

Harnessing the power of client experience

The collection and use of client
feedback in the social sector



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To help social purpose organisations improve their use of client feedback, we provide a framework for an effective client feedback system in the social sector and practical advice on how to start using one. We also share benchmarking results for the disability sector specifically, including insights into the sector's current use of client feedback and areas for improvement.

To many providers, the changes forewarned with the roll-out of the National Disability Insurance Scheme (NDIS) seemed to be more fanfare than reality. Then, quietly, things started to change.

"We realised that customers were less sticky than we previously thought... We underestimated the number of customers who didn't speak up and just left."

Anita Le Lay, Head of Disability at Uniting NSW.ACT, anticipated the coming winds. She expected it would take some time before changes from the NDIS were fully felt (analogous reforms in the UK took at least three years to fully take hold), however she was surprised to see how quickly some cohorts have embraced their newfound ability to exercise choice, and that some clients left without ever saying a word.

Uniting NSW.ACT has since become one of the first organisations in the social sector to invest in building new capabilities in client experience, including the introduction of a Net Promoter Score®¹ to capture client feedback.

1. 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.



Background and context

The importance of listening to clients seems obvious. After all, if social purpose organisations are truly committed to delivering the best possible outcome for their clients, then soliciting their feedback on what works – and what does not – is essential.

We expected the disability sector to be one of the most advanced sectors at using client feedback, due to the new consumer-directed funding environment. Yet our benchmarking shows it to be underdeveloped. Only one of the eighteen providers surveyed exhibited behaviours close to best practice: it collected feedback weekly and shared it the same day. Three providers collected no feedback at all. This is a missed opportunity for insight and for impact.

To help social purpose organisations improve their use of client feedback, this report provides a framework for an effective client feedback system in the social sector and practical advice on how to start using one. We also share results from our benchmarking survey of Australia's largest and most innovative disability providers. By shedding light on the current state of play, we hope to stimulate discussion on the issues.

While the results of our benchmarking study focus on the disability sector, the lessons are relevant for the social sector more broadly. In fact, the recent Productivity Commission report, *Introducing Competition and Informed User Choice into Human Services*, suggests that other human services are soon likely to confront similar challenges to those the disability sector faces today.

The value of customer feedback

Client feedback provides valuable fuel for improving both client outcomes and financial sustainability.

Benefits for client outcomes

A key goal for any social purpose organisation is to deliver outcomes that make a difference to its clients. Many social purpose organisations look to research, especially randomised controlled trials (RCTs), to guide effective practice. Yet while knowing ‘what works’ is critical, it is not sufficient. Even the right evidence-based practices are unlikely to be effective if clients are unhappy with the service they receive. Dissatisfaction reduces engagement, and without engagement, it is hard to have positive impact.

Recent research supports this perspective. For example, the U.S.-based Nurse-Family Partnership had long used RCTs to test the effectiveness of its programs. However, when it supplemented this data by collecting client feedback for the first time, it realised that some of its assumptions were wrong – such as underestimating clients’ appetite for using technology to communicate. Acting on this feedback allowed them to improve client engagement, a critical factor in their ability to achieve outcomes, and prompted positive comments from clients about how much they appreciated being asked and heard.²

“[We started surveying our customers because we wanted to] improve our business by understanding what our customers want/need.”

There are related benefits for staff, who can see clear examples of how their organisation is becoming more responsive to its clients and feel proud working for such an organisation.

Benefits for financial sustainability

Empirical evidence from the corporate sector shows that highly satisfied customers are likely to spend more, be more loyal, generate more referrals, and cost less to serve than those who are neutral or dissatisfied.³

While social purpose organisations are motivated primarily by purpose not profit, those operating in consumer-directed funding environments (such as disability and aged care) cannot deliver outcomes or achieve financial sustainability without successfully acquiring and retaining clients.

As organisations increasingly compete for clients, they need to differentiate on both client experience and client outcomes. The highly regarded Cleveland Clinic in the United States learned this lesson when it discovered that potential patients were sometimes choosing hospitals with poorer patient outcomes because those hospitals provided a better patient experience.⁴

2. Hilary Pennington and Fay Twersky. Listening to beneficiaries helps nonprofits learn what doesn't work. The Chronicle of Philanthropy. <https://www.philanthropy.com/article/Opinion-Listening-to/238723>

3. Bain & Company, The Economics of Loyalty. <https://www.bain.com/insights/the-economics-of-loyalty/>

4. Kathy Reich, Phil Buchanan, Susannah Rose, and Christopher Watler, moderated by Eric Nee. Listen up! How feedback can accelerate non-profit growth and impact. Stanford Social Innovation Review. <https://event.webcasts.com/viewer/event.jsp?ei=1209689>

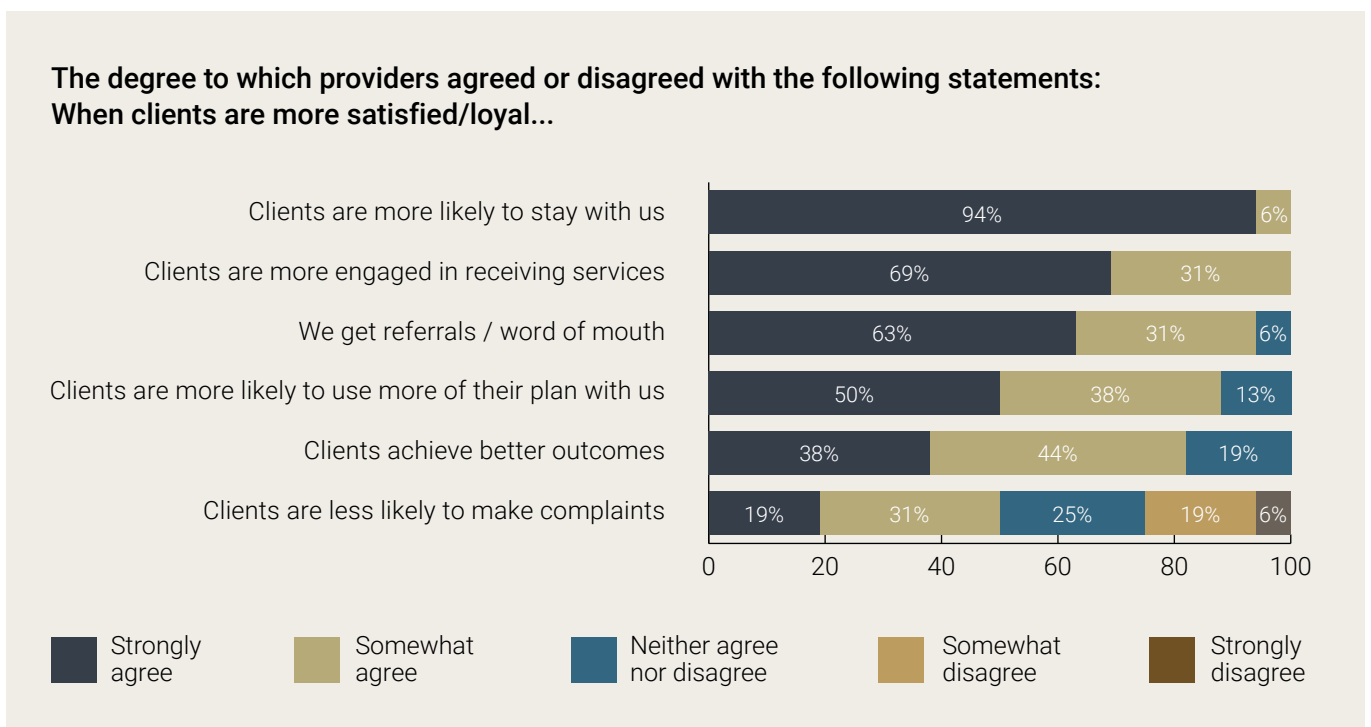
Compelling reasons to act

The organisations we surveyed echoed these benefits. Almost universally, they believe that a better client experience will not only improve outcomes for their clients, but also improve the sustainability of their organisations.

“Client satisfaction is pivotal to the measurement of organisational success.”

Given the lack of robust measurement of the client experience, their beliefs are largely based on qualitative inputs. However, one provider confirmed it has already found a positive correlation between client satisfaction and client retention.

Figure 1: Provider assessment of potential benefits (n=16).
Excludes two organisations that do not collect client feedback



The imperative is clear: social sector organisations need to deliver great service consistently, so they can deliver effective outcomes – and for those in consumer-directed environments – thrive in a competitive marketplace. A systematic approach to collecting and acting on client feedback is a powerful aid to this goal.

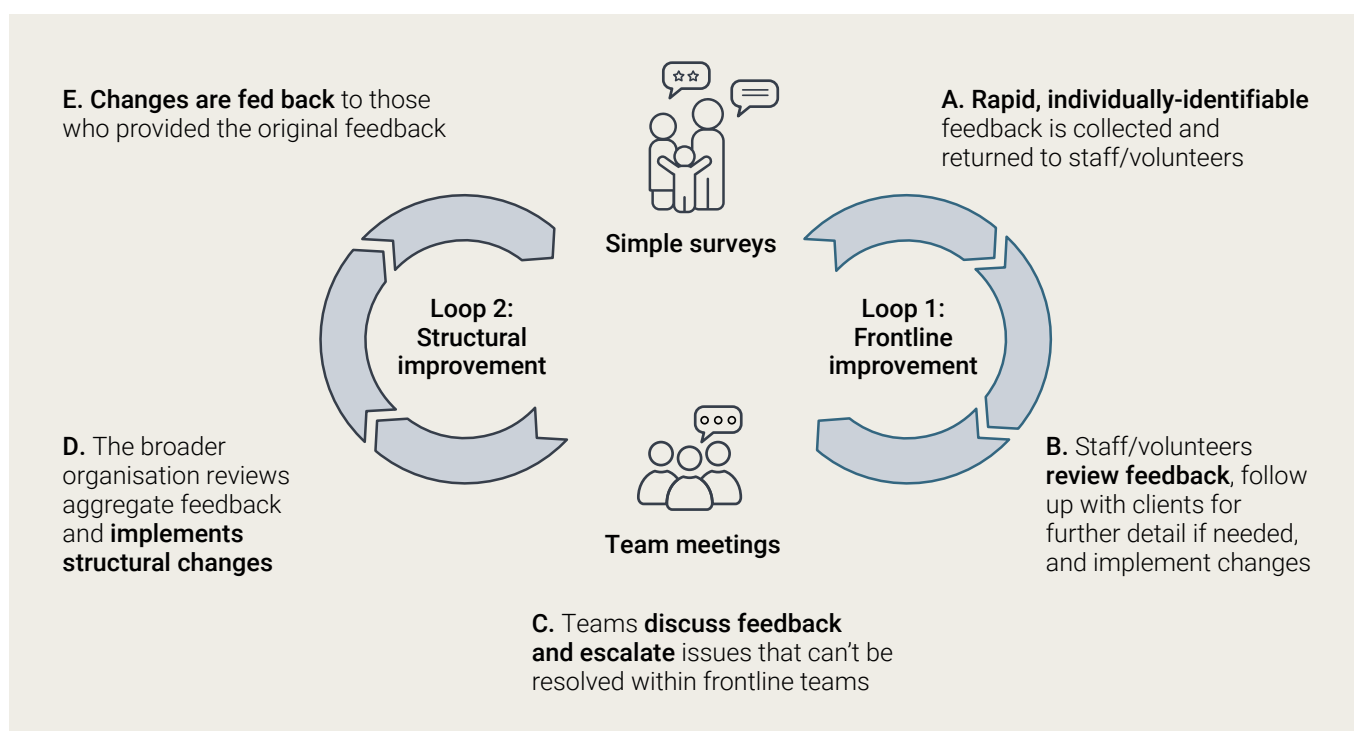
A model for high-velocity client feedback

To fuel a cycle of continuous learning and improvement, organisations need a high-velocity model for client feedback: one that collects feedback frequently and disseminates it quickly to those who can act on it.

Organisations are often tempted to design complex surveys to learn as much as they can. In practice, complex surveys are too expensive and too cumbersome to conduct regularly. What's more, their response rates are low, limiting the reliability of findings. As a result, the feedback collected is neither regular nor rigorous enough to support rapid improvement.

Start instead with a simple survey: one that is easy to conduct, easy to answer, and will produce actionable insights. The two key questions used in the Net Promoter System provide a good example. They take the form: "On a scale of 0 to 10, how likely are you to recommend [organisation or service x] to a friend or colleague?" followed by "Why did you give that score?" This simple combination is deceptively powerful and can generate valuable insight.⁵

Figure 2. A model for high-velocity client feedback



The other key design feature of a high-velocity client feedback system is the inclusion of two complementary 'learning loops' to listen, learn, and act:

- *Loop 1: Frontline improvement.* To understand and act on feedback at the front lines (e.g., to improve the way the organisation responds when clients inquire about a service); and
- *Loop 2: Structural improvement.* To understand, escalate, and act on feedback that requires structural changes and the involvement of functions outside the frontline team (e.g., the redesign of major services, policies, or procedures).

⁵ Note that the score is valuable not so much to 'rate' performance, but rather to provide a yardstick for progress over time, and to help clients express their feelings clearly. A client may say they are "very happy", but a 10 out of 10 is unambiguously positive and universally understood.

The best systems also 'close the loop' by communicating back to those who initially provided feedback, to understand their views more deeply and let them know that actions are being taken. This shows responsiveness and encourages further feedback in the future.

Successful organisations embed these feedback loops and the associated 'listen-learn-act' disciplines deeply into their day-to-day operations. Two factors make this possible:

- *Senior leadership commitment and cultural reinforcement.* Client feedback systems do not succeed without the genuine commitment of the most senior leaders. An effective system requires sustained behaviour change, and without senior commitment, the new disciplines will gradually fall away once the initial burst of energy dissipates. Conversely, powerful changes can take hold and flourish when the most senior leaders consistently make client feedback a priority for the organisation. The best leaders personally role model the disciplines they expect from others, such as making some client call-backs personally.

They also reinforce a more client-centric culture by ensuring staff are trained on the importance and use of client feedback, and are exposed to the emotions that clients have when things go badly. And they publicly recognise staff who consistently receive good feedback or who make effective changes in response to client concerns.

- *Robust measurement methodology and systems.* The survey methodology should be robust enough to gather reliable data on the aspects of the client experience that matter most to clients and to the smooth running of the organisation. In the best implementations, the collection, analysis, and reporting of feedback data is routine and low-effort.⁶ The actions required are easy for staff to execute, and the time required is built into the operating rhythms of their working week.

Senior leaders play a critical role here too, by ensuring that staff understand that the client feedback system is there to help the organisation learn and improve – not to 'score' performance. Similarly, they take care to ensure staff do not game the system by asking clients for positive scores or by hiding negative feedback.

6. Options include simple survey tools like SurveyMonkey, and low-cost subscription-based tools designed expressly for this purpose, such as AskNicely, HappyOrNot, and Ratelt.



Benchmarking results for the disability sector

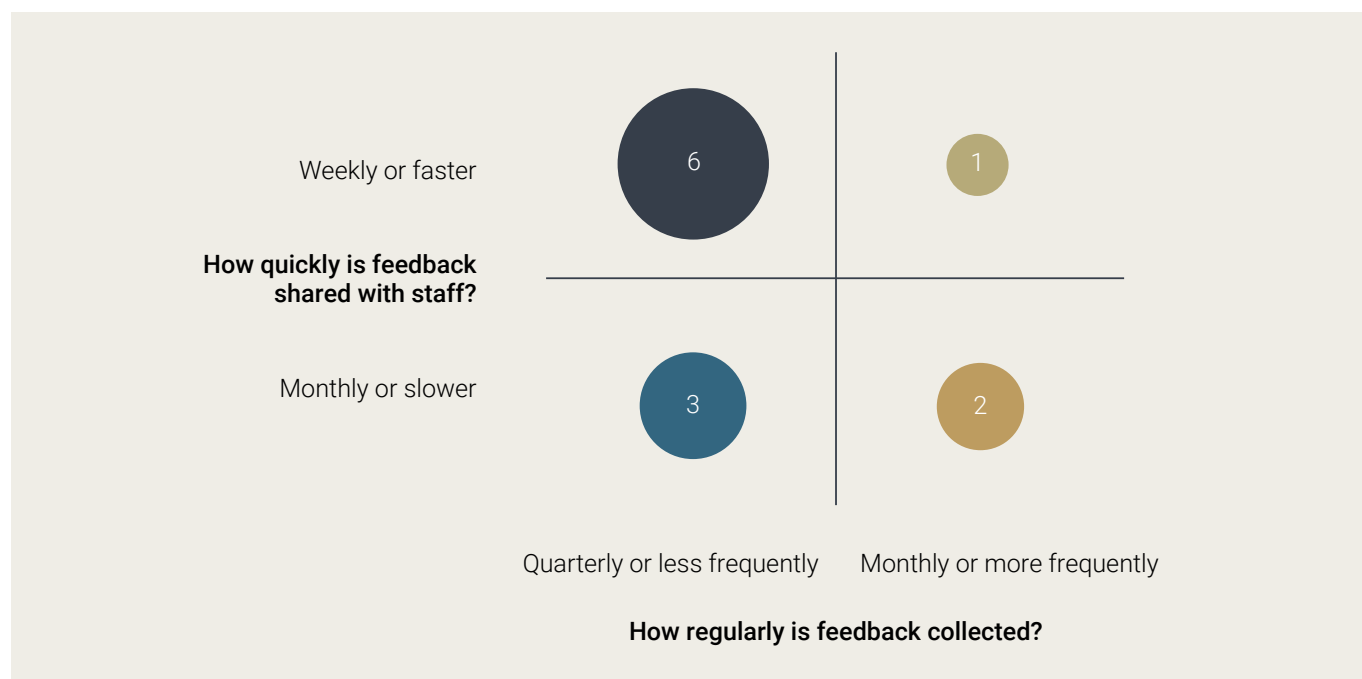
A call to action

The results from our benchmarking survey reveal that systematic use of client feedback in the disability sector is still underdeveloped. Despite the new consumer-directed funding environment, only a few organisations are applying high-velocity client feedback systems.

We invited 36 of Australia's largest and most innovative disability service providers to participate in our survey on the use of client feedback in the sector and received responses from 18. Respondents include established providers with over \$20 million in annual revenue, and smaller providers experiencing triple-digit growth. Collectively, they represent almost \$2 billion in annual disability revenue, which is about 40% of total paid NDIS support in FY18.

We categorised the organisations according to how frequently they collect feedback and, once collected, how quickly they share it with staff (see *Figure 3 below*). Note that three of the organisations surveyed do not currently collect client feedback, and three others provided incomplete data, leaving us with a sample of twelve for the diagram below.

Figure 3: Regularity of collecting feedback versus speed of sharing feedback (n=12). Excludes two organisations that do not collect client feedback, one that has paused collection while they review their process, and three that provided incomplete data.



Of the 18 organisations surveyed, only one collects feedback regularly and shares it quickly. Impressively, that organisation collects feedback weekly and shares it the same day. This rhythm is close to best practice in any sector.

Key findings and areas for improvement

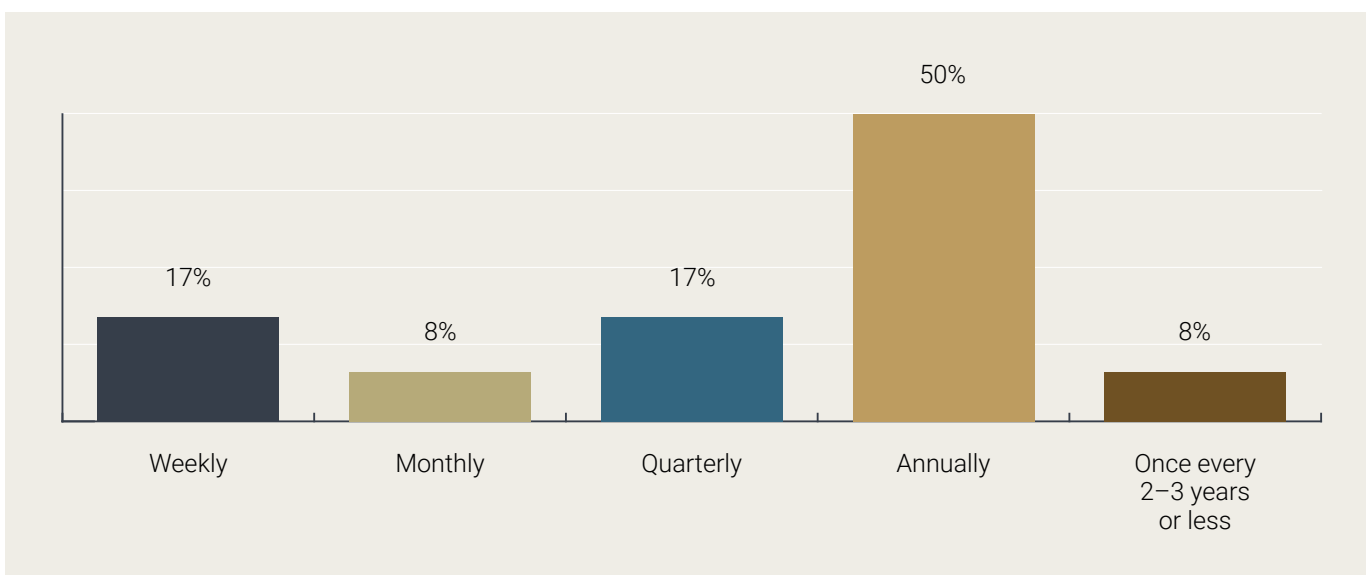
While many organisations have good intentions to collect and use client feedback, four key changes can enable faster, better insights and greater responsiveness to clients:

1. Increase the frequency of collection and speed of dissemination

Organisations can only learn as quickly as they get new information through the door and into the right hands. There are opportunities to improve on both fronts.

In our survey, half of all organisations are collecting feedback annually or less frequently. With such long cycles, it is impossible for these organisations to identify and address issues quickly. The most advanced organisations are collecting client feedback much more frequently – even weekly.

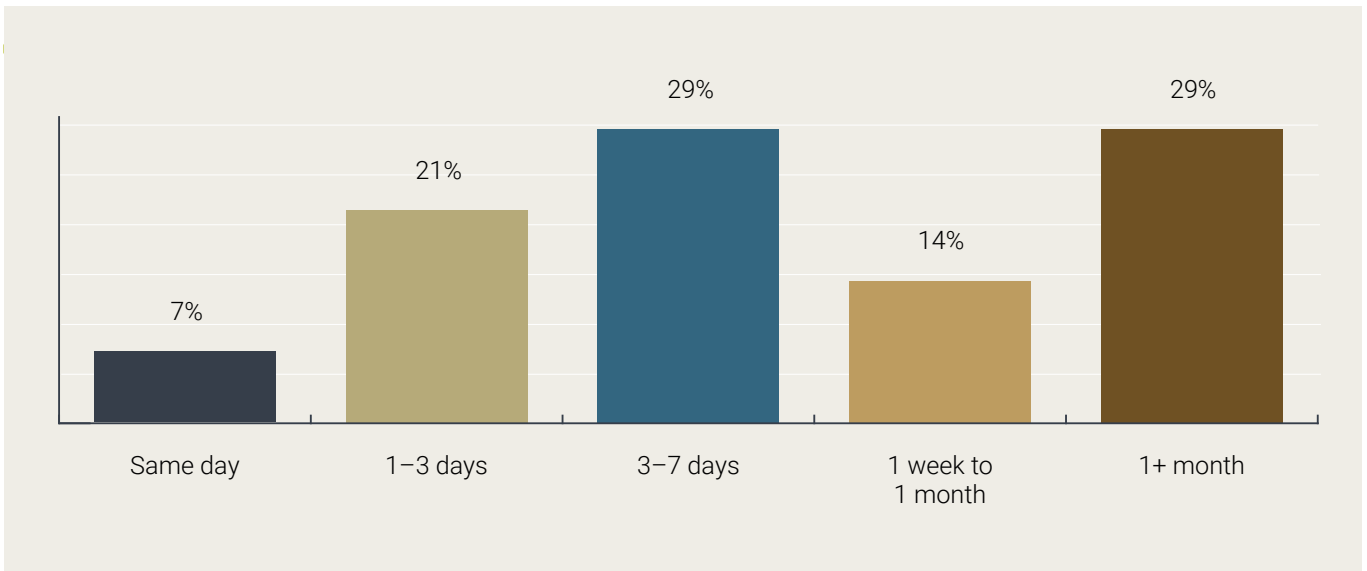
Figure 4: Frequency of data collection (n=12). Excludes two organisations that do not collect client feedback, one that has paused collection while they review their process, and three that provided incomplete data.



For many organisations, the immediate priority is to improve the frequency of data collection. For those already collecting data frequently, the priority is to share it more quickly with the staff involved in designing or delivering the experience. In our survey, only just over half (57%) of the organisations collecting feedback shared it with staff within one week.

Speed matters, because feedback is far more actionable when it relates to recent events. The people involved can remember the specific details, making the information real, not abstract: *"Your client Yasmin said she had to wait three hours to see you yesterday." "Oh, that's right, we were very short-staffed because Kim called in sick and we didn't have a backup plan."*

Figure 5: Time for feedback to reach frontline staff (n=14). Excludes two organisations that do not collect client feedback, and two that provided incomplete data.



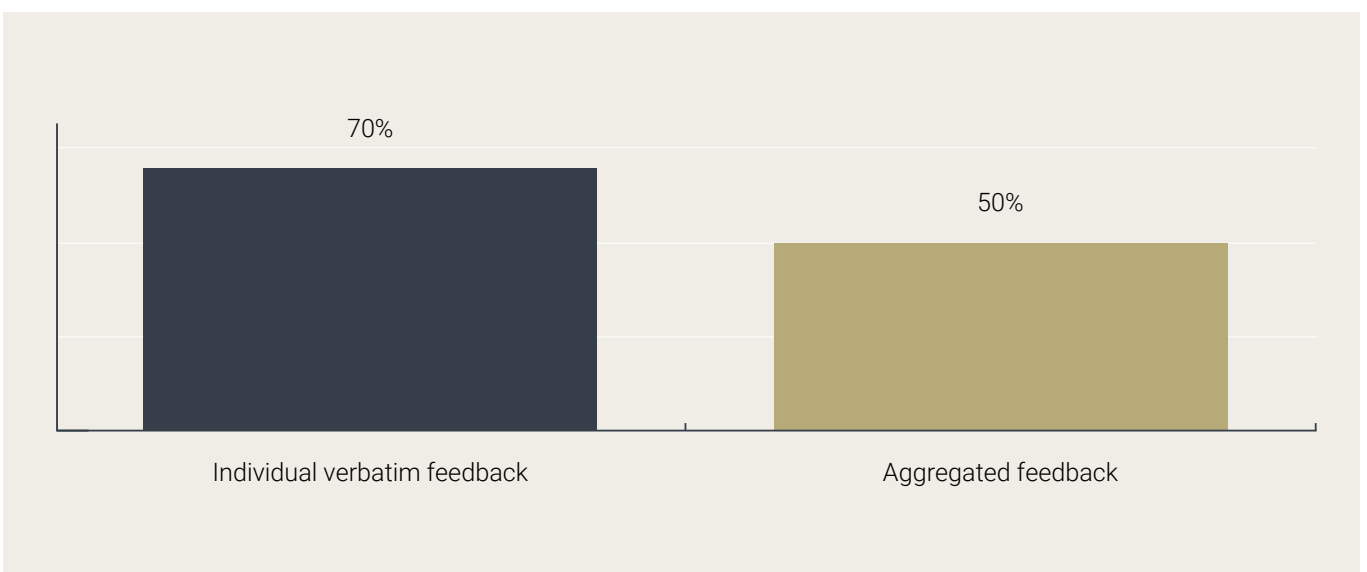
2. Share individual, verbatim feedback, not averages

Seventy percent of the organisations we surveyed shared individual verbatim feedback. The specificity of the feedback shared directly affects the ability of staff to learn and respond. Without being able to link feedback to a specific individual or event, it is hard for staff to know which of their actions generated the feedback, and therefore what they should change.

Imagine, for example, hearing: *“Your client Andrew rated his experience yesterday a 2 out of 10. He was upset because his support worker was 45 minutes late, which made him late for work.”*

This is far more memorable and actionable than being told, *“Our staff had an 80% on-time arrival this week.”*

Figure 6: Type of feedback relayed (n=10). Excludes two organisations that do not collect client feedback, and six that provided incomplete data.



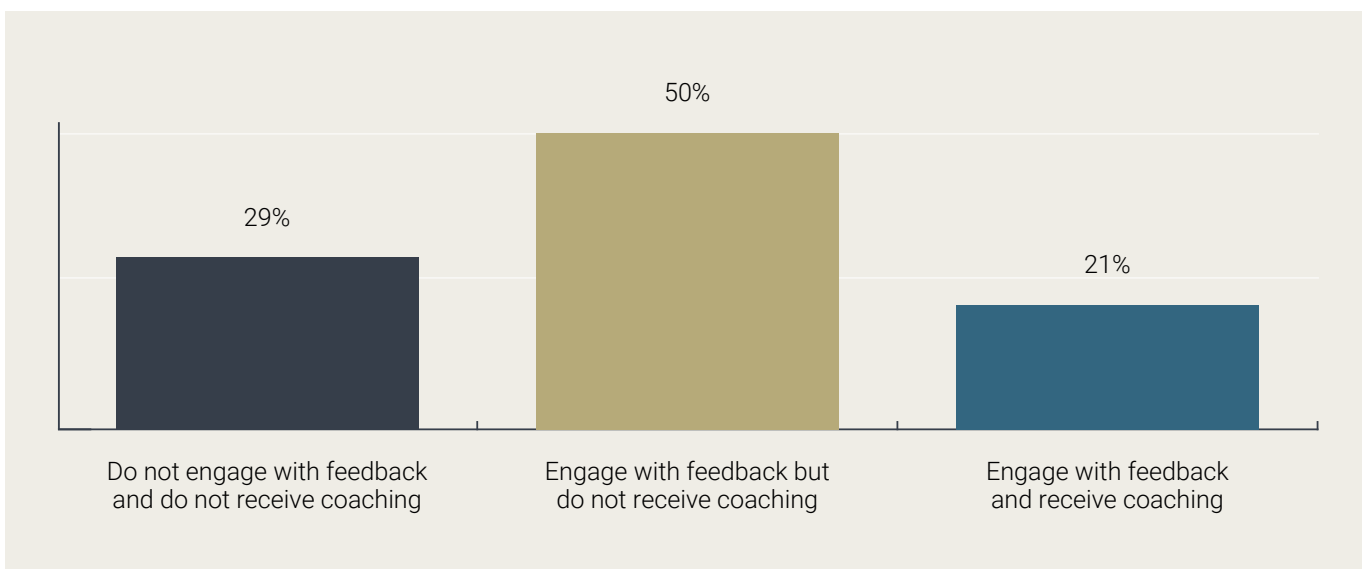


3. Establish routines that help staff take effective action based on the feedback received

To act on feedback effectively, organisations should differentiate between two different categories of feedback: feedback that frontline staff can address, and feedback that requires deeper changes (these are the two 'loops' described above). In each category, the relevant staff should receive and discuss the feedback, and receive the help to act on the feedback.

Our research reveals that only about 1 in 5 organisations (21%) have their frontline staff engage with client feedback and provide coaching on how to address the feedback (see Figure 7).

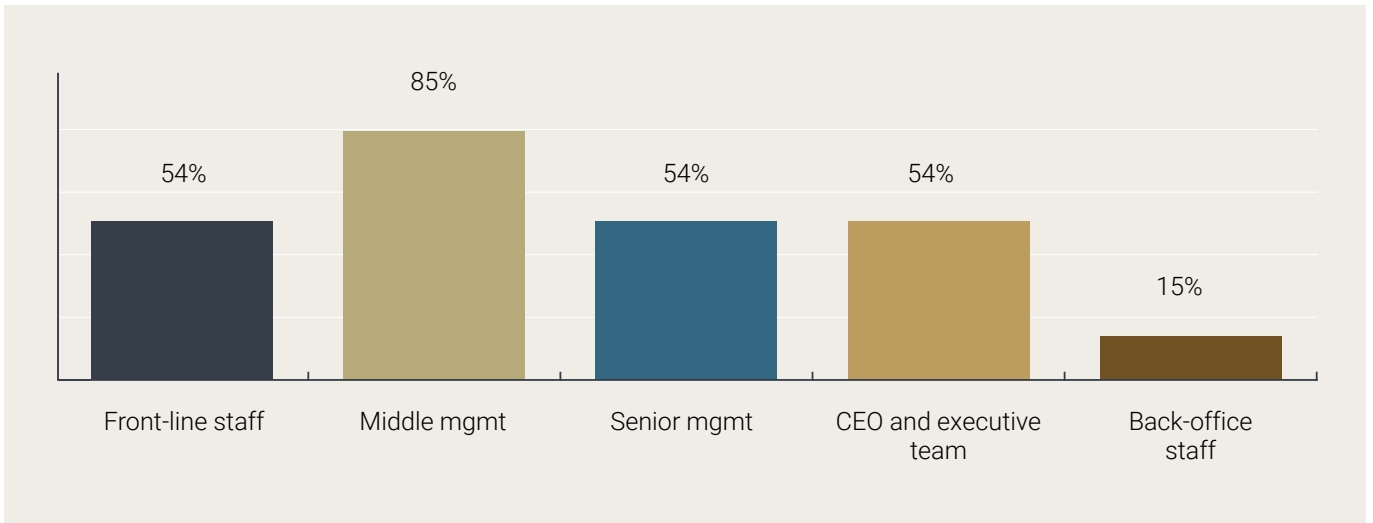
Figure 7: Frontline staff use of feedback (n=14). Excludes two organisations that do not collect client feedback, and two that provided incomplete data.



For feedback requiring changes beyond the front line, a cross-organisational approach is required that brings together people from the relevant teams. Indeed, helping each part of your organisation understand the role it plays in the overall client experience is an important step in building a client-centric culture.

Our research shows that while almost all organisations (85%) report getting middle management to review and act on feedback, the involvement of other groups is far from universal (see Figure 8). The involvement of back office staff is especially uncommon (only 15% of our sample). This is a missed opportunity because back office activities (such as billing and invoicing) can shape the client experience as much as what happens in direct client interactions.

Figure 8: Who reviews client feedback and plans how to improve the client experience (n=13). Excludes two organisations that do not collect client feedback, and three that provided incomplete data.



4. Close the loop with the clients who provided the feedback

It is valuable to communicate back to at least some of the clients who provided specific feedback – especially those who provided very negative comments. ‘Closing the loop’ shows clients that you have heard their concerns and creates an opportunity to test potential solutions. It also helps staff hear firsthand about the detrimental impact a poor service experience can have.

When done well, this follow-up process can convert even the most critical clients into advocates.

Taking action

Client feedback can trigger a wide array of improvements in service design and delivery – from inexpensive and obvious refinements, to fundamental changes requiring real effort. While the feedback system sometimes discovers unexpected insights, some of the greatest benefits come from finally acting – at last! – on issues which were already well known but somehow went unaddressed.

We collected examples of improvement areas identified by organisations in the disability sector (see below).

Easier	Moderate	Harder
<ul style="list-style-type: none"> ● Updating website to show what services are available where ● Making contact details easier to find ● Ensuring 1800 numbers are routed to the right teams ● Amending service agreement forms to be more user-friendly ● Amending billing / invoicing statements to be more user-friendly ● Adjusting office hours ● Adjusting call centre hours ● Adjusting / adding new communications channels 	<ul style="list-style-type: none"> ● Changing rosters to better suit staff and clients ● Providing client service training for staff ● Updating practice guidelines ● Updating policies (e.g., WH&S) 	<ul style="list-style-type: none"> ● Designing a new client acquisition process ● Creating multiple pathways for clients (e.g., high touch vs. light touch) ● Redesigning services ● Introducing new services ● Improving the accessibility of offices ● Updating feedback and complaint systems

“[We understand] the value of customer-centricity in the NDIS operating environment and kn[ew] that we would have to offer a high-quality customer experience in order to attract and retain customers (and particularly to attract and retain key decision makers in their lives such as their families).”

A practical roadmap for organisations seeking to improve their use of client feedback

For organisations seeking to improve their use of client feedback, it is important to remember that the core of the system is simple: systematic, high-velocity 'listen-learn-act' loops. This involves conducting simple surveys frequently, distributing the results to relevant staff quickly, and providing support to assist staff to act on the feedback.

How to start?

1. Make client feedback a priority

Engage senior leadership in making client feedback a top priority for the organisation. Articulate why it matters to the organisation – whether it is about improving client outcomes or financial sustainability – and role-model a commitment to listening, learning, and acting on client feedback.

2. Decide what to measure

What parts of the client experience matter most to your clients? Identify the parts that either disappoint clients or generate strong positive reactions. Perhaps the initial inquiry and sign-up process is cumbersome, or perhaps staff availability is an issue. Understanding the opportunities to create lasting positive impressions is also valuable. Key moments that matter are usually well known by staff or can be identified by examining existing data such as letters of complaint or appreciation. (Note: this may differ by service or cohort, and you might want to choose a single service or cohort to start.)

Another lens to apply is to identify the experiences that matter most to your internal staff (e.g., where are the bulk of your costs or which steps do staff find frustrating or time-consuming?) Chances are, areas that are clunky internally are also clunky for your clients. Fixing them can make life better for everyone.

3. Decide how to measure

Keep it simple. What is the simplest set of questions you can ask to get started? Have you included both a quantitative question and a qualitative question to understand the reason for the rating?

4. Decide how to engage staff in the process

Engage your staff early to help design the survey and create the specific feedback routines they will participate in to review and act on feedback. This will encourage buy-in and ownership, and ensure your feedback system is practical.

Find ways to make tangible actions visible early, so staff can see that management's commitment to act on the feedback is real. Celebrate the contributions made by people who are making a difference.

Case study: Uniting NSW.ACT

With the deregulation of disability and aged care services, Uniting NSW.ACT knew it had to transform and intensify its focus on the people it served. It saw the reforms as an opportunity to think differently about how it could continue to put its clients at the heart of what it does.

To assist with this process, Uniting introduced new 'differentiator' functions including new capabilities in client experience. It developed a new client charter to articulate key client service principles for the organisation and launched 'Rate Us,' an online client survey platform to collect ongoing real-time feedback.

The survey currently consists of seven simple questions:

- One multiple choice question to ask about the individual responding
- Four multiple choice questions on how well Uniting understands their needs, provides the right supports, and gives clients the opportunity to have a say in their supports, as well as a Net Promoter Score question
- Two free response questions to explore what works well and what can be improved

Uniting has gained valuable insights about its clients and has made a range of changes. Some of them were simple, for example, adding staff / client preferences to their customer relationship management (CRM) system to improve staff matching.

Some took more thought. Uniting had heard that clients were frustrated about not always knowing who was coming. However, the operational reality was that it could not always guarantee the client's first choice of worker if the regular support worker was on leave or unexpectedly unwell. So the team came up with a creative solution: they now phone clients directly whenever there is a change to a roster and let them choose among the available staff who they would like to support them.

Uniting also learned through feedback that families and carers wanted a mechanism to have a say too. It opened up the 'Rate Us' survey to both participants and their families and carers, though staff bear in mind that the participant is ultimately their client first.

For the leadership team, what has been most valuable about the 'Rate Us' survey has been the opportunity to meet with participants and families to get timely feedback on how they find working with Uniting and what gaps they see. This feedback is unpacked with senior leaders who pass this onto team leaders, who then in turn work with staff to improve their service delivery and skills.

"This was important to make sure we clearly heard the voices of the people we support... we want to know what we're doing well but more importantly, what we can do to improve."



Case study: Scope Australia

When the NDIS rolled out, Scope recognised that it was moving into a different market and that it needed to do things differently. It couldn't just rely on doing what they thought clients wanted. It needed to systematically collect and use client feedback to make decisions and improvements at all levels.

"Especially in the social sector, it's even more important to engage customers for feedback because the quality of our services have a direct impact on the quality of people's lives. The legacy of block funding moving into consumer-directed funding also requires a fundamental mindset shift."

It is important to Scope that it hears directly from its clients, however traditional methods of collecting feedback are not always suitable. It has worked to make the feedback process more inclusive, modifying the process where necessary to ensure the voice of clients is heard. For instance, many clients have communication difficulties, so Scope developed communication aids specifically focussed on feedback, such as personalised booklets with diagrams, words, and symbols, to help clients communicate how they're feeling and what they want.

What it's learning is already proving to deliver benefits for clients and for the organisation. For example, in response to client feedback, the organisation has moved more of its communications from snail mail, which was expensive and hard to track, to SMS and email. This has enabled them to engage with clients in real time – to remind them of appointments or to let them know if staff are running late. As a result, Scope is seeing better client engagement and fewer no-shows, saving clients penalty fees for no-shows and improving staff utilisation.

Lynn Nguyen, Customer Strategy Manager at Scope, has ambitious plans to further increase the use of client feedback to help the organisation deliver quality client outcomes in the NDIS environment.

"The NDIS brings a special set of challenges for disability service providers. In a sector that's undergoing major transformation, we've got to be committed to collecting and acting on feedback, adjusting our services and strategies to provide a consistent, quality client experience."

Customer information is an asset that's critical to our success in the NDIS."

Case study: Homecare Heroes

One of the newer entrants to disability services, Homecare Heroes launched in 2016 as an online platform that connects people with nearby helpers ('heroes') to provide companionship and non-medical support.

The team have actively sought client feedback from the very beginning and see it as critical to tailoring their product to their clients and unlocking growth.

"We initially launched with an imperfect product and got a lot of customer feedback, which turned out to be really great for us. Our product has essentially been designed by the customer."

For example, when Homecare Heroes ran its first focus group in 2016, it brought together a range of different users, and recognised that its users all had very busy lives and needed a quick and accessible messaging system. As a result, the team set a long-term goal to build a mobile app, and designed and implemented new features to improve the messaging system in the meantime. They officially launched a mobile app in 2018.

However, not all feedback is taken verbatim. For instance, Homecare Heroes has received feedback from clients saying it should charge more. However, when the team considered their mission of reducing social isolation and trying to help as many people as possible, they decided that raising prices would go against their mission and strategy.

Homecare Heroes sees client feedback as being critical as it continues to grow, though the methods used might change over time. Currently they ask two key questions:

- One to understand a client's experience with their hero – this feedback is passed directly back to the hero unless the client requests otherwise
- A Net Promoter Score question to understand the client's overall experience with the organisation – to inform how the organisation thinks about its product beyond the specific relationship with hero

"As the industry changes, the behaviours of our consumers may change with not only governmental factors but also changes in the technology and competitors. Customer feedback allows us to stay in touch with what's happening, navigate our business on the right path, and forecast what to prioritise in the future."



Conclusion

Client feedback is a powerful and practical source of insight for any organisation aiming to improve the experience it delivers to its clients. Simple disciplines and routines can generate very significant uplift in client experience once an organisation gets into a regular rhythm of hearing and acting upon what clients have to say. The mantra should be 'simple and frequent,' not 'complex and rare.'

Clients will appreciate the fact that you take the time to ask for their feedback and close the loop with them when they do. Staff will feel more engaged because they know how their work is affecting the client experience and now have a mechanism to improve it.

Doing this well drives improved client engagement, which enables better client outcomes.

It can also benefit financial sustainability. In dozens of industries, it has been demonstrated that clients who are truly happy with their experience (not just 'satisfied') are less likely to switch to a competitor, and more likely to provide proactive referrals to others. These factors can significantly improve financial performance and sustainability.

The most advanced organisations in the sector are already adopting effective disciplines. They collect feedback weekly, distribute individual verbatim feedback to staff on the same or next day, and set up separate feedback loops to deal with topics best addressed at the front line and those requiring broader organisational engagement.

Ultimately, embedding client feedback loops into the way an organisation works requires a significant shift in daily behaviours and operating disciplines. This is a change in culture, and requires concerted, visible senior leadership. Organisations which become truly effective at using client feedback are those whose senior leaders make it a clear priority. These leaders have a genuine desire to learn and improve, and are willing to stay the course even when progress seems slow.

We encourage you to take on this challenge – to embrace the regular use of client feedback to improve the quality of the experience you provide. Your system does not need to be sophisticated, but it does need to be systematic. So start small, be practical, and learn what works for you and your clients. Your clients, your staff, and your organisation will benefit.



Authors



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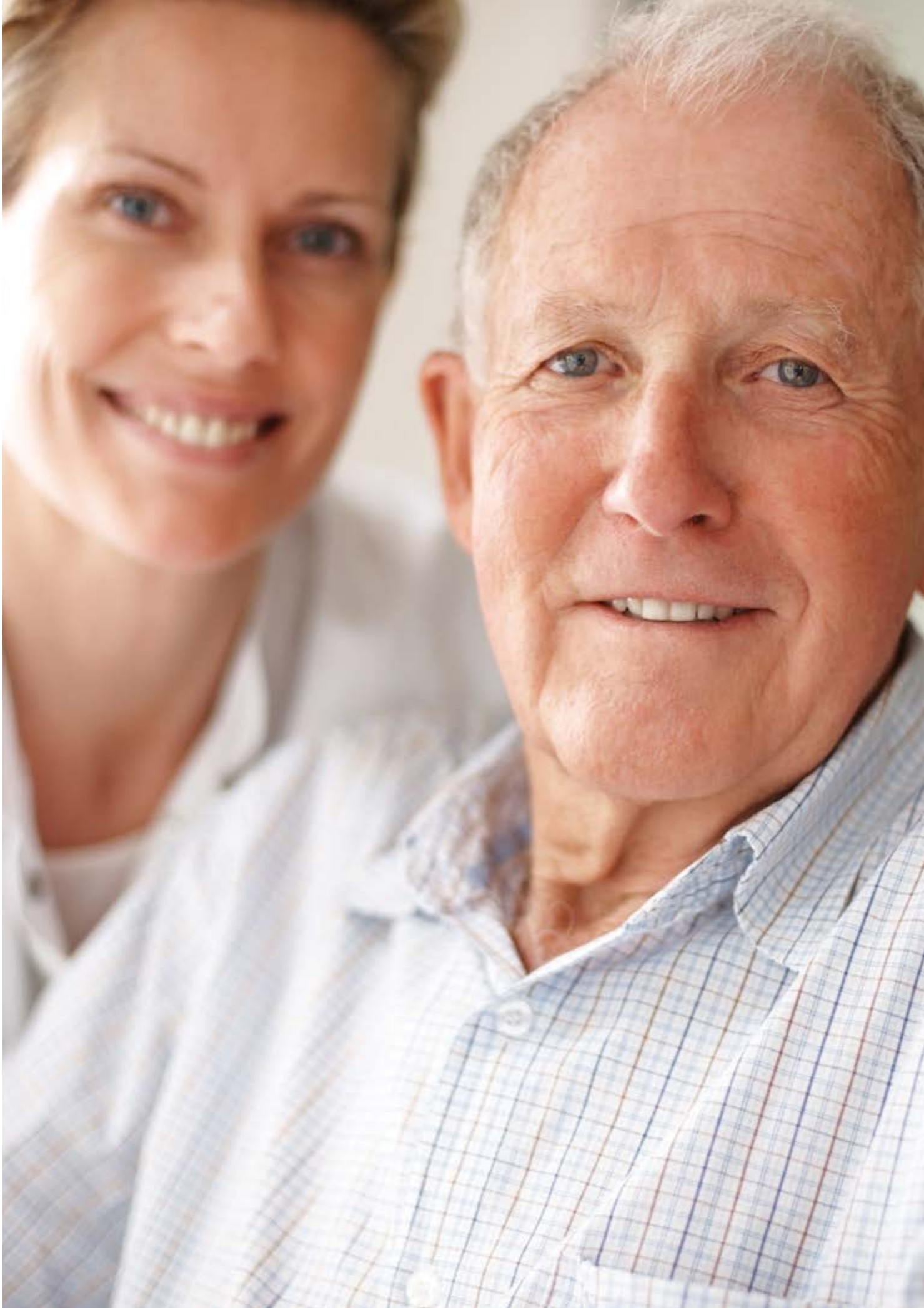


Chris Harrop

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Appendix: Categories of client feedback

Category	Purpose	Description	Sample key questions
Relationship <i>How well are we performing overall in the eyes of our clients?</i>	<p>Get feedback on a client's overall experience with an organisation to inform learning and improvement</p>	<ul style="list-style-type: none"> • Sent to a representative sample of clients on regular basis • Seeks to understand how clients rate their overall relationship with your organisation, not tied to specific events or people • Feedback typically collected and shared back with front-line staff as well as a broad cross-section of the organisation, from middle management to senior management to back-office operations 	<ul style="list-style-type: none"> • On scale of 1-10, how likely are you to recommend this organisation or service to someone in need? • What is the primary reason for your rating?
Competitive <i>How well are we performing relative to others in our sector?</i>	<p>Develop a relative view of how our clients rate us, relative to how well our competitors' clients rate them</p> <p>This can be especially valuable to help the senior management team set overall goals and priorities</p>	<ul style="list-style-type: none"> • Sent to a sample of current clients and those of 'competitors' • Seeks to understand how your clients rate you, relative to how your competitors' clients rate them • Feedback collected and shared with senior management to inform overall organisation goal-setting and prioritisation 	<ul style="list-style-type: none"> • On scale of 1–10, how likely are you to recommend [XYZ organisation] to someone in need? • On scale of 1–10, how likely are you to recommend [an XYZ 'competitor'] to someone in need? • What is the primary reason for your ratings?
Event-triggered <i>How well did we perform on specific parts of the client experience?</i>	<p>Get feedback on a client's specific interactions and experiences with an organisation, typically 'moments that matter' that are pivotal to influencing a client's overall experience, to inform learning and improvement</p> <p>This type of feedback helps identify very specific ways to improve the client experience, and to prioritise the scarce resources available to deliver improvements</p>	<ul style="list-style-type: none"> • Sent to clients immediately after specific events or experiences (e.g., after client onboarding or after a session with a support worker) • Seeks to understand how clients rate specific experiences with your organisation, with a focus on moments that matter • Feedback typically collected and shared back with those responsible for the specific experience in question 	<ul style="list-style-type: none"> • On scale of 1-10, based on your experience with [specific event or experience], how likely are you to recommend this organisation or service to someone in need? • What is the primary reason for your rating?



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