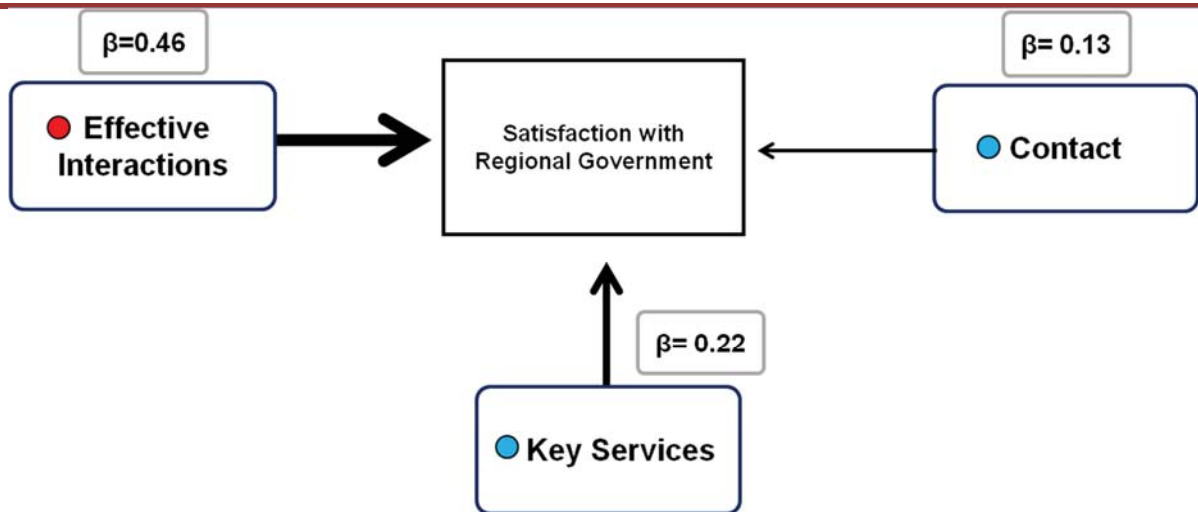
The objective of the service satisfaction model for Region of Peel businesses is to identify key drivers of satisfaction with the Regional Government of Peel. Factor analysis identified three main drivers that impact satisfaction with Regional government for Peel's businesses:

- Effective interactions with Peel Government (Region of Peel’s role in business environment);
- Services offered by Peel (Regional roads, water quality and water billing); and
- Methods of contacting Peel (Customer Contact Centres and Region of Peel Website).

The relative impact of each area on overall satisfaction is shown by the thickness of the arrow linking it to overall satisfaction. Effective Interactions with the Region is the most impactful, in terms of driving overall Satisfaction with the Region of Peel Government. The remaining areas, from greatest to least impact on satisfaction are the services provided by the Region, methods of contacting the Region of Peel and inspections.

The model as a whole accounts for 62% of the variance in overall satisfaction. Coloured circles indicate results from the Opportunity Analysis which weighs the relative importance of performance and impact.

**FIGURE 45 REGION OF PEEL OVERALL BUSINESS MODEL OF REGIONAL SATISFACTION WITH GOVERNMENT**



Based on low performance and high impact scores, relative to the other drivers, opportunity analysis shows that business’ perceptions that their interactions with the Region of Peel are effective is an area for priority improvement where an increase in satisfaction will have the greatest impact raising overall satisfaction with Regional Government.

The key services businesses receive and the quality of contact methods are considered status quo based on relatively higher levels performance and lower levels of impact.

Each driver of satisfaction is discussed in greater detail, below.

**9.4 Effective Interactions – Priority Improvement**

Business satisfaction with the effectiveness of their interaction with Region of Peel was the driver that had the greatest impact on overall satisfaction with Regional Government. Satisfaction within this area was low (7.1) compared to other drivers and for this reason it is a priority opportunity area. Businesses are relatively happy with the ease of accessing information about by-laws and regulations, but the Region of Peel could do a better job of demonstrating good value for tax dollars.

**Proactive Attention:**

- Ease of access: information to comply with Region of Peel by-laws
- Ease of access: information to comply with Region of Peel regulations

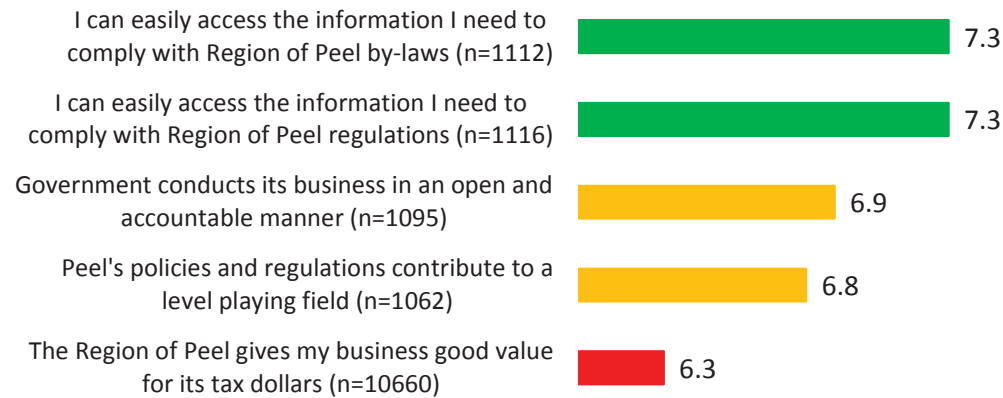
**Priority Improvement:**

- Good value for Regional tax dollars

**Secondary Improvement:**

- Regional Government conducts business in an open and accountable manner
- Regional policies and regulations contribute to an even playing field

**FIGURE 46 BUSINESS CLIENT SATISFACTION WITH BUSINESS ENVIRONMENT**



↑↓ indicates significant increase/decrease from 2011

## 9.5 Key Services – Status Quo

The second strongest driver of satisfaction with the Regional Government is the collection of services that most businesses receive. This driver was a composite of satisfaction scores for water quality, water/wastewater billing and Regional Roads. The overall driver is status quo, however there are opportunities for improvement within the driver.

Water/wastewater billing and Regional roads had relatively greater impact on businesses' satisfaction with services compared to water quality. These two services also had lower performance scores which makes them the focus for improvement efforts.

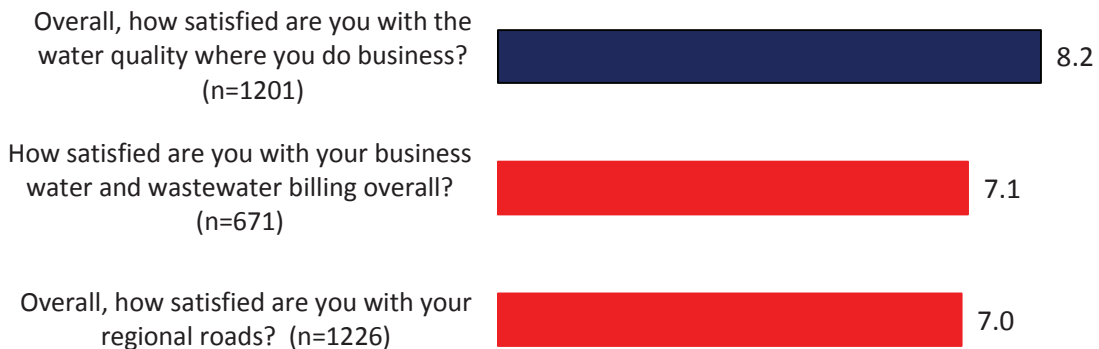
### Priority improvement:

- Water/wastewater billing
- Regional roads

### Status Quo:

- Water Quality

**FIGURE 47 BUSINESS CLIENT SATISFACTION WITH REGIONAL SERVICES**



↑↓ indicates significant increase/decrease from 2013

**9.6 Contact with the Region of Peel – Status Quo**

Satisfaction with contacting the Region of Peel was the third most impactful driver of overall satisfaction with Regional Government for Peel Businesses.

This driver was a composite of satisfaction with the Region’s Customer Contact Centre and the Regional Website. Satisfaction with each channel was similar at 7.6 and 7.4, respectively.

**FIGURE 48 BUSINESS CLIENT SATISFACTION WITH CHANNEL USED TO COMMUNICATE WITH THE REGION OF PEEL**

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↑↓ indicates significant increase/decrease from 2011

### 9.7 Public Health Inspection Services

Overall satisfaction with Public Health Inspection Services (9.2) remained stable relative to the previous wave of the survey in 2013 (9.1). As this group made up a large part of the overall business sample it was possible to create a robust model of satisfaction with Inspection Services on its own.

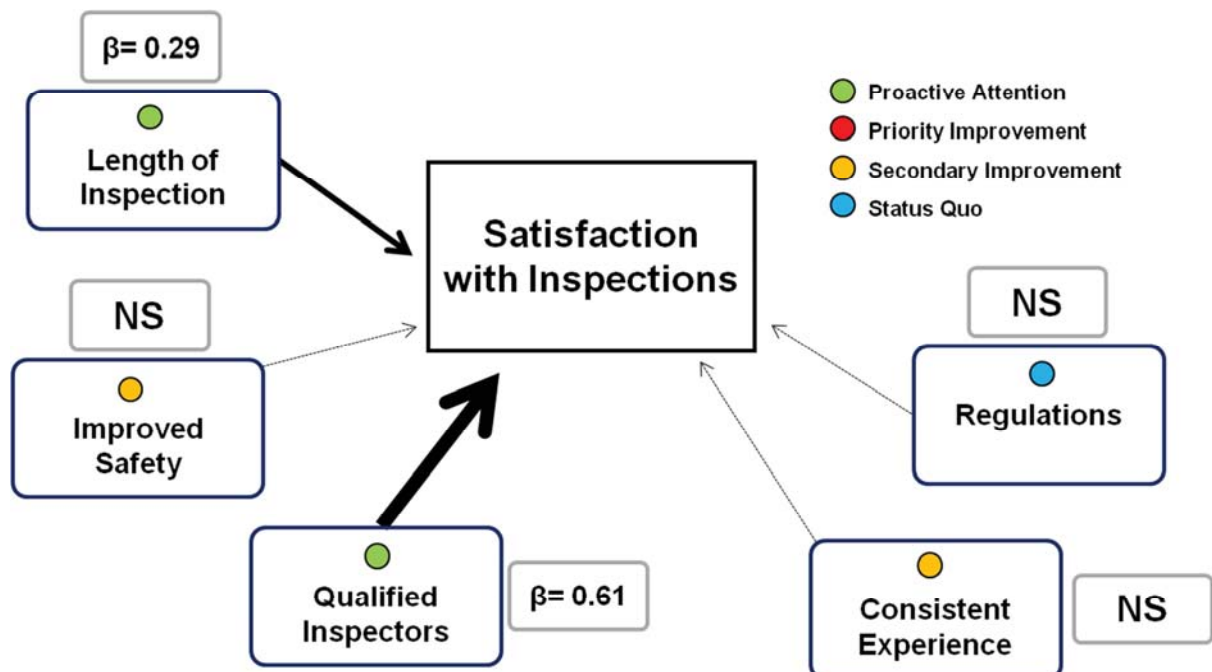
Five key drivers of overall satisfaction with Inspections were explored, based on the statistical model developed in 2013:

- Length of the inspection;
- Feeling that the inspection helping to improve safety;
- Having qualified inspectors;
- Having a consistent experience with inspectors; and
- Regional regulations.

Only two factors, Length of Inspections and Qualified Inspectors loaded on the model for 2015.

The area with the most impact on overall satisfaction with inspections was the inspectors themselves. The length of the inspection was also a key driver of satisfaction, but the impact was significantly lower. The model as a whole accounts for 70% of the variance in overall satisfaction. Coloured circles indicate results from the Opportunity Analysis which weighs the relative importance of performance and impact.

**FIGURE 49 REGION OF PEEL MODEL OF OVERALL SATISFACTION WITH PUBLIC HEALTH INSPECTIONS**



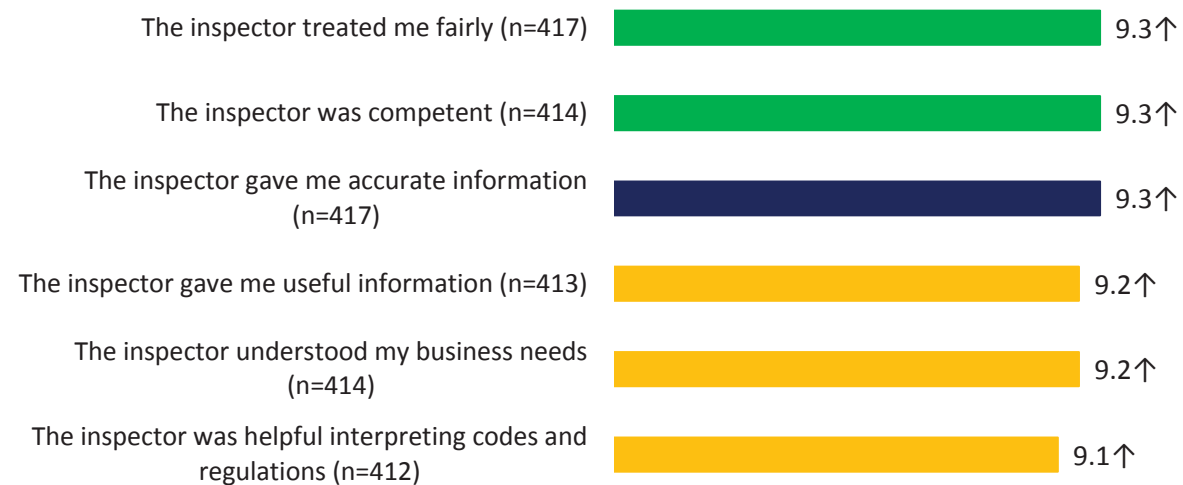
Opportunity analysis shows that the two key drivers of satisfaction are areas of strength based on relatively strong performance and impact scores when compared to the other drivers.

### 9.7.1 Qualified Inspectors – Proactive Attention

Peel businesses have confidence in inspector qualifications. Due to the relatively high impact and satisfaction scores for inspectors, this is an area that should receive proactive attention. Scores for Inspectors themselves are highest when compared to other drivers of satisfaction and all attributes have improved significantly compared to 2013.

Within this driver, performance and impact scores were very tightly clustered. Scores were highest for treating the business fairly, the inspector’s competency, and giving accurate information. Fairness and competency also had relatively high impact, making them areas that should receive proactive attention. The remaining drivers had relatively low impact. The accuracy of the information provided is an area where the status quo can be maintained, and the inspector understanding business needs and their helpfulness in interpreting codes are areas for secondary improvement.

**FIGURE 50 BUSINESS CLIENT SATISFACTION WITH INSPECTORS**



↑↓ indicates significant increase/decrease from 2013



### 9.7.2 Length of Inspection – Proactive Attention

The amount of time it takes for an inspection to be completed also had relatively high impact and performance scores, relative to the other drivers of satisfaction with inspections, and is an area that should receive proactive attention.

The mean satisfaction score for timeliness was 8.9, a significant increase from the previous wave of the survey in 2013 (8.6).

**FIGURE 51 BUSINESS CLIENT SATISFACTION WITH LENGTH OF INSPECTION**

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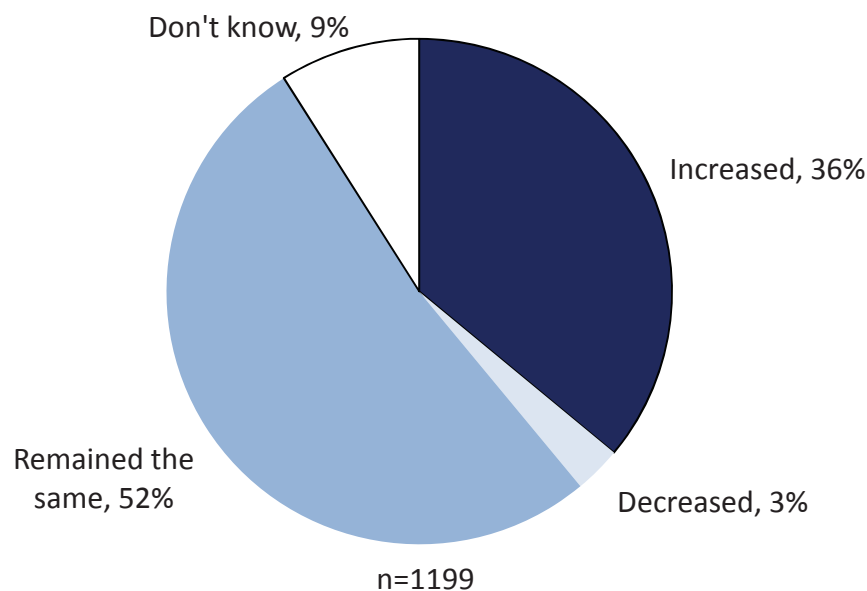
↑↓ indicates significant increase/decrease from 2013

## 9.8 Other Aspects of Support for Businesses

### 9.8.1 Regulatory Burden

In addition to building a model for satisfaction, the study also explored regulatory burden that businesses face. In all, 36% of businesses reported that over the past three years their regulatory burden had increased, while 52% said it remained the same and 3% said that it had decreased.

**FIGURE 52 CHANGE IN REGULATORY BURDEN IN THE LAST THREE YEARS**



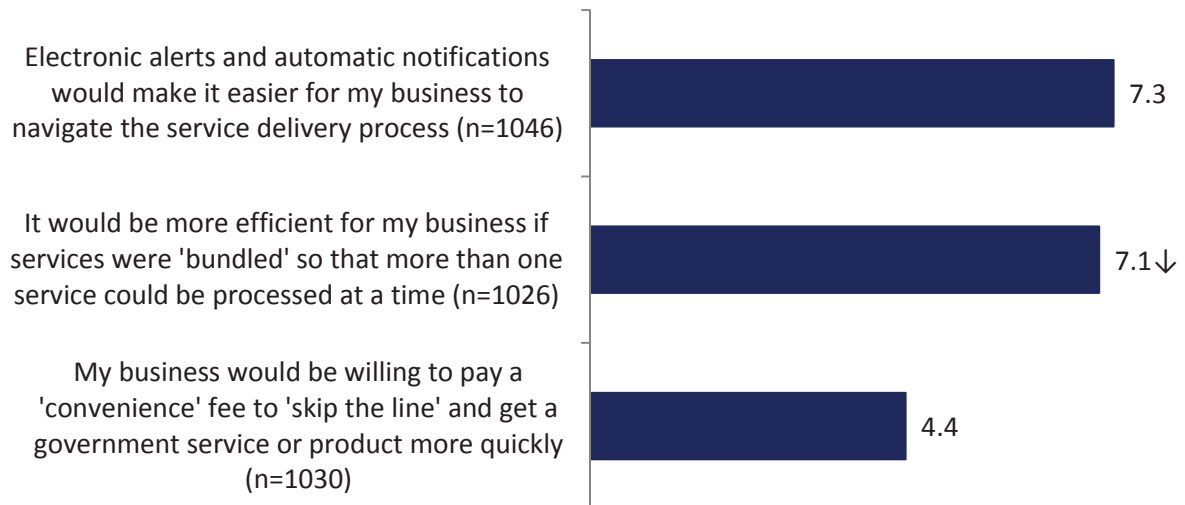
A total of 60% of businesses agreed that the number of regulatory requirements they experience is reasonable; however, this represents a significant decrease from 2013 results (66%). Respondents tend to be more neutral on the topic.

**FIGURE 53 REASONABLENESS OF REGULATORY BURDEN**



Businesses were presented with strategies to decrease their regulatory burden. Mean agreement was highest for electronic alerts and automatic notifications to help navigate the service delivery process (7.3). There was much lower support for willingness to pay a 'convenience' fee to 'skip the line' and get a government service or product more quickly (4.4).

**FIGURE 54 BUSINESS CLIENT VIEWS ON STRATEGIES TO DECREASE REGULATORY BURDEN**



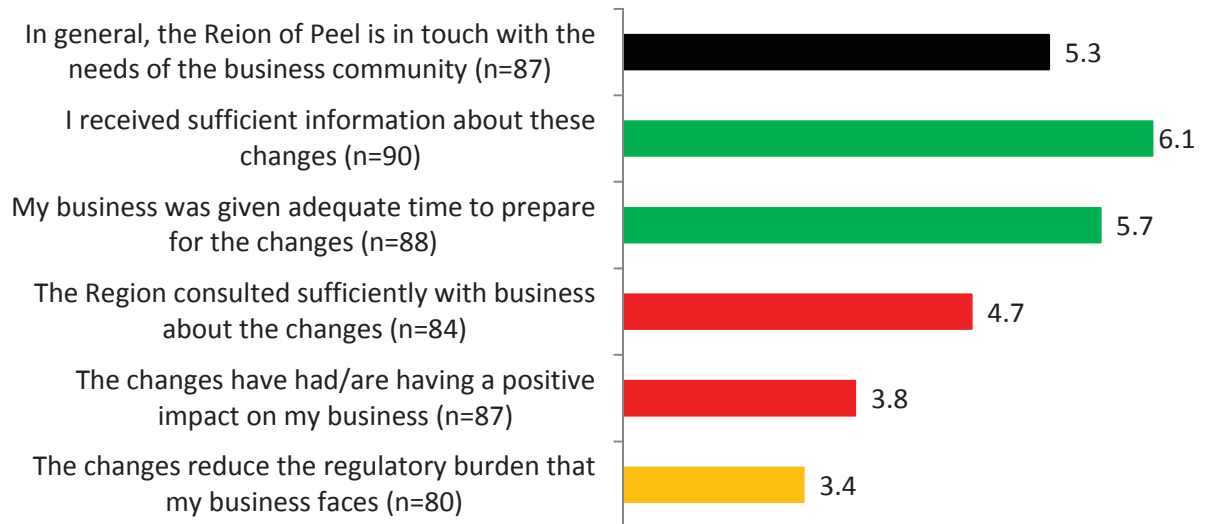
**9.8.2 Staying in Touch with the needs of the Business Community**

A small group of survey participants indicated that there had been changes to the Regional policies or regulations that affected their business within the last year. Opportunity analysis was conducted to examine how to increase businesses’ perception that the Region of Peel is in touch with the needs of the business community.

Areas for proactive attention are providing businesses with sufficient information (6.1) and time (5.7) to prepare for the changes. Although these values are low, based on the relative performance and impact of these drivers compared to the others, these are areas that should receive proactive attention.

Areas for priority improvement are consulting with businesses about the proposed changes (4.7) and introducing changes that have a positive impact on businesses (3.8).

**FIGURE 55 BUSINESS CLIENT SATISFACTION WITH CHANGES TO POLICIES OR REGULATIONS**



**9.9 Key Insights**

Based on the analysis of the business survey results, the following key insights were identified.

- 1. The effectiveness of businesses’ interactions with the Region of Peel has the greatest impact on their satisfaction with Regional Government.**
- 2. Businesses find it easy to access information about regulations and by-laws.** These were identified as the most effective areas within the Effective Interactions driver.
- 3. Half of businesses indicated that their regulatory burden has remained the same over the past three years.** Sixty-percent of businesses identified their regulatory burden as reasonable, though this represents a significant decrease over the past two years.
- 4. For businesses that had a Public Health inspection, the perception of having a qualified inspector was a key driver of satisfaction.** Satisfaction with inspectors increased significantly and is very high.

## APPENDIX A: SERVICE MODEL VALUES

**Resident Service Satisfaction Model**

*Model accounts for 59% of variability in satisfaction ( $R^2 = .59$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Pairwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Channel	Proactive Attention	0.39	0.32
Outcome	n/a	0.25	0.28
Staff	Proactive Attention	0.35	0.19
Process	Secondary Improvement	0.32	0.14
Timeliness	Secondary Improvement	0.32	0.11

**TransHelp Service Satisfaction Model**

*Model accounts for 63% of variability in satisfaction ( $R^2 = .63$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Booking	Priority Improvement	0.50	0.52
Time to Destination	Secondary Improvement	0.31	0.25
TransHelp Driver	Proactive Attention	0.37	0.22

### **Satisfaction with Peel Living Model**

*Model accounts for 55% of variability in trust and confidence in regional government ( $R^2 = .55$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Building	Priority Improvement	0.37	0.28
Quality of Life	Proactive Attention	0.40	0.25
Previous Building	Proactive Attention	0.30	0.25
Unit	Status Quo	0.26	0.15

### **Peel Living – Quality of Life**

*Model accounts for 58% of variability in satisfaction with Quality of Life ( $R^2 = .58$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Opportunities and Connection	Proactive Attention	0.34	0.31
Building	Priority Improvement	0.41	0.27
Unit	Status Quo	0.31	0.16
Community Engagement	Secondary Improvement	0.19	0.14
Previous Building	Secondary Improvement	0.33	0.12

### **Trust and Confidence Model**

*Model accounts for 64% of variability in trust and confidence in regional government ( $R^2 = .64$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Staff	Priority Improvement	0.53	0.54
Quality of Life	Secondary Improvement	0.26	0.24
Services	Status Quo	0.23	0.12
Contact	Status Quo	0.15	NS

### **Trust and Confidence – Quality of Life**

*Model accounts for 29% of variability in satisfaction with Quality of Life ( $R^2 = .29$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Health Care System	Priority Improvement	0.22	0.25
State of the Economy	Priority Improvement	0.15	0.24
Services	Proactive Attention	0.15	0.22
Contact	Status Quo	0.05	NS



### **Business Satisfaction Model**

*Model accounts for 51% of variability in satisfaction with services from Regional Government ( $R^2 = .51$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Pairwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Effective Interactions	Priority Improvement	0.43	0.46
Services	Status Quo	0.28	0.22
Contact	Status Quo	0.20	0.13

### **Public Health Inspections Satisfaction Model**

*Model accounts for 70% of variability in satisfaction with services from Regional Government ( $R^2 = .70$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Pairwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Consistent Experience	Secondary Improvement	0.24	NS
Qualified Inspectors	Proactive Attention	0.64	0.61
Improved Safety	Secondary Improvement	0.13	NS
Length of Inspection	Proactive Attention	0.43	0.29
Regulations	Status Quo	0.23	NS

**Paramedic Model**

*Model accounts for 58% of variability in satisfaction with Paramedic Care ( $R^2 = .58$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Paramedics	Proactive Maintenance	0.55	0.42
Transport to Hospital	Proactive Maintenance	0.53	0.27
Initial Contact	Proactive Maintenance	0.44	0.10
Paramedics' effect on condition	Secondary Improvement	0.19	0.10

**Long Term Care Model**

*Model accounts for 65% of variability in satisfaction with Long Term Care ( $R^2 = .65$ )*

*Standard linear regression*

*Method: Forced entry*

*Selection criteria: Listwise*

<b>Driver</b>	<b>Opportunity Analysis</b>	<b>Impact score (Pearson <math>r^2</math>)</b>	<b>Individual Standardized Regression Coefficient (<math>R^2</math>)</b>
Homelike Environment	Proactive Attention	0.36	0.23
Activities / Engagement	Proactive Attention	0.51	0.38
Personal Support Workers	Proactive Attention	0.37	0.19
Food Quality	Priority Improvement	0.35	0.11
Problem Resolution	Secondary Improvement	0.14	n/a
Doctors	Status Quo	0.20	NS
Nurses	Status Quo	0.32	NS

## APPENDIX B: CSI AND BSI CALCULATIONS

### CSI Calculations

Satisfaction measures	2015 Means	Budget ('000)	Proportion	Index Score
Ontario Works Services: Active clients	7.9	151451	0.12560	0.99651
Ontario Works Services: Recent clients	7.2	50483	0.04187	0.30169
Emergency Shelters & Transitional Housing	6.1	8351	0.00693	0.04223
Contracted Childcare Services	8.7	130659	0.10836	0.93809
Peel Living (housing subsidy)	7.3	54205	0.04495	0.32951
Peel Living (rent supplement)	7.8	14348	0.01190	0.09248
Peel Living (non-subsidized)	6.8	27102	0.02248	0.15275
Rent Supplement Service: Commercial buildings	8.8	113025	0.09373	0.82707
Peel Access to Housing (PATH) Wait List Service	4.4	10000	0.00829	0.03686
Long Term Care Services	8.0	81175	0.06732	0.54022
Breastfeeding Support Services	8.4	2773	0.00230	0.01933
Breastfeeding Companion Service	7.2	110	0.00009	0.00065
Healthy Babies Healthy Children Services	8.1	7549	0.00626	0.05092
Immunization Update Services	7.4	2374	0.00197	0.01465
Paramedic Services	9.1	82942	0.06879	0.62571
Water Quality	7.9	253192	0.20998	1.65906
Water Billing and Collection Service	7.1	1340	0.00111	0.00792
Waste Water/Sewer	6.6	4746	0.00394	0.02590
Road Maintenance (Regional Roads)	6.7	64084490	0.05315	0.35411

TransHelp	8.4	19644246	0.01629	0.13717
Waste Collection Service (curbside pickup)	8.0	102282745	0.08483	0.67978
Community Recycling Service	8.4	17351302	0.01439	0.12126
Customer Contact Centre	7.0	2204963	0.00183	0.01279
PAMA	8.1	4403937	0.00365	0.02973
<b>TOTAL</b>		<b>1205804849</b>	<b>1</b>	<b>8.0</b>

**BSI Calculations**

<b>Satisfaction measures</b>	<b>2015 Means</b>	<b>Budget ('000)</b>	<b>Proportion</b>	<b>Index Score</b>
Garbage Pickup	8.3	48584	0.08167	0.67484
Recyclable Pickup	8.3	48584	0.08167	0.68176
Collection of white goods	7.9	5114	0.00860	0.06831
CRCs	8.5	17351	0.02917	0.24660
Water Quality	8.2	253192	0.42561	3.50572
Water/Wastewater Billing	7.1	1340	0.00225	0.01605
Roads	7.0	64084	0.10772	0.75148
Social Housing Support	7.8	13658	0.02296	0.17909
Early Learning Childcare Support	8.0	130659	0.21964	1.75323
Customer Contact Centre	7.6	2204	0.00371	0.02825
Public Health Inspections	9.2	7495	0.01260	0.11624
By-Law Inspections	8.2	2620	0.00440	0.03611
<b>TOTAL</b>		<b>594889</b>	<b>1</b>	<b>8.1</b>

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