

Piloting Satisfaction Kiosks to Understand the Experiences of Human Services Clients:

OVERVIEW, IMPLEMENTATION AND INSIGHTS



BACKGROUND

The Allegheny County Department of Human Services (DHS) wants to gain a better understanding of our clients' experiences and incorporate that feedback into planning our programs and services. While we already rely on administrative data such as client demographics and service utilization to inform improvements in our system, this data does not give us insights into clients' perceptions or unmet needs.

DHS issued a Request for Proposals (RFP) in the fall of 2016 looking for technology solutions to assist us with collecting, managing, analyzing and reporting client feedback. Our goal was to understand client needs, expectations and challenges, and to translate those insights into opportunities for program- or system-level improvement. A team of community stakeholders and DHS staff evaluated RFPs through an objective scoring process and selected many solutions to implement. This report describes our progress to date with a pilot program to test HappyOrNot Satisfaction Kiosks.¹ Future reports will provide overviews of other technologies and processes we are implementing.

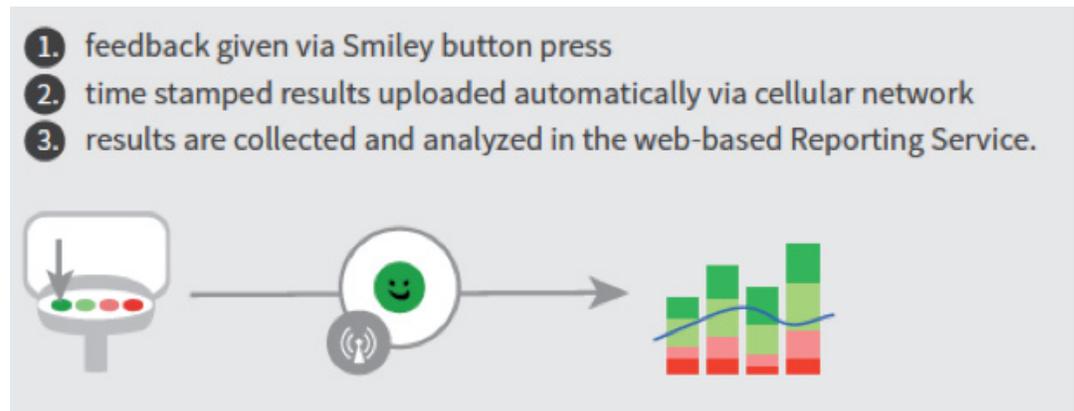
¹ HappyOrNot kiosks are contracted with [Xavier Solutions](#).

SATISFACTION KIOSKS: PHASE I IMPLEMENTATION

² HappyOrNot Product and Services Fact Sheet (p. 2).

The HappyOrNot kiosks are “anonymous, easy-to-use, and intuitive ways to collect feedback” at physical locations.² The kiosks use a four-item scale (Very Happy, Happy, Not Happy, Very Not Happy) with a single survey question. The results are time-stamped and automatically uploaded via cellular network (there are no wires or plugs for the device). The web-based automated reporting service provides a dashboard and automated reports. See **Figure 1** for a brief overview.

FIGURE 1: HappyOrNot Kiosk Feedback Process



DHS is currently conducting a pilot program with the kiosks to determine their value in helping us to better understand client experience. This preliminary report summarizes different aspects of the kiosk pilot implementation, including:

- Placement
- Purposes and goals
- Types of survey questions
- Acceptance and use

Kiosks were initiated in July 2017 with a brief onboarding training attended by a few key DHS stakeholders. Over the next month, this team of people conducted small internal “tests” and practice activities to familiarize themselves with the technology.

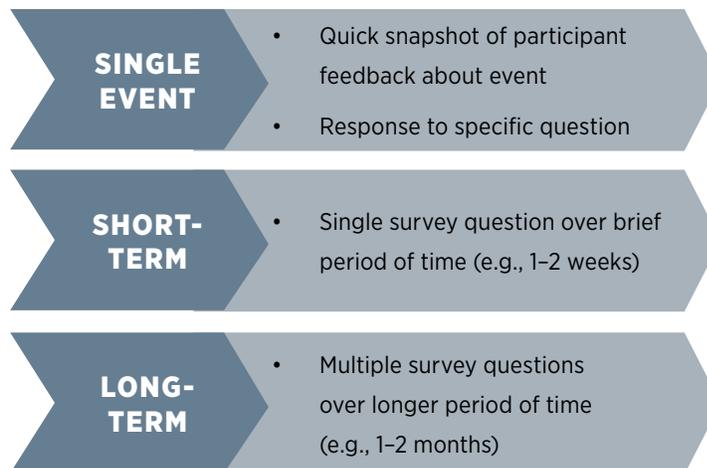
Placement by Program Office

Over the past six months, the kiosks have been used in 40 different pilot surveys across almost all eight DHS program offices and have surveyed DHS clients, staff, providers and the wider community. The goal is to have a diverse set of pilot projects across all program offices by the end of the year.

SURVEY TYPE	NUMBER OF PILOT PROJECTS COMPLETED
Client	28
Staff	4
Provider	3
Community	5
Total	40

Purposes and Goals

As part of the piloting process, we are testing different data collection periods or lengths of time with the kiosks. They have ranged from single or one-time events (e.g., meeting, training session) to long-term data collection, where a single question or series of questions is asked over time with the goal of monitoring trends.



Survey Questions

We have piloted three types of kiosk survey questions using the kiosks: 1) standardized DHS satisfaction survey items (in development), 2) Net Promoter Score (NPS)³ and 3) ad hoc or program-specific.

³ Net Promoter, Net Promoter System, Net Promoter Score, NPS and the NPS-related emoticons are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.



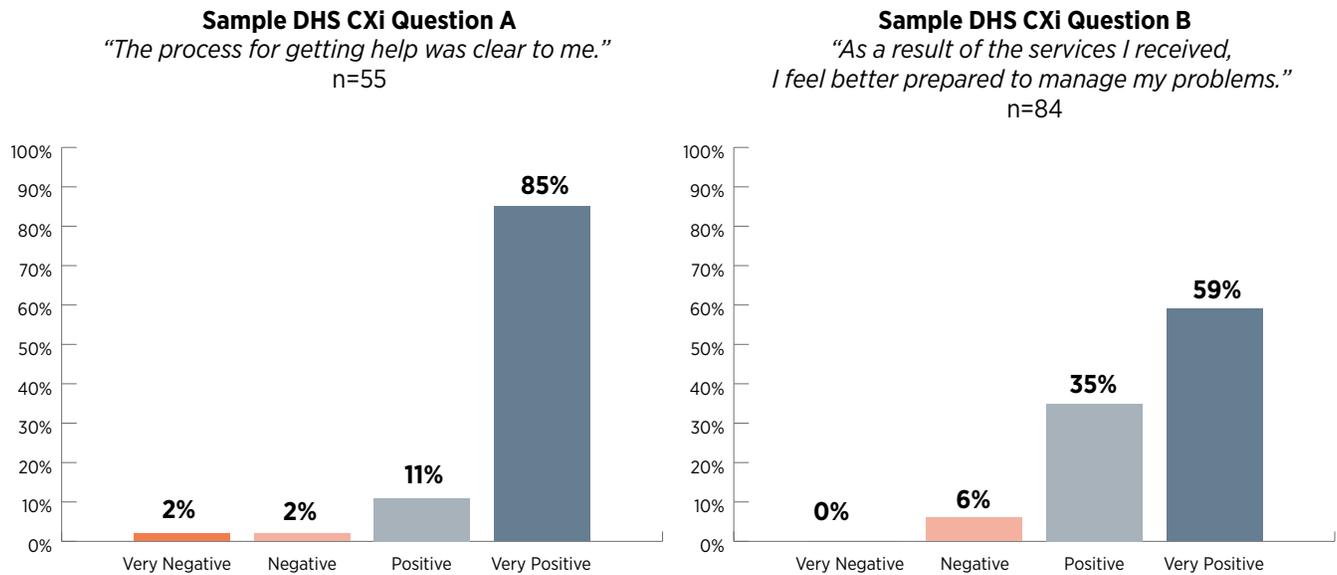
Standardized DHS Satisfaction Survey Items

In accordance with DHS’s objective to have both internal and external reports of key performance indicators (KPI), staff are working on developing a standardized satisfaction survey tool (i.e., DHS Client Experience Index, or DHS CXi).⁴ The HappyOrNot kiosks have been used to explore the following DHS CXi questions:

⁴ [Forrester Customer Experience Index](#); [Veteran Experience Index](#); [Government Customer Experience Index \(GCXi\)](#).

PERSON-CENTERED	Staff treat me with dignity and respect.
	I feel supported and understood here today.
ACCESSIBLE	The process for getting help was clear to me.
	Things were explained to me in a way that I could understand.
HIGH QUALITY	Because of the help I received, I feel better prepared to manage my problems.
	Staff helped me with my problem or situation.
SATISFACTION	Overall, how do you feel about the service you received today?

FIGURE 2: Responses to Sample DHS CXi Questions



Net Promoter Score

⁵ [The One Number You Need to Grow \(December 2003\) Harvard Business Review.](#)

Kiosks have also been used to test the Net Promoter Score, a common metric in customer experience research to measure satisfaction.⁵ The NPS uses the question "How likely is it that you would recommend this service to a family member or friend?" on a scale of 0-10. The combined answers are then analyzed using the following formula: Scores of 0-6 are "detractors" (those who do not recommend the service), 7-8 are "passives" (they do not strongly promote the service) and 9-10 are "promoters." The formula for calculating NPS is presented in **Figure 3**.

FIGURE 3: Net Promoter Scoring (image reference: [Net Promoter System](#))

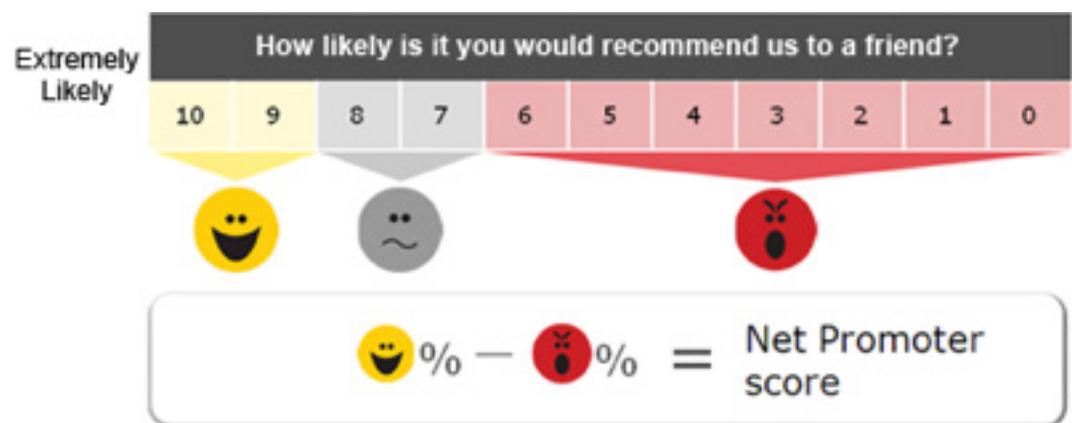
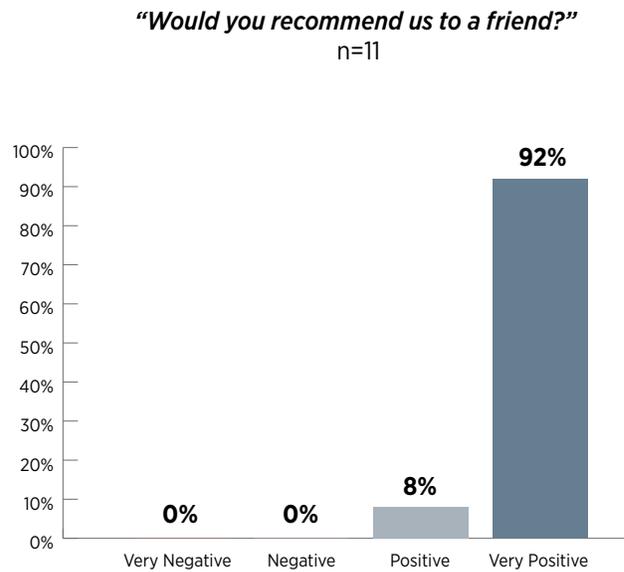
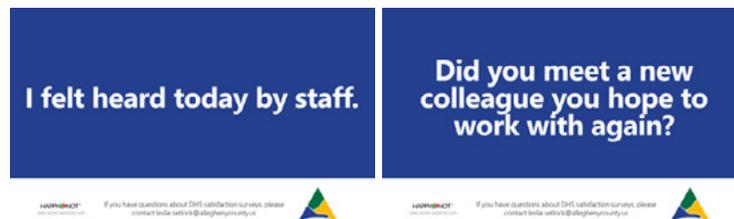


Figure 4 shows one example of how we piloted NPS using the kiosks.

FIGURE 4: Example of NPS with Survey Kiosks



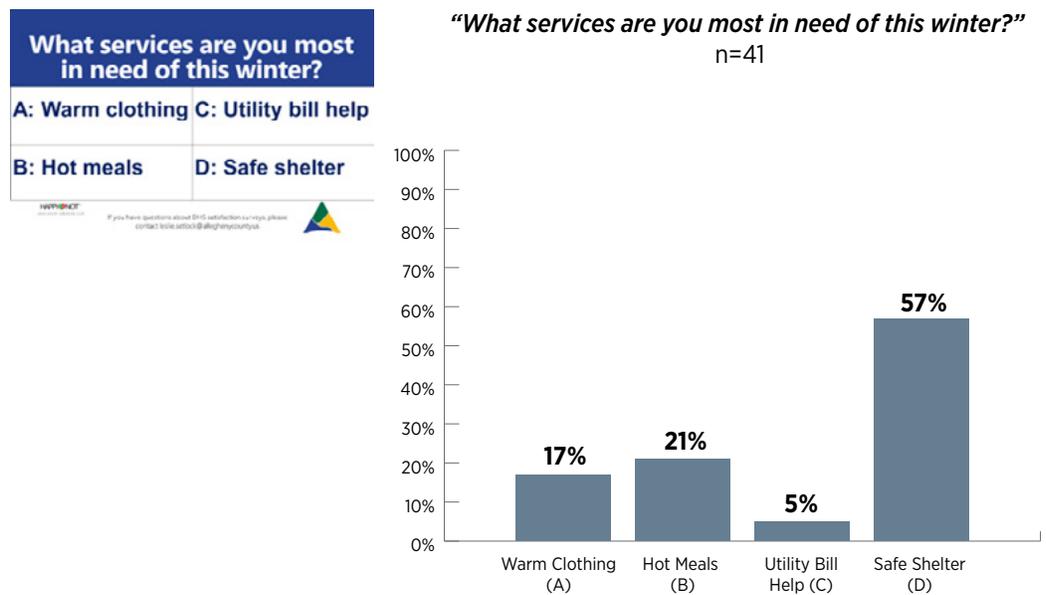
Ad Hoc or Program-Specific Questions



Customized questions are those created by the host site (e.g., point-of-service), with guidance from DHS staff, to address a specific question or need. Examples include asking about knowledge gained from a meeting or the perceived value of an event. Customized questions may also involve “hacking” the kiosk, by replacing the smiley faces with stickers containing — or relating to — four multiple-choice answers. While this allows for more flexibility with the questions we are able to ask, the process of reading the question and the corresponding responses may place a larger burden on participants.⁶

⁶ Faaß, T., Kaczmirek, L., & Lenzner, A. (2008). Psycholinguistic determinants of question difficulty: A web experiment. *Proceedings of the 7th International Conference on Social Science Methodology (RC33)*, Neapel, University of Naples Federico II.

FIGURE 5: Example of Responses to Customized Kiosk Question



ACCEPTANCE AND USE

Response rates for the kiosks vary over time and are dependent on several factors such as the visibility of the kiosk, visual appeal of the question, number of repeat clients (i.e., what percentage of the clients see the kiosk multiple times) and whether the clients feel that a certain response is expected. The length of time a kiosk is present has also been a factor (i.e., the longer the kiosk is there, the less novelty it has). At first install, nearly all foot traffic may answer the survey question, but within a week or two, response rates dip.

Both clients and staff have a generally positive attitude toward the kiosks. Clients seem to like the opportunity to give immediate feedback and appreciate the ease of the mechanism. However, it is not always clear to them whether they need to await instructions from staff at the kiosk placement site. Staff are more engaged when they play an active role in the survey process by discussing potential survey items, reviewing logistics for timing and placement, and interpreting results. Staff are typically excited by the simple and minimal design and potential for large-volume feedback. A common question or concern expressed by staff is the inability to understand the “why” behind the responses (i.e., inability to collect qualitative data). During initial consultations with staff at placement sites, we do discuss opportunities to supplement the kiosk questions with open-ended questions via SMS texting or comment cards.

INSIGHTS AND LESSONS LEARNED: TURNING FEEDBACK INTO ACTIONABLE INSIGHTS

Maintaining Privacy and Confidentiality

Another use of the kiosks is to ask questions in real time that may be uncomfortable to ask in a one-on-one conversation. For instance, we used the kiosks to ask DHS orientation participants if the information they received was useful and asked members of a DHS department why they did not opt to participate in a conversation about sensitive subject matter. In both cases, the answers can help organizers better target their message, but social desirability might prevent clients from honestly answering the question.

Identifying and Monitoring Trends

Because the kiosks provide overnight results, it is easier to pinpoint specific strengths and weaknesses, such as which hours in the day are most successful or most challenging. For example, we could share with the staff of one of our programs that clients were feeling least satisfied later in the day. This feedback allows staff to consider interventions (or simply heightened awareness) at those times. The quick feedback also allows for deeper dives when a question leads to an unexpected response. For instance, at a community development organization site, the initial question — “How was your experience today?” — yielded overwhelmingly positive responses, leading into more specific questions about the effectiveness of services (to differentiate services from positive feelings toward staff).

Conducting Comparative Analysis

Kiosks can also be used to compare like services, such as a program offered in two different geographic locations, in which we found high levels of satisfaction at both sites despite very different types of program implementation. They can also be used to compare different groups receiving the same service, such as men and women staying in a homeless shelter, where we learned that women felt comparatively more safe in that shelter than men did. This may reflect what their options felt like outside the shelter, or whether they perceived closely shared quarters as safer or less safe than being more independent. Kiosk questions that target different agencies or populations can help us explore differences in how agencies are approaching a service, or whether the same service is equally meeting the needs of different client groups.

Facilitating Engagement Between Research and Program Staff

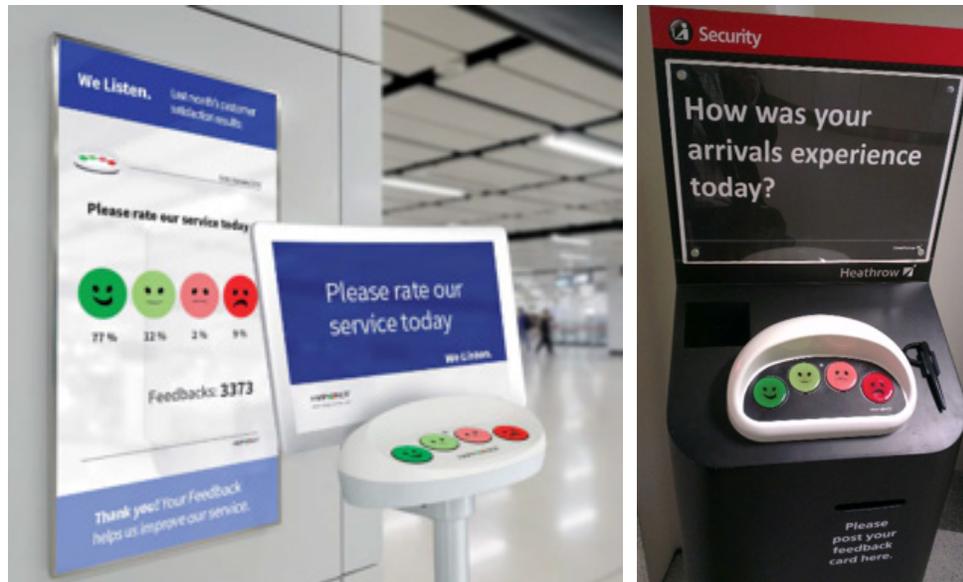
The kiosks are facilitating closer collaboration between research/analytic staff and program staff than traditional paper surveys, due to the opportunities for ongoing adjustments to the questions and methods. For instance, program staff have a more active role in designing the questions, identifying suitable placements for the kiosks, and interpreting the results. Furthermore, there is often direct interaction between research and program staff when the kiosk is installed, is relocated and/or questions are changed. The quick turnaround of results and the process of revising questions allows for an ongoing, less formal exchange of ideas about how to evaluate client perspective than is the case with annual surveys and formal reports.

NEXT STEPS AND OPPORTUNITIES

The next steps and opportunities for continuing to pilot the kiosks across different settings include the following:

1. **Share results (in location).** One of the most notable concerns research participants have is not knowing how, or if, their feedback will be used. The kiosk software includes automated “interaction reports” designed for sharing results with stakeholders. According to the product description, sharing the results in location is a great way to close the feedback loop by showing participants that the organization/agency is listening. The interaction reports shared in location (e.g., directly behind the kiosk or in another high-traffic area) encourage continued input and build trust through transparency.⁷

⁷ HappyOrNot Product and Services Fact Sheet (p. 6).



2. **Continue exploring alternative or supplemental features**, such as multiple-choice questions, open-ended questions or add-ons.
3. **Determine a process for DHS to partner with providers to collect feedback.** Potential steps for future partnerships with providers might include:
 - Identify the providers that have office-based locations with a high volume of traffic.
 - Use DHS administrative data, provider’s existing surveys or anecdotal data to identify a question that providers want to ask clients.
 - Refine the question so that it can be asked using a kiosk and the results will be useful to providers.
 - Work together to analyze clients’ responses and understand the feedback collected.

- Implement improvements based on feedback.
 - Continually monitor the feedback that is being collected and how providers are using it in order to ensure that data is being used to improve service.
4. **Evaluate participant acceptability** through surveys, focus groups and/or observations.
 5. **Research alternative technologies for collecting feedback**, such as other kiosk systems or tablets that can be placed on stands.

These next steps will help to determine the feasibility and sustainability of the kiosk program for collecting service experience and other data points across human services programs.

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