

BACA Report – KMS [Khattak Memorial Surgery]:

Ayda Research [Ayda] was commissioned to run a pilot research study to intercept patients visiting the surgery and collect ‘IN THE MOMENT’ satisfaction data. Ayda Research recognised that conventional questionnaire design will not help collect the key sentiments and recommended it devised a unique questionnaire design, first of its kind used in any GP Practice survey research so far in the UK. The questionnaire design focused on:

[a] Collecting satisfaction data using emotional scales instead of traditional semantic ratings.



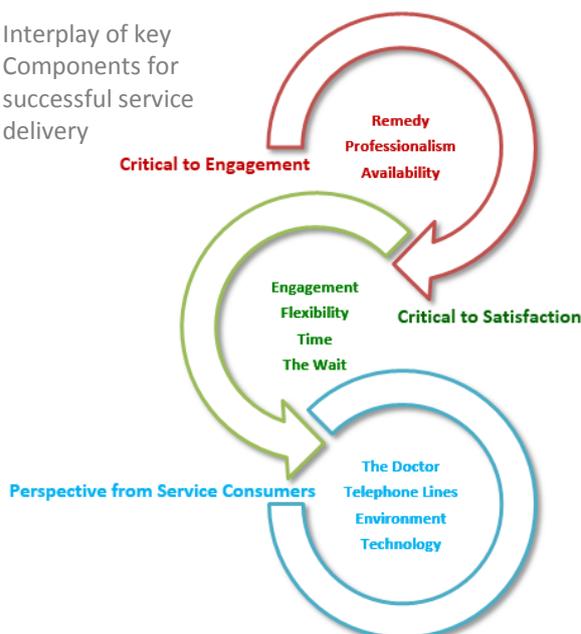
[b] Collecting raw but authentic data how patients felt pre-post the GP consultation while they were in the surgery... in other words understand patient experience ‘IN THE MOMENT’ which Ayda felt was key to understanding areas of strengths and opportunities.

Main Observations and Key Findings:

Ayda Research intercepted and collected data from 99 patient interviews in a span of 9 working days, making it a strongly representative base with an overall response rate [when compared to number of patients visiting the surgery for consultation] of 31.43%.

The data and open end responses have been analysed and classified into dominant themes to help establish key parameters on which codes will be framed with an aim to deliver actionable insights and observations.

Interplay of key Components for successful service delivery



Below are the key themes which were used to analyse the data collected. Key observations and findings have been mentioned in brief for each of these themes below.

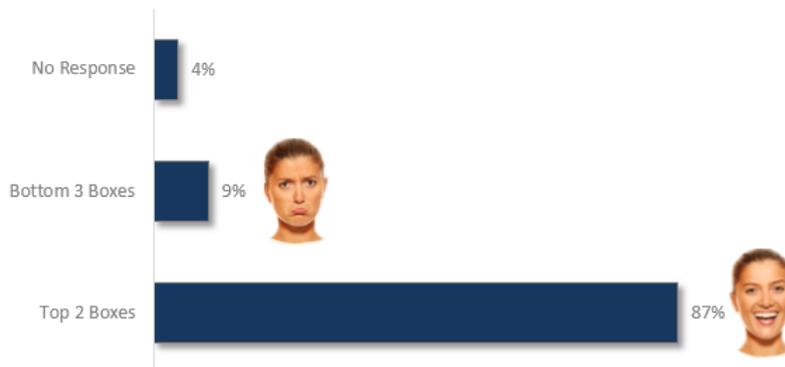
- **REMEDY** – Patients got what they wanted/came in for
- **ENGAGEMENT** – Patients felt they had a strong relationship with their health professional
- **PROFESSIONALISM** – Patients felt that the receptionists provided a good service
- **AVAILABILITY** – Some patients felt getting an appointment could be made easier
- **TIME** – Patients felt frustrated with waiting times
- **THE WAIT** – When patients were asked to share one negative experience they gained from their visit, the majority focused on their wait
- **FLEXIBILITY** – While some patients had waited a while to see a health professional, or may have had difficulty getting an appointment, they were still happy with the overall outcome of their visit
- **SATISFACTION** – Patient felt they were provided with an efficient service

- **THE DOCTOR** – When patients were asked to share one positive experience they gained from their visit, the majority focused on their doctor
- **TELEPHONE LINES** – Patients felt it was often difficult to get in touch with the receptionist(s), in order to make an appointment over the telephone
- **ENVIRONMENT** – Some patients felt that the surgery itself could do with some necessary changes, which would make it a little more comfortable when waiting
- **TECHNOLOGY** – With new changes in health happening all the time, some patients felt that Khattak Memorial Surgery were not doing enough to embrace new technologies

In-depth analysis:

Overall, patients felt they got what they wanted and / or came in for.

How do you feel after meeting your GP today



There were several mentions like:

“I love this doctor, always gets the job done...”

“Got what I wanted...”

“Needed to have certain tests and they have now been arranged...”

“The doctor prescribed me the medicine I needed. Very friendly...”

Patients felt they had a strong relationship with their health professional, may it be the GP or even the nurse whom they saw during the visit. Here are excerpts of some of the mentions:

“The nurse is very nice, she always asks how my family are and remembers me...”

“I’ve been to this surgery for a long time and all the doctors are good. They help you with whatever problem you have...”

“I like my doctor because he is a Pashto doctor which means I have to stick to the same one. Therefore I have no problem with him because I would have trouble speaking if it was another doctor...”

About their visit to the GP today

Key Characteristics observed:

- The doctor has been very helpful
- The doctor is always calm and very friendly
- The doctor is generally very professional
- The doctor always LISTENS and EXPLAINS
- ‘Language’ compatibility is a big plus

Key Pain-points noted:

- The waiting time is not always pleasant
- Some reported that their expectations from the visit were not met
- Shuffling of doctors was not preferable, there needs to be consistency of doctors who would see the patients
- No Privacy; both the Doctor and the Nurse talk loud at times and can be heard in the waiting room

"I'm happy, it was just a routine check-up but the doctor was very friendly and helpful..."

Patients however felt a little frustrated with waiting times. There were several mentions like:

"Had to wait a while but got there in the end..."

"GP sorted out problem the patient needed help with. Would be very satisfied but had a long wait..."

"Satisfied with doctors but not happy at having to wait so long..."

"The wait was very long. Patients were seen before her as she was waiting for one doctor in particular..."

"Doctor was in a rush but I received what I needed..."

Phone is still the preferred way over making in-person booking of the appointment. However making an appointment has the strongest feedback with most of them highlighting the waiting time to get an appointment and about the dependency on very few phone lines.



Here are some of the mentions around booking of an appointment:

"Rang last week and got an appointment straight away. Normally takes much longer..."

"They weren't answering the phone..."

"Got through quickly this time. Normally have to ring straight away at the booking time in the morning

and if you don't ring in the first few minutes all the appointments have gone..."

"Got through today but can't normally get through. Phone system is very bad cos there is only a half hour period when you can book appointments and it's during the time I commute to work. Frequently phone to find all the appointments have been booked already..."

"Easy this time, sometimes difficult for other things because the phone is very busy on the day..."

"Phoned quite a few times -had to give them an earful to get son seen. Had to wait 40 minutes just to see doctor who hadn't showed up..."

"Been in hospital, rang on Friday but they said it was fully booked. Phoned today and insisted on coming in, had to show hospital letter for own GP..."

"But I got my appointment for 10 o'clock and now it's 11. Too much waiting..."

"If you ring early it's always engaged. Had to ring many times, costs so much money. Receptionists ask to see phone and prove that the patient had rung several times so he had to come in and show it..."

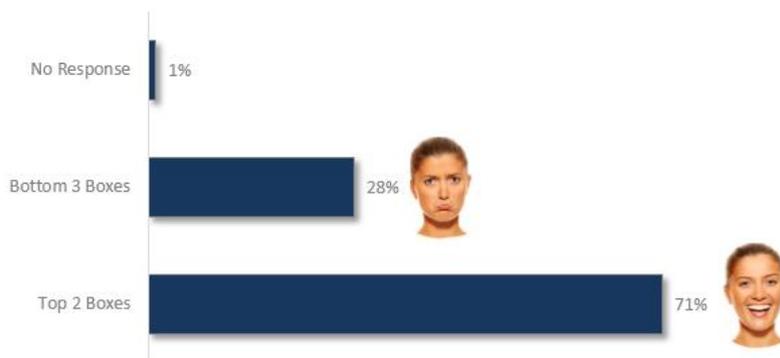
Ease of booking an Appointment

Key Pain-points noted:

- There is a long waiting time in order to get connected to the reception to make a booking
- Phone lines are generally very busy in the morning hours
- Window open for making a booking is too short – only kept for the first hour of the morning when surgery opens
- Phone etiquette of the reception staff is very poor

"Had to make appointment, not enough times in the morning. Half 8 -9 you can only make appointments between 8 -12, hard for mothers. If you ring after that all the appointments are taken..."

How did the quality of reception make you feel



"Today was easy, not all the time. Call and takes about half an hour to get on the line, can't always get appointment..."

Patients felt that the receptionists provided a good service but there were certain key areas where the overall reception service needed improvement.

The fact that the staff has been working at the surgery for a long time, it seems to be allowing patients to connect with them and build a good rapport. This, despite some key observations around quality of service, had the patients say that they were still nice and doing a fair job; with several mentions of 'neutral' like they are doing alright or they are doing just fine.

A classic case where building a rapport – customer intimacy – helps establish a strong service provider and service consumer relationship.

Below are some such observations:

"Their attitude is good..."

"The way they deal with queries and answer questions, good customer service..."

"The girls on reception are always smiley and helpful when you have queries..."

"Straight to the point and friendly..."

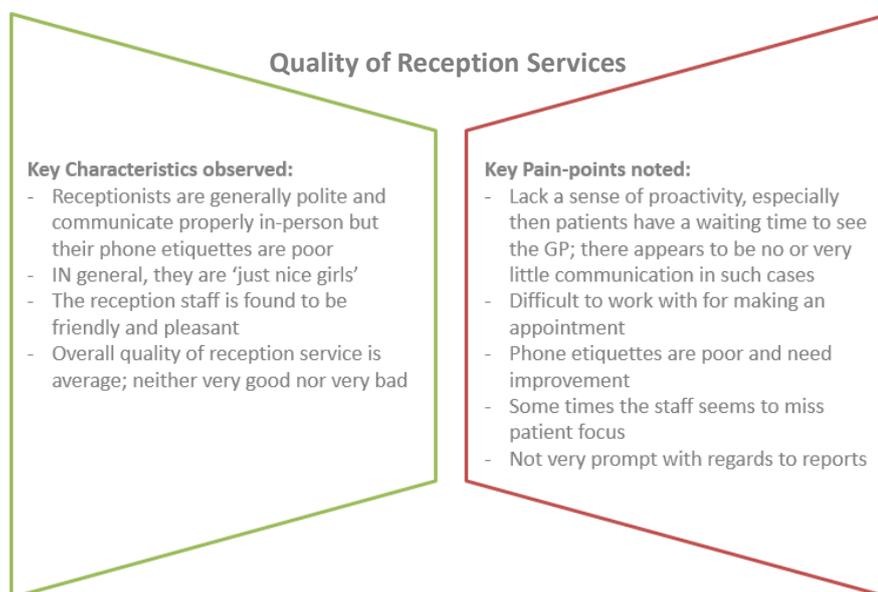
"Not very happy because they're very busy but they're good..."

"..if they don't have appointment, I come back.." - The patient came for her appointment at the wrong time (one hour late) but the receptionists were very understanding and told her to wait rather than leave.

"Helpful and quite tolerant depending on situation..."

Some patients felt getting an appointment could be made easier. Here are some excerpts to add the context:

"Not good not bad. Phone sometimes and they don't answer..."



"Sometimes they don't give appointments but they are nice..."

"Sometimes busy at reception..."

"Took a while..."

What is your overall experience from your visit today



However, overall the Patient felt they were provided with an efficient service with following some of the regular mentions when patients were asked to speak about how they felt post their consultation with the GP.

"Doctor wants to follow up in a few weeks, always have a pro-active attitude and talked about alternatives to look into..."

"Feel relieved..."

"Got what I came here for, staff are all very nice..."

"Really helpful and knew all answers..."

"All issues dealt with, service provided efficiently..."

"Everything's been good..."

"How it should be at doctors..."

While some patients had waited a while to see a health professional, or may have had difficulty getting an appointment, they were still happy with the overall outcome of their visit.

Feeling/Experience from their visit today

- Key Characteristics observed:**
- Patients made several mentions about a particular GP, Dr. Saima; which is a great sign of satisfaction
 - Overall service and staff is good and helpful
 - Doctors are all quite good overall, they are professional, attentive to patients why they are talking, explain the condition and remedial procedure well

- Key Pain-points noted:**
- Long waiting time to see the doctor and also to get an appointment
 - Overall process and management of patient records could be questionable as one of the patient cited an instance of process non-compliance; which definitely needs to be looked into and course corrected

"Managed to get appointment and get what was needed..."

"Didn't have to wait too long..."

"Mostly everything was good, wait was quite long though..."

"It was OK, had to wait a long time but the doctor was nice..."

"The doctor was nice and helpful but there was a long wait..."

When patients were asked to share one positive experience they gained from their visit, the majority focused on their doctor.

“Very good doctors...”

“Seeing the doctor...”

“Doctors help with whatever problems you have...”

“Likes it here, had the same good doctor for many years...”

“Good feedback, helpful doctor...”

“Doctor is very good, listens and is understanding...”

“Doctor’s suggestion of alternative theories. Patient has BUPA cover as well but hasn’t needed to use...”

When patients were asked to share one negative experience they gained from their visit, the majority focused on their wait. Patients mentioned that appointments were taking time. Waiting times were very frustrating and time of appointment goes over but they were still waiting.

Areas of Opportunity

Key Focus Points derived:

- More phone lines and a longer window to make appointments, allow for booking appointments may be a few days in advance
- Align more staff and phones to book appointments and take queries
- Tight spacing in waiting room and at the reception; food for thought
- Have more than 1 doctors at all times
- Improve support for emergency case identification and support
- The ambience in the surgery appears to be dull and dark, could be improved for a better feel

This has been attributed to a few number of doctors / nurses available to see the patients.

It also points to how appointments process could be better managed or improved along with handling of instances where patients while they are waiting – with an emphasis on regular and proactive communication with the patients while they wait, providing for appropriate reading materials or activities which would engage them and not get them frustrated while they wait to be seen. For this, there could be some lessons learned from how other industries and businesses focused on the same value chain; that of customer service; have taken proactive measures to make the waiting time more pleasant if not cut down [which may not always be possible]. Ayda Research will be more than happy to provide consultation from their experience to KMS on this regard if desired.

When asked about how the service and level of communication can be improved, one of the first things patients felt it was often difficult to get in touch with the receptionist(s), in order to make an appointment over the telephone. Here are some mentions which

help establish this observation:

“Change system because you have to phone at 8:30 and by the time you get through the appointments are all booked...”

“Appointment booking system could be improved. Only one line and kept waiting, can't book next day. Would be better if there were multiple lines, the phone was answered quicker and it was possible to book appointments in advance rather than having to phone every morning...”

“Mostly very good, sometimes difficult to get through on phone, could have more lines or answer quicker...”

“Answer the phone so patients can get appointments...”

"Sometimes difficult to get through on phone, would be better if more people were there to answer it..."

"The receptionists should just answer the phone to say no they don't have appointments rather than having to ring several times for hours and be told they are no appointments if they don't have any. It's fine but they should just tell you..."

Some patients felt that the surgery itself could do with some necessary changes, which would make it a little more comfortable when waiting. Following excerpts would add the perspective:

"A bit of a dull environment, a bit dark and tight spaced but it isn't a major problem, just if you had to change something..."

"More space in waiting area. Also make the ladies area larger. Problems getting past reception because of people queuing and pushchairs..."

"The waiting room should be separate to the reception - no privacy..."

"It's ok but there is tight spacing but there is everything here..."

"Toilet roll holder's been broken for a long time..."

"Tight spacing, not a lot of room to sit..."

With new changes in health care industry and technological advances happening all the time, some patients felt that Khattak Memorial Surgery were not doing enough to embrace new technology.

"Need to send SMS appointments when booking on day. These are usually sent when appointments are made 4-5 days in advance but not when they are made on the day of the appointment. Patient needs SMS as proof to show at hostel to get travel expenses paid..."

"Could make appointment system better, ring but don't always get connected..."

"Change system so you can get on the line easily. Appointments should be at the time they were booked and it's not fair that if a patient is late the appointment is cancelled but quite often the patient has to wait a long time anyway..."

Khattak Memorial Surgery GP^{LIVE} Survey Report

DOCTORS OVERALL ARE GREAT, VERY PROFESSIONAL AND CARE FOR PATIENTS



-  - Always very calm, patient and listens well
- Takes time to explain conditions and remedial process
- Adds a personal touch by asking about family
- Language compatibility is a booster, patients love it



- Long waiting times to get seen by the doctor
- Inconsistency of having same doctors over time, shuffling of doctors makes patients nervous and unsure about kind of help they will receive
- Lack of privacy sometimes is an issue as both doctor[s] and nurse[s] tend to speak loud enough to be heard at the reception and in waiting room

WORD CLOUD.

Thicker / bigger font size denotes stronger association and more mentions, vice versa smaller / thinner font size denotes weak association and less mentions.



OVERALL PATIENTS SEEM TO BE SATISFIED WITH THE DOCTORS BUT THERE ARE SOME CONCERNS AND AREAS TO IMPROVE UPON



-  - Overall service provided has generally been found to be good
- Need more phone lines to prevent congestion in morning and facilitate easier appointments process

- Align more staff to take calls and help with appointments booking in mornings
- Increase the window of advance booking of appointments
- Reduce patient waiting time for been seen by having more than 1 doctors at all times
- Improve ambience and overall look and feel of the surgery, it appears to be pretty dull and dark
- Improve processes for patient record management and emergency case support
- Improve patient engagement while they wait to be seen, like provide for reading materials or some other things to keep them engaged

WORD CLOUD.

Thicker / bigger font size denotes stronger association and more mentions, vice versa smaller / thinner font size denotes weak association and less mentions.



Brief about the research approach deployed for GP^{LIVE}:

Core focus points towards feedback collection:

- Collect data IN-THE-MOMENT of experience and interaction.
- Capture authentic, unprocessed and real feelings as feedback.

How do we engage with the patients [service consumers] for their feedback?

- We device questionnaires to meet specific needs but our main purpose if to **capture emotions and feelings while they are still in the moment.**
- We do away with traditional approaches and have devised a well tested and highly effective approach – **first of its kind in health research in the UK – by using pictures for emotional connections and feelings.**
- Feedback is collected either via an **Intercept** [interviewer led] or via **Kiosks** installed in health centres or via **Location Based surveys.**

- The **data is stored and updated in form of reports in real time**, so a practice manager [for example] can act on the feedback right on time instead of weeks and months later when correcting a behaviour is very difficult while the damage is already done.
- As for end-to-end solution consultation, we build custom approach as each problem it different in its size and nature.

About Ayda Research [Ayda]:

Ayda specializes in healthcare delivery and policy research by deploying its intuitive and innovative research methods and models for collecting authentic and unprocessed feedback from the target audiences of its research studies. Ayda has always focused on keeping the research approach focused on objectives and device, tailor its methodology around the objective. This has always helped Ayda bring in innovative ideas into its research approach and keeping the approach as lean as possible.