

## **Measuring Patient Satisfaction and Experience at a Community Health Center**

A survey of OB-GYN patients' needs and understanding of the patient-provider relationship within a primary care setting, along with recommendations for the other specialties at Adelante Healthcare in Phoenix, AZ.

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### **Abstract**

Patients value the interpersonal aspects of their health care experiences. However, faced with multiple resource demands, primary care practices may question the value of collecting and analyzing survey data that measure patients' experiences of care. Patient satisfaction surveys allow for the systematic collection of data on patient experience. Collecting and reporting satisfaction survey data can improve patients' health care experiences and produce noticeable benefits to primary care practices and the healthcare system. Overall use of patient experience information can be an important approach for transforming practices and drive overall system transformation.

**Keywords:** patient satisfaction, patient experience, patient-centered care, quality improvement, patient-provider relationship, primary care, shared decision making

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### **Introduction**

Successful management of chronic illnesses common to primary care require a strong patient-provider relationship, compliance, and the delivery of high-quality service. Patients value the interpersonal aspects of their overall health care experiences. New models of organizing, delivering, and paying for primary care seek to improve the quality of care provided to patients

and the overall experiences for clinicians. Research has shown that patients place great value on effective communication with their providers, the responsiveness of the providers and staff members to their needs, and an overall sense of being treated with care and respect.<sup>1</sup> Although in recent years, the development and use of the Consumer Assessment of Healthcare Providers and Systems (CAHPS) suite of patient experience survey tools have provided organizations with the feasibility and the benefit of measuring and improving patients' experiences of care, health systems and providers may question the clinical and business value of collecting, analyzing, and acting upon data on patients' experiences of care.<sup>1</sup> Implementation of CAHPS will most likely require new survey methods that are less costly and burdensome than traditional mail and telephone calls. Innovative use of internet-based tools and wireless technologies may reduce the cost and improve the turnaround time of acquiring and using survey data. Thus, in order for continuous quality improvement to be monitored, patient satisfaction surveys are needed to measure and improve performance within the Community Health Center to get a better understanding of the patient-provider relationship.

The use of patient experience information is an important strategy used in driving health care system transformation. These transformations become apparent when the patients use the information to choose their providers, when employers use it for payment and benefit design, and when physicians and administrators act on the data to improve office systems and quality care.<sup>1</sup> What is patient experience? Patient experience is one of the six health care quality aims proposed by the Institute of Medicine.<sup>2</sup> It is also a measure of patient-centeredness. As opposed to patient satisfaction surveys which obtain ratings of satisfaction with care, patient experience surveys obtain information from patients on what they did or did not experience during their interactions with their providers. Patient experience is important because it not only effects the patient-

provider relationship, but is also a critical step toward improving quality care. This information can reveal problems such as gaps in coordination or communication which have major quality consequences.<sup>3</sup> Research has shown that “patient experience correlates with clinical processes of care for prevention and disease management and better health outcomes.”<sup>1</sup> Patient experience and satisfaction play major roles in patients’ adherence to medication, particularly in the case of chronic conditions, and key financial indicators such as patient loyalty, reduced malpractice risk, and increased employee satisfaction.<sup>3</sup> Overall, efforts to improve patient satisfaction and experience results in greater employee satisfaction and reductions in turnover. This requires improving processes and system that enable providers and staff members to provide effective care.

### **Background**

The population of Maricopa County has higher risks and a poorer health status compared to other populations in the United States.<sup>4</sup> These health disparities include diabetes, overweight, obesity, prenatal care, low birth weight, teenage pregnancy, drug abuse, alcohol abuse, and sexually transmitted infections.<sup>4</sup> This is attributed to poverty, a lack of health insurance, health disparities, and an increase in the number of seasonal and migrant workers. Although the Centers for Medicare and Medicaid Services and the U.S. Department of Health and Human Services have addressed this problem, there is still a need for more funding and improvements. Federally qualified health centers (FQHCs), also known as community health centers (CHCs), include organizations receiving grants under section 330 of the Public Health Service ACT.<sup>5</sup> In order to be an FQHC, entities “must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a governing board of directors.”<sup>5</sup> In addition to providing comprehensive services, eligibility

specialists work with families to ensure quality care for all regardless of insurance status. There are currently seventeen FQHC's and two FQHC look-alikes in Arizona which care for over 507,000 patients in 2012 and generated over \$436 million in economic benefits to the local communities.<sup>5</sup> This summer, I was given the opportunity to participate in the GE-NMF Primary Care Leadership Program which allowed me to work alongside health care providers at Adelante Healthcare to learn more about primary care and serving underserved populations. Overall, working at a CHC opened my eyes to how dedicated each of the health care providers are to improving the health of their communities.

In 1979, a group of community members in the rural areas of Surprise and El Mirage, Arizona saw how the health care needs of local farm workers were unmet.<sup>6</sup> Thus, these citizens decided to join forces and apply for federal funding to build its first community health center in El Mirage.<sup>6</sup> Clinica Adelante's first health center was established the following year after a grant was awarded. These beginnings formed the roots of the sustainable health care movement and the ongoing mission to provide care for those in need of high quality care. Today, Adelante Healthcare provides patients with affordable care at seven locations throughout Maricopa County. Adelante Healthcare serves the needs of those in Maricopa County which encompasses a region of 9,222 square miles.<sup>6</sup> The patients reside in 95% of the county's ZIP codes and visits the locations in Surprise, Buckeye, Avondale, Wickenburg, Gila Bend, Phoenix, and Mesa. This fall, Adelante Healthcare will be opening its eighth location in Peoria, AZ to serve the population who resides within that region.

Adelante Healthcare, Inc.'s mission is to "reach across communities to provide comprehensive primary health care that is accessible, sustainable and of high quality."<sup>6</sup> Its vision statement is "Healthy people. Healthy communities." and regardless of any changes in goals,

strategies, or leadership, the core values remain persistent.<sup>6</sup> These core values include excellence, integrity, sustainability, respect, and compassion. Not only does the core values define Adelante Healthcare's character and culture, but they also help the organization evaluates its actions. Generally, the organization will work with others in the community to coordinate services and offer a broad range of health care opportunities to meet the populations' needs.

Adelante Healthcare's belief in sustainable health care is driven by its commitment to preserve the community's health, health of the environment, and all of its patients. Sustainable health care is what drives Adelante Healthcare. The community health center's principles focus on "sustaining your health, sustaining the availability of health care for others in the community, and sustaining the health of our environment."<sup>7</sup> Sustainable health care is all about treating patients and helping them stay healthy even after they leave the clinics. Adelante is not only committed to make its operations environmentally friendly, but it also wants to enhance the community's overall wellness. Adelante Healthcare currently has over 270 staff members who are driven to provide patients with exceptional care. They advise patients on how to live a healthier lifestyle, regularly hold educational outreach events, and provide services to all community members. When it comes to quality care, Adelante Healthcare believes that no one should go without care which is why services are made affordable to those without adequate health care coverage. Additionally, Adelante strives to eliminate the need for paper records by storing all patient information in its NextGen Electronic Patient Records system in order to keep its operations as environmentally friendly as possible.<sup>7</sup> Through its strong leadership role in the greening of health care in Arizona, Adelante Healthcare strives to set an example for other community health centers. In doing so, the community can get a better understanding of how a healthier environment directly correlates to a healthier future for everyone.

Based on the data provided by the Health Resources and Services Administration, Adelante Healthcare, Inc. served a total of 28,734 patients in 2012.<sup>8</sup> 33.1% were children, 60.6% were adults, and 6.3% were geriatric patients.<sup>8</sup> 60.8% are ethnic minorities and 46.4% are Hispanic/Latino patients.<sup>8</sup> 28,145 patients received medical services, 2,804 patients received dental services, and 108 patients received mental health services Adelante Healthcare serves a highly impoverished population with 100% of patients at or below 200% and 100% of poverty.<sup>8</sup> Furthermore, 16.9% of patients are uninsured, 47.8% are on Medicaid, and 5.9% are on Medicare.<sup>8</sup>

Adelante Healthcare has an amazing, dedicated team with physicians, nurse practitioners, medical assistants, and behavioral health consultants who collaborate on a daily basis to provide patient-centered, high-quality care for all patients. Not only are the staff members multicultural and multilingual, but everyone is trained to respect the diverse cultures and needs of their patients. Although Adelante Healthcare does not have an imaging center, it offers a full range of primary and preventative health services for all ages. The staff provide the following comprehensive care services at the various locations: family medicine, internal medicine, pediatrics, women's health, dental, lab services, pharmacy services, mental health services, WIC/nutrition, and assistance applying for AHCCCS (Medicaid) and the Health Insurance Marketplace. Being a non-profit organization, Adelante Healthcare is focused on working with each patient to get well and not focused on treating as many patients as possible. Mostly, being a CHC means the provider will focus on the patients by actively taking a role to improve and manage the patients' health. This will ensure all the patients' needs are met and coordinated care is received.

As a matter of fact, Adelante Healthcare was recently recognized and awarded the Primary Care Medical Home certification by the Joint Commission for its coordinated care of high risk patients. The National Committee for Quality Assurance (NCQA) stated that the Patient-Centered Medical Home (PCMH) should be a “healthcare setting that facilitates partnership between individual patients, and their personal physicians, and when appropriate the patient’s family. Care is facilitated by registries, information technology, health information exchange, and other means to assure that the patients get the indicated care when and where they need and want it in a culturally and linguistically appropriate manner.”<sup>9</sup> The PCMH approach is team-based and focused on coordinating the care patients need. The healthcare team works in conjunction with the patients to identify their health goals and assists them in meeting these goals.<sup>9</sup> Effective communication with the healthcare team will ensure that the patient is involved in the decisions affecting their care. The team approach is led by the primary care provider and may include nurse practitioner, medical assistants, social workers, and/or specialists, depending on the patients’ needs. The benefits of a PCMH include improving the Patient Portal so that patients get access to their health records and can request appointments, electronic prescriptions, sending lab orders electronically, and a great reduction in redundancy. This not only decreases results wait times, but also allows for effective management of chronic conditions such as diabetes, hypertension, and focuses on disease prevention and wellness screenings.<sup>10</sup> Overall, the PCMH model is a way to organize primary care that emphasizes care coordination and communication to transform primary care into what the patient wants it to be. Medical homes will lead to higher quality, lower costs, and improved patients’ and providers’ experiences.

### **Methodology**

During my first week at Adelante Healthcare, I knew I wanted to focus my independent project on women's health, patient satisfaction, and how the patients' visits affects their overall patient-provider relationship. After meeting with a few of the employees at Adelante Healthcare, I discussed with my Site Supervisor my various project ideas. Based on the 2012 data collected by HRSA, we concluded that it would be best to create surveys specific for one specialty rather than having to create different questions for each specialty. From the data collected by HRSA, there were 1,238 prenatal patients and 685 prenatal patients who delivered so I focused survey questions based on the OB-GYN department.<sup>8</sup> Prior to creating the patient satisfaction and experience surveys, the Director of Clinical Programs suggested that I research organizations that have used surveys in the past and have been successful with survey implementation. I came across various surveys and the advantages and disadvantages of each. However, the COPE (client-oriented, provider-efficient) services for reproductive health tool was very effective in helping health care staff continuously improve the quality and efficiency of services provided at their facility and make services more responsive to clients' needs.<sup>11</sup> The COPE services provided staff with practical, easy-to-use tools to identify problems and develop solutions using local resources.<sup>11</sup> It further encouraged staff members and supervisors to collaborate as a team and involve the patients in assessing services. My first idea was to create a pre-visit survey based off the COPE handbook in which the OB-GYN patients could fill out prior to seeing their provider which would decrease their waiting time (see Appendix 2). This survey included questions such as their gender, age, how they were feeling, and whether they had questions for their provider during their visit. This survey allowed the patients to feel more involved during their visit and ensured all their questions were addressed prior to their visit. My second idea was to create a post-visit survey in which the patients would fill out after seeing their provider while scheduling follow-up appointments (see Appendix

3). The survey included questions such as whether the patients got the services they came for, whether they were given information during their visit, whether they were able to spend enough time with the provider to discuss their needs, whether the provider answered all their questions, and whether the patient felt they were involved in the decisions affecting their care. The second survey gave me a better understanding of the patients' perspectives of their visit and whether the pre-visit survey was effective in getting the patients more involved in their health care visit. After creating the English language version of the surveys, the surveys were reviewed by Lisa Blue and I to address any issues or concerns. Lisa further suggested that I have one of her employees translate the English version into a Spanish version for the Spanish speaking only patients. Once the translations were completed, I handed out the surveys to the OB-GYN patients at the three OB-GYN locations in Avondale, Surprise, and Mesa, AZ over a 4-day period with a total of 97 surveys completed.

### **Results**

A total of 97 surveys were completed over four days at three OB-GYN locations (Avondale, Surprise, and Mesa) entirely by female patients. 43 surveys were completed at the Surprise location, 31 were completed at the Avondale location, and 23 were completed at the Mesa location. Based on the post-visit survey results, 94 of the 97 patients (96.9%) indicated increased patient satisfaction with their providers during the visit as they answered yes to all of the follow-up questions regarding whether they were able to spend enough time with their providers to discuss their needs, whether the providers answered all their questions, and whether they felt involved in the decisions affecting their care. Not only did these patients state that their providers made them feel more comfortable, but their providers actually listened to their problems and effectively communicated their care plan. One patient even stated that her provider

“always goes over the details very slowly so that I am aware of what is going on and they leave me with no questions which is great.” 3 out of the 97 patients (3%) answered no to the follow-up questions and left the question concerning whether they felt they were involved in the decisions affecting their care either blank or answered no. One patient stated that her provider answered all her questions, but she felt rushed.

8 patients with a rate of 8.25% were first visits, while 89 patients with a rate of 91.7% were follow-up visits. For the first visit patients, each of them indicated they were very pleased with their visit. They all stated how both the providers and office staff members were friendly and professional which made their appointments a great experience. Both first visit and follow-up visit patients came into the OB-GYN clinics for various reasons such as labor and delivery, postpartum and newborn care, family planning, gynecological services, infertility issues, and contraceptive questions.

The following depicts the respondent demographics based on location and age. (see Appendix 1) For the Avondale location, the age group with the most number of respondents with 54.8% (n=17) were between ages 18-24. For the Mesa location, 47.8% (n=23) were between ages 25-34. For the Surprise location, two age groups had the most number of respondents with 44.2% (n=19) between ages 18-24 and 34.9% (n=15) between ages 25-34.

### **Discussion**

The patient satisfaction and experience surveys received superb participation, indicating that a vast majority of the patients did not mind filling them out. The patients showed an overall satisfaction with the use of the surveys and felt more involved during their visit, indicating increased patient satisfaction. The use of the pre-visit survey in the waiting room allowed the patients to remember all the questions and concerns they had for their health care providers and

also decreased their wait time. The providers had an opportunity look over the surveys prior to seeing the patients which also allowed the providers to use their time more efficiently. The post-visit survey results had a rate of 96.9% increased satisfaction, indicating that the providers actually listened to the patients' problems and effectively discussed a care plan for future follow-up visits. Furthermore, the female patients who completed the surveys may differ from other women. Thus, patients who are dissatisfied with care at Adelante would be underrepresented because they would transfer their care elsewhere so it is important to consider patient satisfaction holistically. Overall, these surveys can hopefully help Adelante Healthcare in the long-term to improve their practice which ultimately translates into better care and happier patients. These surveys shows the staff members and community that Adelante Healthcare is interested in quality and it demonstrates there are always ways to improve. With improvements in patient-provider communication and operations, better health outcomes can be achievable.

Patient-provider communication has been shown to be vital in improving patient satisfaction. Although patient-provider communication can be challenging, it presents a tremendous opportunity for improvement. For instance, if the service experience meets the patients' expectations, the patient tends to be indifferent with respect to service quality and satisfaction. However, if expectations are not met, the patients will judge the service quality as low. According to an article in the Journal of American Medical Association, "patient satisfaction is important because it means the physician has provided comfort, emotional support, education, and considered the patient's perspective in the synthesis of the clinical decision-making process. However, patient satisfaction and patient-centered care differ in that physicians are not obligated to satisfy all demands by patients in a patient-centered practice."<sup>12</sup> Ultimately, patients are self-interested in health care and seek to satisfy their concerns and desires.

Especially in the United States, patients want timely access and reassurance without regard to costs or use. Additionally, healthcare providers want satisfied patients but they tend to focus on achieving a specific health outcome. In addition to timeliness and patient-centered care, providers need to use resources effectively and efficiently. Hopefully, with the support of the staff members at Adelante Healthcare and the survey results obtained during my trial, there will be coordinated care and improved health outcomes for the future of Adelante.

Because of this study and the Primary Care Leadership Program, more providers are aware of how different quality aspects effects their patients' outcomes and how important patient satisfaction is for the long-term. Although there were several new patients who were seeing their providers for the first time, their providers were still passionate and dedicated in providing the best care possible which was greatly received by their patients and indicated in the survey results. I hope that this study has made Adelante Healthcare more open-minded about the different ways in which patient surveys can be implemented within each of the clinics and how important patient satisfaction and experience results affects the patients' overall health outcomes.

### **Recommendations**

My first recommendation for Adelante Healthcare would be to have a standardized survey for the patients to complete on the Patient Portal. Although the majority of the patients do not have access to the Patient Portal, it would be a great idea to have the patients complete the surveys at the various clinics during their visit with a dedicated computer or tablet at each location. With a computer or tablet dedicated to patient satisfaction and experience, results can be obtained instantly and assessed for issues or concerns immediately. Currently, there is a Patient Satisfaction Specialist who gets a report of the number of patients from the previous day and personally calls the patients. After receiving this report, she will go down the list and

randomly chooses five patients from each clinic within the medical, dental, and diabetes education departments. She will then call an average of about 30 or more patients per day depending on the number of patient visits from the previous day and ask them questions based on a standardized survey created by the Director of Clinical Programs. She currently reaches out to 5% of the patient population and many of them are hesitant to honestly state their opinions because they think these results will affect their relationship with their providers. Therefore, with an anonymous survey created for each specialty with specific questions based on the patients' visit, these patients will be more inclined to give their honest opinions. This will also decrease the workload for the Patient Satisfaction Specialist as she will not have to call each patient individually.

In terms of the providers, I recommend that Adelante Healthcare work with the providers within each specialty to create various questions for each survey that the providers believe would be beneficial for patients to answer based on the providers' communication, safety, efficiency, and effectiveness. Addressing these concerns will not only improve provider satisfaction, but also improve retention rates. "Research has identified good communication skills to be a key factor in ensuring better patient outcomes, and nurturing patient satisfaction. Because of the growing amount of money at stake for patients' satisfaction with a facility, the communication skills of individual healthcare providers are bound to impact their employees' reimbursement, bonuses, and promotion options."<sup>13</sup> Thus, health care providers need to ultimately be trained to become more effective coaches or partners in terms of learning how to ask, "What matters to you?" and "What is the matter?"<sup>14</sup> These providers can facilitate shared decision making by encouraging patients to let the providers know what they care about and by providing decision aids that will raise the patients' awareness and understanding of the possible outcomes. Most

importantly, patients should be educated about the essential role they play in decision-making and be given effective tools to help them understand their options and the consequences of their decisions. As a result, more research and data are needed to continue to better define and improve patient satisfaction. Data should be collected and patient experience should be reported based on race, ethnicity, education, health status, and other patient characteristics. In doing so, Adelante can better understand and treat specific populations, such as the chronically ill or disadvantaged.

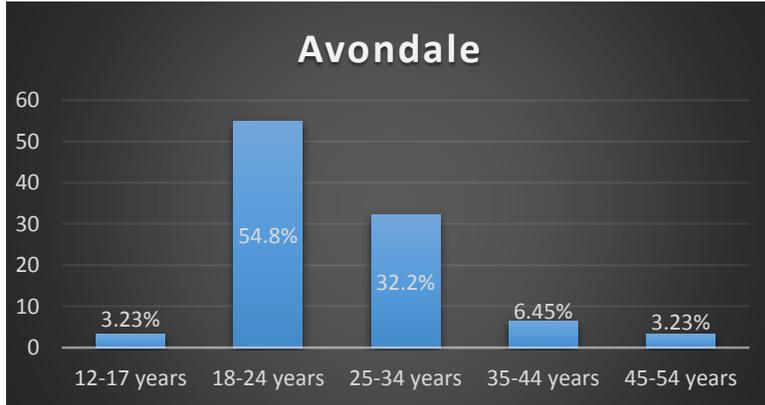
### **Conclusion**

Patient satisfaction and experience is important and necessary within the primary care environment at Adelante Healthcare. Although surveys may be a valuable way to learn about the patients' needs and the patient-provider relationship, there needs to be standardized surveys for each specialty that can be completed by the patients during their visit. This will be a better indicator of how to improve patient outcomes and gaps in coordination or communication in an efficient manner. Furthermore, both patients and providers will need to have more training in order to fully understand how surveys and reports can suggest specific areas for quality improvement efforts. Although one of the greatest challenges is to engage patients in the decision-making process of their overall health, barriers between patients and providers need to be broken in order for providers to be more responsive towards the patients' needs. Overall, addressing patients' concerns and needs will improve patient and provider satisfaction, reduce turnover rates, increase decisions consistent with patients' values, increase productivity, reduce treatment costs, and decrease patients' visits and wait times.

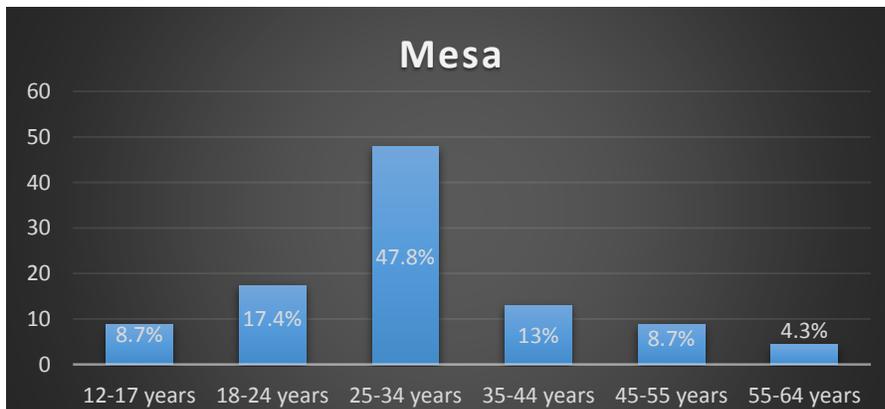
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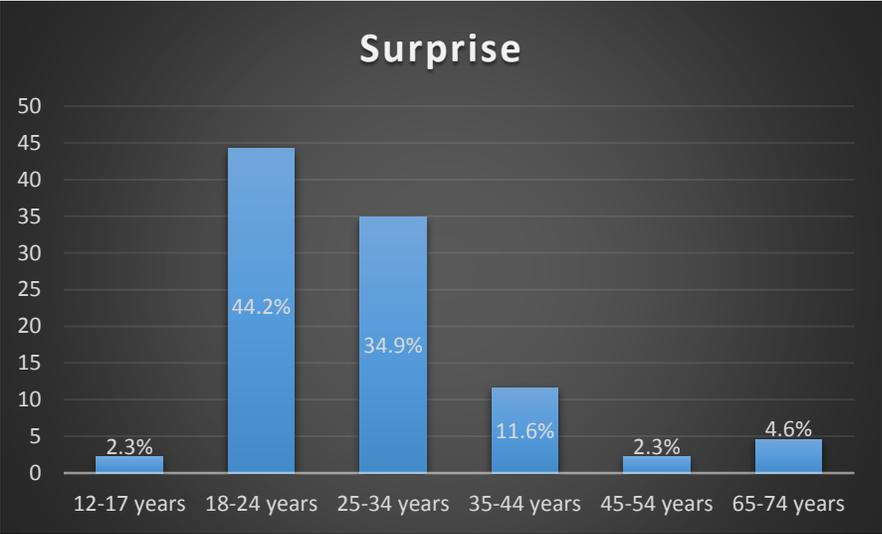
## Appendix 1: Patient Survey Results - Age Demographics



Age Range	Number of Patients Who Completed Surveys	Percentage of Total (N=31)
17-24 years	1	3.23%
18-24 years	17	54.8%
25-34 years	10	32.2%
35-44 years	2	6.45%
45-54 years	1	3.23%



Age Range	Number of Patients Who Completed Surveys	Percentage of Total (N=23)
17-24 years	2	8.7%
18-24 years	4	17.4%
25-34 years	9	47.8%
35-44 years	3	13%
45-54 years	2	8.7%
55-64 years	1	4.3%



<b>Age Range</b>	<b>Number of Patients Who Completed Surveys</b>	<b>Percentage of Total (N=43)</b>
17-24 years	1	2.3%
18-24 years	19	44.2%
25-34 years	15	34.9%
35-44 years	5	11.6%
45-54 years	1	2.3%
65-74 years	2	4.6%









## Adelante Healthcare Post Visit Survey

1. ¿Recibió los servicios que necesitaba hoy? Sí o No

Si contesto No: ¿Cual fue la razón por que no recibio el servicio?

2. ¿Fue dada informacion hoy? Sí o No

Si contesto Sí: ¿Cual informacion recibió? (Circule todos las opciones que aplican)

- h. Parto y el parto
- i. Postparto y neonatal
- j. Planificación familiar
- k. Servicios ginecológicos
- l. Esterilidad
- m. Anticonceptivos
- n. Otro: \_\_\_\_\_

3. ¿Estuvo suficiente tiempo con su doctor para discutir sus necesidades?

Sí  No

4. ¿El doctor responde a todas las preguntas que tenía y ni estas preguntas ayudará a recordar lo que quería discutir con el doctor?

5. ¿Sintió que usted estuvo involucrado en las decisiones que afectan a su cuidado?

