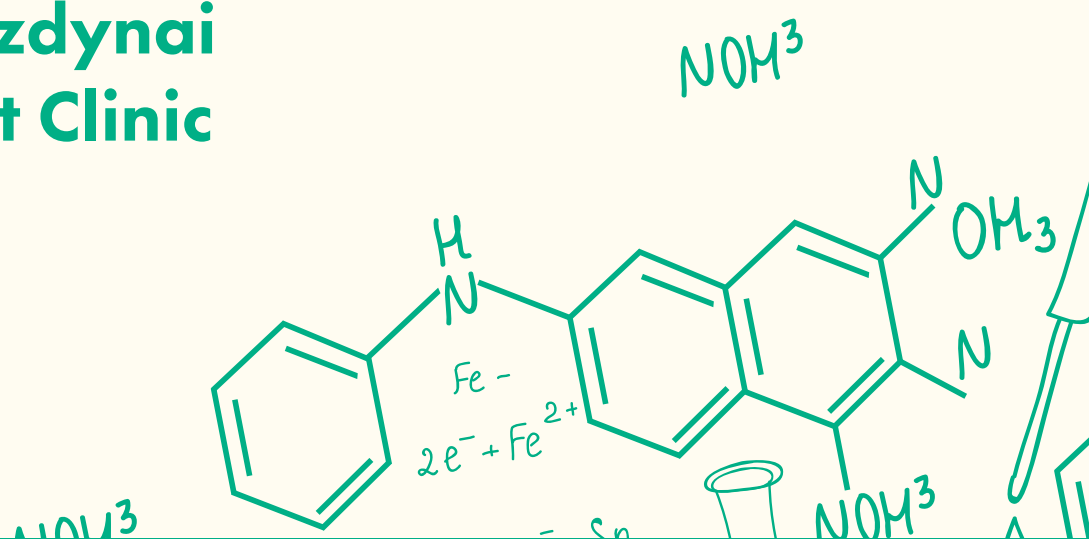


How to achieve a small victory: the case of Lazdynai Outpatient Clinic



GUIDEBOOK

Transparency International Lithuanian Chapter is a non-governmental, non-for-profit organization that was established on 6 June 2000. More information: **www.transparency.lt**.

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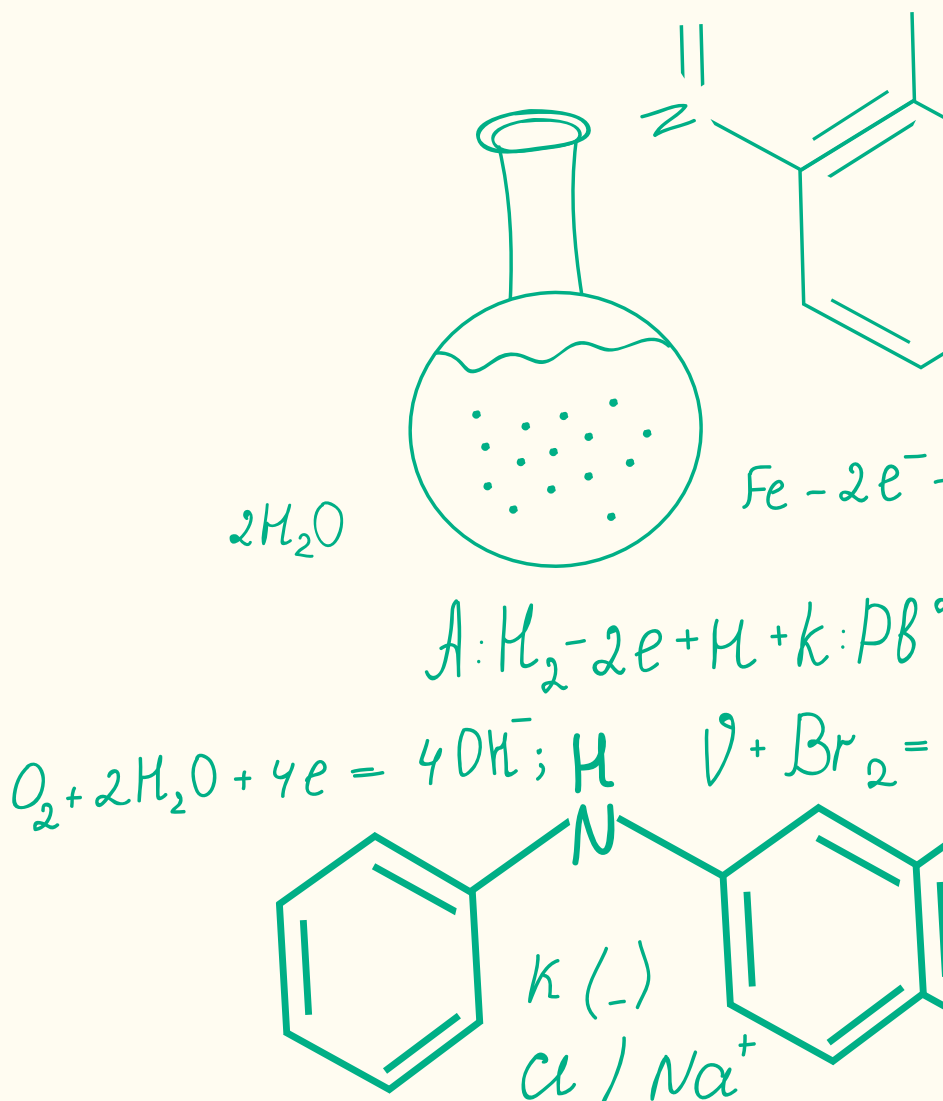
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Starting the change with small victories



Who is this guidebook for?

If you are constantly striving for small, tangible victories in your work and looking for new, better ways to serve your clients, this publication is for you. We hope that this guidebook will give you a better understanding of how to seek for positive changes in your institution. This publication describes how to introduce new ways of operating that can change customers' opinion about the corruptibility of institutions, improve the quality of service in an institution and promote a more sincere and more open communication within an institution.

What's new in this publication?

In this guidebook we share our experience and insights on the two social design initiatives we implemented at Vilnius Lazdynai Outpatient Clinic. We believe that it might be useful to learn how changes in the environment of medical institutions can positively affect community relationships, improve patients' views on the quality of service and encourage a mutual dialogue between the clinic and its patients.

Questions to be answered before starting similar initiatives:

- What is the particular problem you want to solve?
- Is your institution's community ready to work with you?

AFTER IMPLEMENTING OUR SOCIAL DESIGN EXPERIMENT IN LAZDYNAI OUTPATIENT CLINIC WE FOUND OUT THAT:

- It helped to **improve the patient-doctor relationship**. After the experiment, patients said that doctors communicated with them more respectfully. One out of three doctors admitted that communication among doctors improved during the initiative, while 10 out of 25 doctors admitted that communication with patients changed, too.
- Patients, who believe that gifts and informal payments do not help to get better services, were more likely to recommend the clinic to others. Thus, **corruption perception levels can be directly related to the willingness to recommend the institution** to others.
- Patients, who took part in the Vitamin Lab, **evaluated the clinic better** and were less likely to think that informal gifts or material rewards can help receive better services in Lazdynai Outpatient Clinic.
- Patients who took part in the Vitamin Lab were **more likely to recommend the clinic** to others.



Social design

is a creative process used to develop effective problem-solving techniques, using experiments and other methods to affect community or any other social environment.

If you have any questions or would like to create a change in your institution, please contact us by e-mail:
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RESEARCH IN LAZDYNAI OUTPATIENT CLINIC

Why did we start this experiment in healthcare?

Lithuanian residents believe that healthcare institutions and hospitals are the most corrupt institutions in Lithuania. Over the past five years, every second resident gave a bribe in a hospital and every fourth in a polyclinic¹. Although the issue of corruption in the healthcare has been attracting more and more attention in recent years, the general trends remain significantly unchanged.

In 2016, we conducted a research in Lazdynai Outpatient Clinic using social design methods. During the study, we changed the environment of the clinic and tried to understand how and whether such change indirectly affects the behavior of patients, doctors and other staff, and how it can influence their attitude towards the clinic, increase transparency and reduce bribery.

We implemented two initiatives at the Lazdynai Outpatient Clinic:

- **Vitamin Lab.** For two months we turned the clinic's waiting area into an interactive feedback giving space, where all patients were actively invited to evaluate their visit at the clinic.
- **Patient – doctor relationship: description of a good visit.** Throughout the initiative, we invited doctors to discuss how the clinic works and encouraged them to decide what they considered the most important professional values when working with patients. We then visualized these values and presented them to the patients in public spaces of the clinic.

To assess the impact of these initiatives we conducted the sociological research:

- A representative survey of some 800 patients;
- A survey of 30 doctors;
- In-depth interviews with the staff;
- Focus group discussions with the patients and volunteers of the initiative;
- In November 2015 and in January and March 2016, together with the staff, family doctors and patients of Lazdynai clinic, we held several workshops, which provided additional insights and supplemented the data collected from surveys.

¹ Special Investigation Service of the Republic of Lithuania, "Lithuanian Map of Corruption." Vilnius, 40, 2014. <http://www.stt.lt/documents/soc_tyrimai/Gyventojai_BENDRAS.pdf>.

Review of the initiatives



VITAMINŲ LABORATORIJA

VITAMIN LAB

Duration of the initiative: 5 months

Target audience: Patients

GOALS OF THE INITIATIVE:

- Better understand the criteria by which patients evaluate the healthcare services;
- Understand how giving patients the opportunity to leave their feedback impacts their opinion about the service;
- Improve patients' satisfaction of the services they receive.

WHAT WE DID:

- We held workshops with patients and the community of the clinic;
- We carried out surveys of patients prior to the initiative;
- We set up the Vitamin Lab;
- We carried out surveys of patients after the initiative and held focus group discussions with patients and volunteers of the Vitamin Lab.

VITAMIN LAB

Vitamin Lab – what is it? We established an interactive installation in the clinic's waiting area, where volunteers of the initiative actively invited patients to evaluate the quality of services they received that day. Patients were given five ball-shaped evaluation markers, or "vitamins", and asked to allocate them to one or several of the evaluation categories:

- "Thank you"
- "Service was pleasant"
- "I did not like it"
- "The procedures were clear"
- "I would recommend this clinic to others"

Patients were also offered to leave a more detailed written feedback in a Vitamin Lab's suggestion box.

The waiting area of the clinic prior to the initiative



Preparation



Vitamin Lab

VITAMIN LAB

In order to assess the impact of the Vitamin Lab, we conducted two representative surveys of patients, before and after the initiative. We surveyed some 800 patients and held focus group discussions with patients and volunteers of the initiative. The questionnaires were also used to determine the Net Promoter Score (further NPS) of the clinic.

Net Promoter Score helps to indicate the likelihood that the clients of the clinic will recommend the services to others. Please see more information in Annex 3. In Lazdynai Outpatient Clinic patients were asked whether they would recommend the clinic to their friends and acquaintances on a scale from 1 to 10 (where 1 was definitely would not recommend, and 10 – would definitely recommend). The overall NPS of Lazdynai clinic was 28.4 (on a scale from -100 to 100).

WHAT HAVE WE LEARNED?

1.

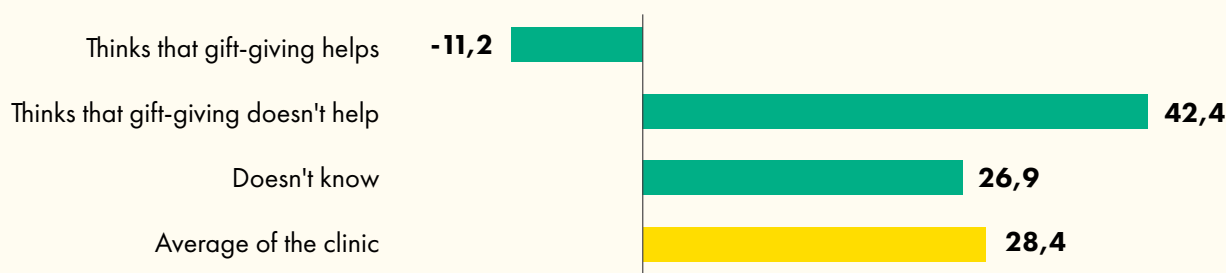
Patients actively evaluated the services of Lazdynai Outpatient clinic: the number of patients who evaluated the clinic had tripled during the experiment compared to the number before the initiative. During the initiative, every third patient evaluated the service of the clinic, compared to every tenth before the initiative. In total, during the two-month period patients distributed 17,054 vitamins, evaluated the service more than 3,400 times and left 199 written comments.

Patients appreciated the opportunity to provide feedback: the majority of patients (68.1%) viewed the Vitamin Lab positively. In addition, more than a half (63.5%) of written comments was positive. The initiative helped the patients express not only their complaints, but also compliments and gratitude.

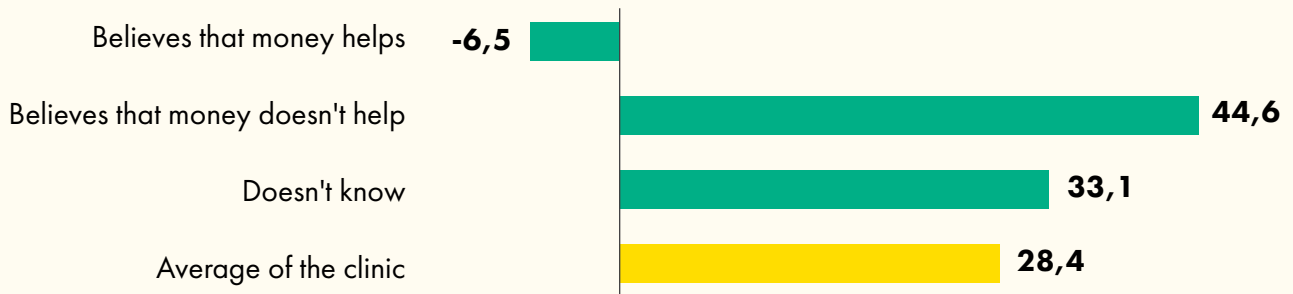
2.

Patients who believe that gifts and informal payments **do not help to get better services** were much more likely to recommend the clinic to others.

Do you think that gift-giving at Lazdynai Outpatient Clinic helps to receive a better treatment? (NPS)



Do you believe that unofficially gifted money or any other material reward at Lazdynai Outpatient Clinic allows to secure a better treatment? (NPS)



3.

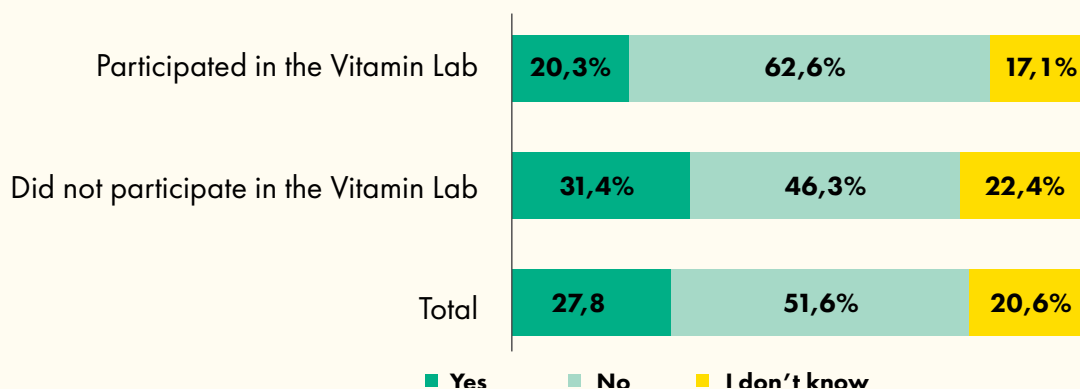
The possibility to leave a feedback contributes to the better evaluation of the services provided. Patients who participated in the Vitamin Lab were more positive about the services in Lazdynai Outpatient clinic (40.6 (Net Promoter Score) compared to 26.4 (the overall score)). In comparison to other patients, they were less likely to think that informal gifts or material rewards help to get better services at the clinic.



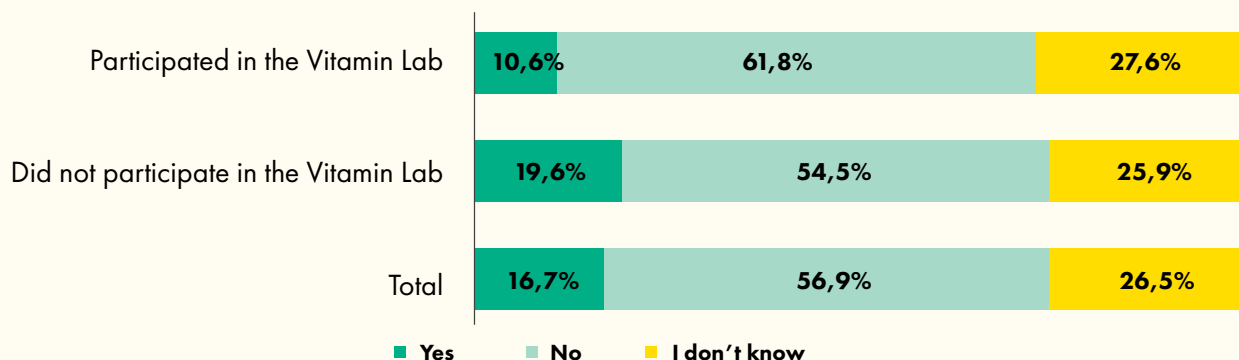
Have you evaluated the quality of service at Lazdynai Outpatient Clinic over the past 12 months? (NPS)



Do you think that unofficially gifted money or any other material reward allows to secure a better treatment?



Do you think that gift-giving at Lazdynai Outpatient Clinic helps to receive a better treatment?




HOW IT ALL HAPPENED

We decided to carry out the Vitamin Lab initiative after the implemented workshop with the clinic's community in November, 2015, which was led by the social designers, using applied theater and other methods. The workshop showed that patients as well as the clinic's community lacked feedback and information about the provided services and their quality. We were looking for ways how to improve the dissemination of information, better understand patients' opinion and inform the staff.

We realized that in order to get proper feedback from the patients it was important to actively invite patients to share their opinion, explain the evaluation criteria and provide enough time and space in order for them to evaluate the service freely.

From our previous experience, we knew that it was important to inform the patients about the upcoming initiatives. Thus, we had posters and stickers with this information in the corridors, registration area and the elevator. Information was also screened on the TV screens available in the public spaces in the clinic.

At the end of the initiative we held two focus group discussions with patients and volunteers, and gained more insights from their experiences.



Focus group discussion is a part of the sociological research. During the confidential meeting, which is moderated by a professional sociologist, participants discuss specific topics and are encouraged to express their opinion, share their experiences. Focus group discussions are particularly useful to get critical assessments and to understand whether a certain activity or an experiment was useful and clear, and what could have been done better.



WHAT'S IMPORTANT TO HAVE IN MIND:

- Corruption is a sensitive topic for both patients and doctors, therefore it is very important to ensure that surveys carried out throughout the initiative are anonymous and confidential;
- In order to obtain accurate results and identify the real trends, it is necessary to ensure that the surveys are representative;
- Vitamin Lab evaluation categories should be adapted to the context of a particular healthcare institution and best reflect the patients' daily experiences.

FEEDBACK OF THE PATIENTS:

"What you're doing is beautiful. This changes the face of the clinic".

"What I like about this system is that everyone is in a hurry here and this is so quick and easy – you do not have to write or fill out anything. Just rate and pass by".

PATIENT – DOCTOR RELATIONSHIP: DESCRIPTION OF A GOOD VISIT

Duration of the initiative: 5 months

Target audience: doctors

GOALS OF THE INITIATIVE:

- Help the family doctors' community agree on the most important shared professional values;
- Understand whether the public declaration of doctors' values has an impact on patients' behavior;
- Improve interaction between doctors and patients.

WHAT WE DID:

- We held workshops with patients and the community of the clinic;
- We carried out surveys of doctors prior to the initiative;
- We introduced both social design initiatives to the doctors and agreed on further activities;
- We carried out surveys of doctors after the initiative.

PATIENT – DOCTOR RELATIONSHIP: DESCRIPTION OF A GOOD VISIT

The aim of this initiative was to create and refine a joint message of family doctors, which would clearly communicate the most important values in their work to their patients. Doctors decided that these values are: professionalism, “we treat everyone”, empathy and attentiveness.

We had posters with the created message on the whole floor where family doctors work. During the initiative doctors were also distributing special calendars and visit leaflets with this message to their patients.



Pocket calendar with the message to patients

In order to assess the impact of this initiative, we surveyed doctors (those who took part in the initiative and those who didn't) before and after the initiative. Please find more information about the surveys in Annex 2.

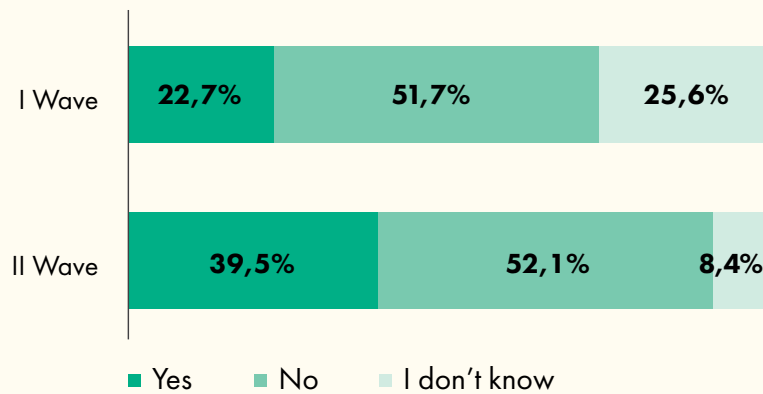
WHAT HAVE WE LEARNED?

1.

After our initiative almost **twice as many patients** (39.5% compared to 22.7%) said they had **noticed the values of their doctors**.

PATIENT – DOCTOR RELATIONSHIP: DESCRIPTION OF A GOOD VISIT

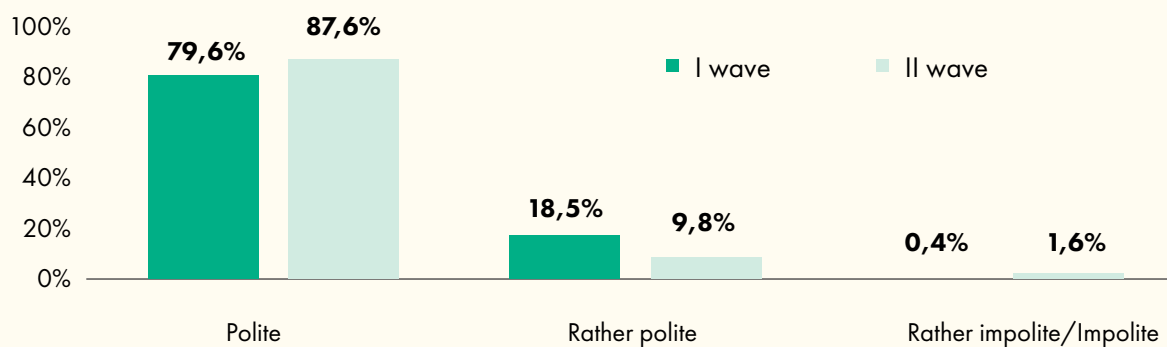
Have you noticed any publicly declared values of the doctors at Lazdynai clinic (e.g. in posters, leaflets etc.)?



2.

According to patients, during the initiative **doctors communicated with them more respectfully**. 10 out of 25 doctors also admitted that their communication with patients changed.

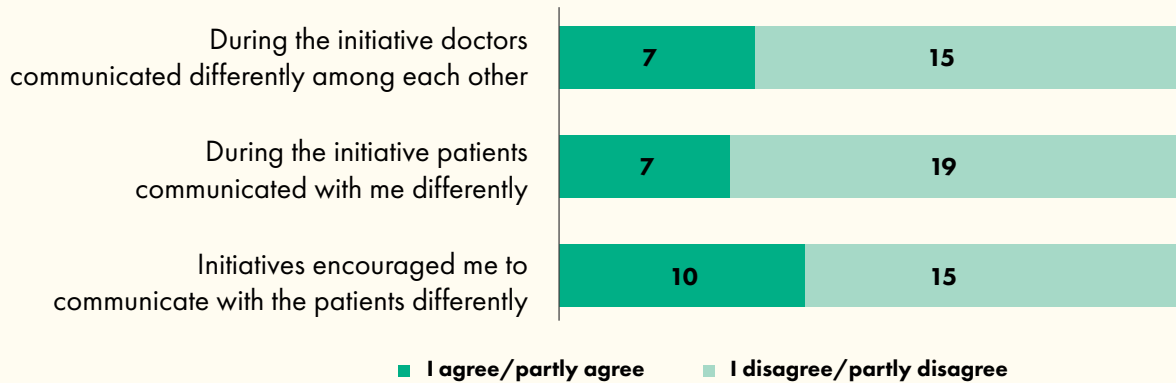
How would you evaluate the communication of the doctor you visited today?



Patients' survey (N=789)

PATIENT – DOCTOR RELATIONSHIP: DESCRIPTION OF A GOOD VISIT

Would you agree with the following statements?



Doctors' survey (N=28)

GERO VIZITO PAS ŠEIMOS GYDYTOJĄ SUDĖTIS:

ĮSIKLIAUSYMAS

PROFESIONALUMAS

GYDOME VISUS

DĖMESINGUMAS

HOW IT ALL HAPPENED

We decided to carry out this initiative after the implemented workshop with the clinic's community in November, 2015, when it became clear that patients were often unsure about the role of family doctors and their responsibilities. We decided to pay more attention to the doctors' values in order to encourage a more open dialogue with patients.

The administration of Lazdynai Outpatient clinic actively participated in the initiative and decided to print the message of family doctors on the visit leaflets which were distributed by family doctors to the patients during the visits.



We wanted to ensure that everyone in the community understood the aim of the initiative, thus we met with family doctors and presented the planned initiative in January. Doctors discussed the most important values that describe their relationship with patients and chose the ones they prefer the most. Together doctors formed their message to the patients: “Description of a good visit to the doctor: professionalism, “we treat everyone”, empathy, attentiveness”.



WHAT'S IMPORTANT TO HAVE IN MIND:

- Success of the initiative largely depends on the willingness of institution and the community to engage in it, thus their support is extremely important.
- In order to get more precise results, it is useful to talk with doctors involved in the initiative and hear their observations.

USEFUL TO KNOW:

1. RESEARCH METHODOLOGY

Initiatives were carried out and recommendations provided after the following studies in Lazdynai Outpatient Clinic:

Quantitative Research:

- A representative survey of patients (quota sampling). 2 phases: 6-12 January 2016 (416 patients surveyed) and 16-23 March 2016 (380 patients surveyed);
- Survey of doctors. 2 phases: 6-8 January 2016 (30 doctors surveyed) and 21-30 March 2016 (28 doctors surveyed).

Qualitative research:

- In-depth interviews with the staff of Lazdynai Outpatient Clinic;
- Focus group discussion with volunteers of the initiative;
- Focus group discussion with patients of Lazdynai Outpatient Clinic.

Creative workshops:

- 17 November 2015, attended by: staff and administration of the clinic, patients;
- 7 January 2016, attended by: family doctors, administration;
- 8 March 2106, attended by: staff and administration of the clinic, patients.

2. CONDUCTING A SURVEY

The main steps in conducting a survey:

- In order to draw firm conclusions, analyze trends and compare data it is necessary to ensure that survey is representative;
- In order to obtain representative data it is not enough to survey a large number of respondents. It is necessary to properly choose the sample and survey a required number of respondents, according to their age, gender and other criteria;
- It is essential to ensure the confidentiality and anonymity of answers provided by respondents. The questions should be clear and understandable to the respondent and wording of questions should be accurate.

3. NET PROMOTER SCORE

Net Promoter Score (NPS) allows to see how the customers of institution evaluate the service they receive. The value of NPS index can range from a low -100 (if every customer is a Detractor) to a high 100 (if every customer is a Promoter). The application of Net Promoter Score in representative surveys could be used as a valuable tool to compare the work of different healthcare institutions in Lithuania.

In order to identify the NPS in our study we used this question:

*Would you recommend services of Lazdynai Outpatient Clinic to a friend?
(1 – highly unlikely, 10 – highly likely)*

1 2 3 4 5 6 7 8 9 10

Based on their answers, respondents are grouped as follows:

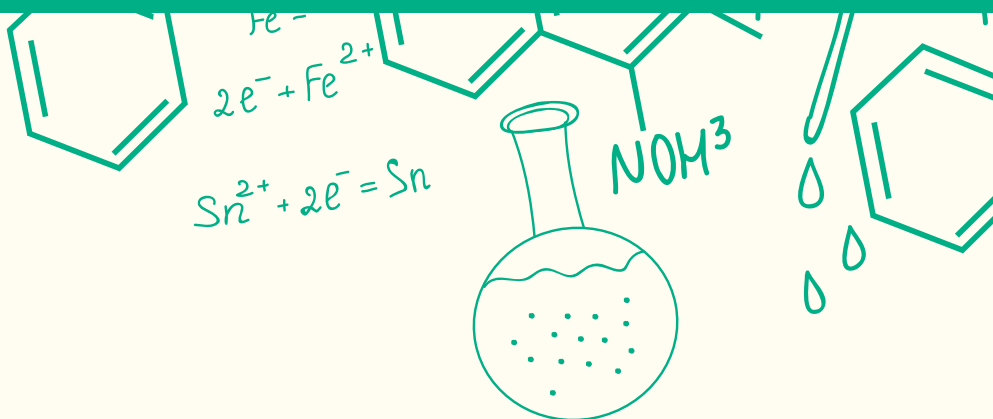
Promoters (score 9-10) – are loyal enthusiasts of the clinic who are not only satisfied with the service provided, but would also recommend it to others;

Passives (score 7-8) – are satisfied but unenthusiastic customers. They are satisfied with the services, however, under certain circumstances they could easily choose another medical institution;

Detractors (score 0-6) – are unhappy customers who can also damage the image of institution. They are dissatisfied with the service and give the negative recommendation to others.

Net Promoter Score is calculated by the following formula: **NPS = %Promoters - %Detractors.**²

² Source: www.netpromoter.com/know.



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