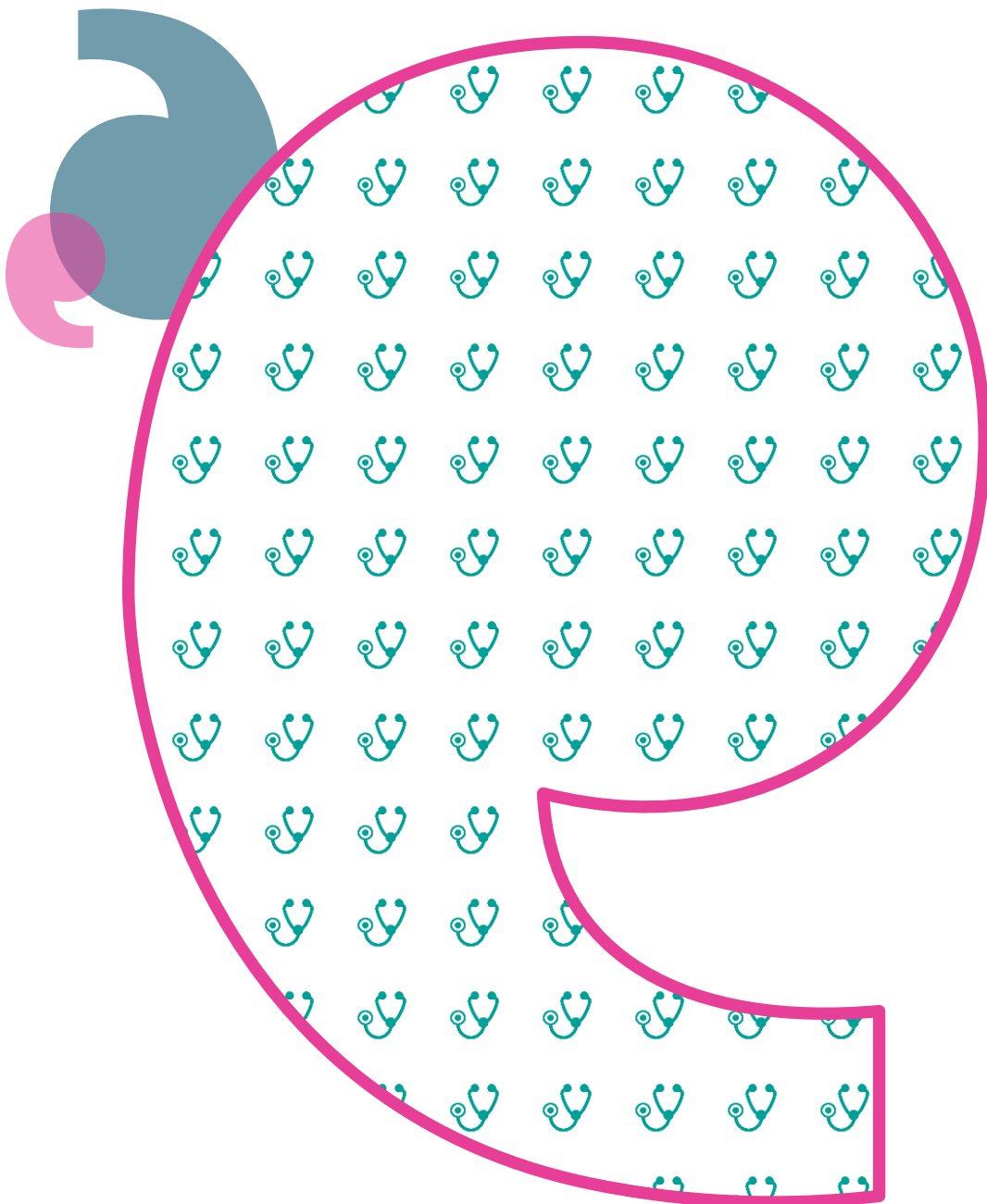


Accessing GP Services: Stockwell Lodge Medical Centre





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Background

Following a recent inspection by the Care Quality Commission (CQC) which rated Stockwell Lodge Medical Centre as 'inadequate', Healthwatch Hertfordshire (HwH) was approached by East and North Hertfordshire Clinical Commissioning Group (ENHCCG) to support work with the practice to improve its rating and service.

Different health bodies are providing support to the practice in the different areas. HwH involvement has focused on 'patient experience' and access. As part of this work, HwH has produced this report for Stockwell Lodge providing patient feedback and making recommendations for improvement.

What we did

HwH supported a quality visit by ENHCCG. The visit took place at Stockwell Lodge on the afternoon of the 24th November 2017. The role of HwH during the visit was to conduct an in-depth questionnaire with patients at the practice, which provided a snapshot of the patient experience at Stockwell Lodge.

The questionnaire focused on the following areas:

- The patient experience of making an appointment
- The patient experience of dealing with practice staff
- The quality of information and communication
- The patient experience of providing feedback - compliment, concern or complaint

The areas above were identified as subjects of focus based on intelligence supplied by ENHCCG, the most recent CQC report, and patient feedback (GP patient feedback and online feedback).

It was highlighted to HwH that Stockwell Lodge has implemented a lot of changes in the last six months, in response to the CQC inspection and the action plan created by ENHCCG and NHS England. To ensure changes were picked up in the patient's answers, we asked all participants to think about their most recent contact with the practice.

To support the questionnaire, HwH also left a comment box at the practice to hear from patients who attended the practice between the 27.11.17 - 22.12.17. The comment box was sealed and displayed in the main waiting room. Reception staff were asked to promote the comment box and the posters HwH left. These encouraged patients to provide feedback to HwH, and ensured they could do this anonymously.

The comment cards asked patients:

- The date of their visit



Background and What we Did

- The service they used whilst visiting the practice
- To star rate (out of 5) the service provided by Stockwell Lodge Medical Practice
- To leave a comment about the experience at Stockwell Lodge
- To leave contact details if they wanted HwH to contact them about their feedback and discuss in more detail

In total, we conducted 15 in depth questionnaires with patients on the 24.11.17, and had 31 completed comment cards between 27.11.17 and 22.12.17.



Key Findings: In depth questionnaire

As previously stated in the report, for this section of the project we spoke to 15 patients who visited the practice the afternoon of the 24th November. The questionnaire we used focused on the four following areas:

- The patient experience of making an appointment
- The patient experience of the staff at the practice
- The quality of information and communication
- The patient experience of providing feedback - compliment concern or complaint

The Patient Experience of Making an Appointment

Suitability of appointment

All 15 patients we spoke said that they had contacted the surgery wanting either a same day appointment, an appointment the next day, or an appointment within the week.

Although not all patients got an appointment for the day they wanted, 14 out of those 15 patients felt they were given an appointment within a timeframe that they deemed 'suitable'. This was generally either a same day appointment or one within the week.

Just over 50% (8 patients) stated they did not mind what time of day appointments were offered, 30% (5 patients) preferred appointments between 08:00-12:00. Although Stockwell Lodge does not currently offer weekend appointments, nearly all (14 out of 15) patients we spoke to said they would use weekend appointments if the practice provided these.

Booking methods

When patients were asked how they booked their last appointment, phoning the surgery was the most popular answer (11 out of 15 patients). The second most popular method was to go in person to surgery (4 out of 15 patients). We did not speak to any patients that had booked online for their last appointment.

When we asked patients if the method they had used to book their last appointment was their preferred booking method, 60% (9 out of 15 patients) said 'yes' and 40% (6 out of 15 patients) said 'no'. Examples of reasons provided for why the method used was not the patient's preferred method can be seen below:

"I'd prefer to call [rather than go into the surgery to book an appointment] but you can't get through. You're encouraged to keep calling up every day at 08:00, but there aren't any appointments when you get through."



Key Findings: In depth questionnaire

“Online appointments go up at midnight, so you have to stay awake until then. [Also] the online system doesn’t seem to have all the appointments available, so it’s better to speak to someone.”

“I have young children so it would be more convenient for me to call [instead of go in person to book my appointment], but you can never get through to anyone. Sometimes you are on hold for ages, then when you finally get through [the receptionist] puts the phone down on you or it disconnects.”

“I would prefer to phone [rather than go in person] but telephone triage can sometimes be difficult because of language barriers.”

“I’d book online, but I find the system useless.”

When patients were asked “When they last phoned their GP surgery, how long did it take to get through to someone who could help?” the most common answer was 10-20 minutes (5 out of 15 patients). The second most popular answer was 1-5 minutes (4 out of 15 patients); however, 3 out of the 4 patients who answered 1-5 minutes, also stated that this was not typical, as usually they are put on hold between 10-30 minutes. Three patients we spoke to said it took them over 20 minutes to get through to someone the last time they called the practice.

Nearly all (14 out of 15) patients felt that it was particularly difficult to get through on the phone at certain times of the day; 9 out of 14 patients said this was usually in the mornings, specifically between 08:00-10:00.

Although patients found phoning extremely frustrating, they stated they continued to use this method as they trusted it more than online booking. Patients also felt that speaking to a person meant you were more likely to get a convenient appointment.

For patients specifically trying to book a next day appointment, or an appointment within the week, the booking process offered to them was problematic. Patients expressed confusion and dissatisfaction with not being able to pre-book these types of appointments, and instead being told to call the practice each day at 08:00 until they could secure an appointment. For patients this meant, calling the practice for an appointment within the week/next day, being told these appointments have not been released yet and to call again the following day at 08:00. When patients then called the following day, they experienced being placed on hold for long periods (due to it being peak-time), before being told all the appointments had gone, and they would have to repeat the process. Patients felt strongly this process should be improved.



Feedback on Staff and Customer Service

Receptionists and Reception Area

The patients we spoke to generally fed back positively on reception staff. When patients were asked if the receptionists gave information in a friendly manner, 12 out of 15 patients said 'yes'. Patients also demonstrated they had noticed staff in the reception team had changed, and that customer service had improved more recently.

Although the majority of patients (11 out of 15) felt that what they say could be overheard at reception, only a small number (2 out of 12) said that they minded this all of the time, and 42% (5 out of 12) said they minded this 'sometimes'. Patients naturally felt more strongly about privacy the more sensitive and confidential the information. Three patients noted that they had overheard other patient's conversations and felt this was inappropriate.

General Practitioners (GPs)

The majority of patients we spoke to (13 out of 15) said there was a particular GP they preferred to see. When patients were asked why this was, they listed three particular GPs and the following skills/traits:

- Having a friendly and welcoming manner
- Showing a caring approach - taking their time and not rushing the patient
- Good at listening and looking up from their screen
- Trustworthy
- Efficient and detailed

There was concern raised by some patients that not all the GPs at the practice displayed the qualities above. Patients gave examples of some GPs not looking up from their screen/providing eye contact, rushing patients/being impatient, and not always providing a welcoming environment.

Most patients noted difficulty in getting an appointment with a GP of their choice, but would see a different GP if needed an appointment sooner (10 out of 13).

Quality of Information and Communication

When we asked patients to rate on a scale of 1-10 (1 being very unhappy and 10 being very happy) how they felt about the quality of information and communication provided to them, the average weighted score was 5. Patients highlighted examples of incorrect patient records, being given contradictory information from clinical staff, and not knowing where to direct questions if they needed more information.

Examples of comments relating to this question can be seen below:



“[I’ve had] a few mix ups with appointments/treatments and incorrect letters sent.”

“I’ve just been in to see the doctor who gave me the opposite information to the pharmacist... I’m confused now!”

“My [child’s] records were wrong.”

“I had to go private to get correct diagnosis.”

“I would like to get text or email reminders for appointments.”

“I’m disabled and it’s difficult to keep coming in to book an appointment, but they keep telling me to go and come back in.”

“The pharmacist removed a drug from my prescription when they shouldn’t have. So I had to make an appointment with a GP to get it fixed.”

“I’ve been trying to get a [follow up] appointment for my [young] child. I was originally told it was a minor illness and given a prescription, but the prescription hasn’t worked. I rang the surgery to explain what happened and ask for a same day appointment, but was told there weren’t any available and to keep calling back each morning at 08:00. I had to do this until I got an appointment.”

“It’s not clear where or who to go for information. I find the website unhelpful.”

The patient experience of providing feedback

Concerns and Complaints

When we asked patients if they had raised a concern or complaint in the last 12 months, 3 out of 15 patients (20%) said they had. All the three patients who had raised a concern or complaint in the last 12 months said they found the process of doing so difficult.

“I couldn’t get through to speak to anyone [about my complaint].”

“I had to talk to two different doctors to get [my complaint] sorted. When I thought it was resolved I returned, but it was still a problem.”

“I didn’t feel [the receptionist] wanted to listen or take my complaint seriously.”



We also asked patients if ‘within the last 12 months, they had wanted to raise a complaint or concern about the practice, but not done so?’, just over 50% (8 out of 15 patients) answered ‘yes’ to this question. When we asked these patients ‘what their reason was not raising the concern or complaint’ they said:

Reason	Comment
They were sceptical of change or being listened to (4):	<i>“I didn’t think it would change anything.”</i> <i>“[I] didn’t feel able to. Not sure it would change anything.”</i> <i>“[I] didn’t think there would be any change...so what’s the point.”</i> <i>“I didn’t think they’d listen to me.”</i>
They thought it would be time intensive (2):	<i>“I think it takes too long.”</i> <i>“I didn’t have enough time.”</i>
They didn’t feel they were well enough (1):	<i>“When you are not well, it is difficult to make a complaint.”</i>
They thought it might have an adverse effect on their health (1):	<i>“I’d be worried they would treat me differently or it would affect me seeing a GP.”</i>

Friends and Family Test

All 15 patients we spoke to said they had not heard of the friends and family test.

From our visit to the practice, we did not clearly see posters promoting or explaining the friends and family test. We did see a box on reception that asked for feedback. The box was worn and not obviously placed.



Overall satisfaction

On a scale of 1-10 (with 1 being very dissatisfied and 10 being very satisfied) patients scored the practice an average weighted score of 5.

When patients were asked to give an example of **one thing the surgery did well**, 13 out of 15 patients responded and said the following:

Example of one thing the surgery does well	
Staff (7)	<p><i>“Dr [xxx] is a very good doctor.”</i></p> <p><i>“Reception staff have changed and seem better.”</i></p> <p><i>“Dr [xxx]”</i></p> <p><i>“The receptionists are friendly.”</i></p> <p><i>“The doctors are really good.”</i></p> <p><i>“They’ve got some nice doctors.”</i></p> <p><i>“Once at the surgery my family was seen by the GP quickly... I find the nurses and reception staff friendly and helpful.”</i></p>
Services provided by GP practice (5)	<p><i>“The results come back quickly”</i></p> <p><i>“The pharmacy service is very good.”</i></p> <p><i>“Flu jabs - always well organised and efficient. They notify you, and arrange an appointment quickly.”</i></p> <p><i>“I like the automated booking system.”</i></p> <p><i>“text reminders are great.”</i></p>
Experience of making appointments (1)	<p><i>“I never have a problem getting an appointment for my children.”</i></p>



When we asked patients to provide an example of **one thing the surgery could improve**, 15 out of 15 patients responded and said the following:

Example of one thing the surgery could improve	
Experience of making appointments (8)	<p><i>“Phone systems.”</i></p> <p><i>“I should be able to pre book appointments instead of having to call up every morning.”</i></p> <p><i>“Online booking system should be easier to use, and actually have appointments. As whenever I try and use it there are never any appointments available”</i></p> <p><i>“Phones being answered.”</i></p> <p><i>“I used to be able to see the nurse, but now there are never any appointments.”</i></p> <p><i>“The amount of time a patient has to hold on the phone.”</i></p> <p><i>“The amount of time it takes to answer the phone. If you don’t ring by 08:30 you get nothing.”</i></p> <p><i>“Being able to see a female GP.”</i></p>
Staff (4)	<p><i>“Doctors listening and showing they care - give eye contact!”</i></p> <p><i>“Doctors not rushing you or making you feel bad for being there.”</i></p> <p><i>“Customer care.”</i></p> <p><i>“Rudeness of staff.”</i></p>
Responding to feedback - concerns and complaints (2)	<p><i>“Staff to be more responsive when things go wrong instead of just saying ‘its policy’...everything seems laboured even if it doesn’t have to be.”</i></p> <p><i>“Being able to talk to someone if you have a complaint.”</i></p>
Quality of information (1)	<p><i>“Being given the right information would be good.”</i></p>



Key Findings: Comment Cards

As stated earlier in the report, the comment cards asked patients:

- The date of their visit
- The service they used whilst visiting the practice
- To star rate (out of 5) the service provided by Stockwell Lodge Medical Practice
- To leave a comment about the experience at Stockwell Lodge
- To leave contact details if they wanted HwH to contact them about their feedback and discuss in more detail

In total 31 comment cards were completed by patients visiting the practice between 27.11.17 - 22.12.17.

The feedback received can be categorised as follows:

- Feedback relating to staff at the practice (69%)
- Feedback relating to the experience of making an appointment (28%)
- Overall comment about the practice (20%)
- Feedback relating to the quality of communication (4%)
- Feedback relating to the environment (4%)

Feedback about Staff

The largest amount of feedback through the comment cards related to staff at the practice (69%). Where comments were specific, most comments related to GPs (65%), then reception staff (20%). There were two comments (10%) that related to nurses and healthcare assistants.

Of the comments relating to staff, 90% were positive. Examples include:

GPs	<p><i>“Good consultation”</i></p> <p><i>“Very thorough history taken of my medical complaint. I felt listened to... [and] I was given advice and I understood it. Thank you Dr [xxx].”</i></p> <p><i>“Dr [xxx] is very kind and helpful. [He/she] is the best doctor around...”</i></p> <p><i>“Dr [xxx] really helped me today. [He/she] saw me about something I had not arranged to see [the doctor] about and was an absolute star.”</i></p> <p><i>“Dr [xxx] has been an excellent doctor. Every time I visit [him/her] they are very polite and courteous.”</i></p>
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¹ Feedback can occur in more than one category



	<p><i>“Excellent service from Dr [xxx]. Very polite and helpful. I felt very safe talking to the doctor about my problem, which was sorted efficiently and professionally.”</i></p> <p><i>“[This was a] really quick visit. [The doctor] doesn’t waste time. Great doctor 😊”</i></p>
Reception	<p><i>“Reception has improved.”</i></p> <p><i>“I find it hard to get through on the phone, but when I do the people are very helpful.”</i></p>
Nurse	<p><i>“[Nurse] is always friendly and professional.”</i></p> <p><i>“[Name, the healthcare assistant] was very helpful.”</i></p>

There were only a few negative comments about staff, these included:

“Doctors can be quick, short and bordering on rude.”

“The reception staff are rude and don’t [show] any respect.”

“Doctors are uncaring and always running late.”

“No consistent doctors.”

Experience of making an appointment

The second largest amount of feedback related to the experience of making an appointment (28%). Two comments were positive, and six were negative. The majority of negative comments related to dissatisfaction with the phone systems.



Experience of making an appointment	
Positive comments	Negative comments
<p><i>“Prompt appointment given.”</i></p> <p><i>“It is easier to get an appointment...reception has improved.”</i></p>	<p><i>“I find it hard to get through on the phone.”</i></p> <p><i>“Difficult to get through on the phone, can be waiting a long time.”</i></p> <p><i>“All appointments are delayed and it takes a long time to get through on the phone.”</i></p> <p><i>“[The] phone is never answered. I have to get to the doctors for 07:30 for an appointment.”</i></p> <p><i>“I had to stay on the phone for 18 minutes before being spoken to, so I feel that could be improved for sure.”</i></p> <p><i>“I have tried to get an appointment with my GP for two weeks with no luck! It has resulted in me having to walk up there and beg to be seen!...More should be done for mental health!</i></p>

Communication and Environment

We received one comment about the communication, and one comment about the environment. Feedback relating to these areas can be seen below:

Quality of communication:	<i>“I’m concerned the practice is in special measures and [there seems to be] no plan for improvement.”</i>
The environment:	<i>“The surgery is very old and out of date.”</i>



Overall satisfaction and comments about the practice

Overall the patients who completed the comment cards rated the service as 3.5 out of 5 (with 1 being very dissatisfied and 5 being very satisfied). There were six comments in this category, all of them being positive. These can be seen below:

“Friendly, welcoming and helpful.”

“Excellent. Good service.”

“Excellent”

“Very Good”

“Great!”

“On the whole I have no problems with this surgery.”



Conclusion

Suitability of appointments

All 15 patients we spoke to had wanted an appointment within a relatively short timeframe. The majority of patients found this was accommodated by the practice.

Patients highlighted frustration with the process of booking next day appointments or an appointment within the next couple days. Patients were not able to pre book appointments but were asked to repeatedly call the surgery every morning at 08:00am (peak time) until they were successful in getting an appointment. Patients felt this process was unnecessarily onerous.

Although Stockwell Lodge does not currently offer weekend appointments, 14 out of the 15 patients we spoke to said they would use the surgery at the weekend if they offered this service.

Booking systems

Phoning the surgery was the most popular way to book appointments, followed by going to into the surgery in person. However, the booking method used was not always the patient's preferred method.

Patients who went into the surgery to book appointments generally would have preferred to phone. The principal reason for not phoning the surgery was the long delays for calls to be answered. All but one patient noted difficulty with booking appointments by phone. The questionnaire found that just over 50% (8 patients) said it took them either 10 -20 minutes, or over 20 minutes to get through to someone who could help.

Linked to the above, the highest amount of negative feedback through the comment cards related to the patients experience of making an appointment. In these cases, the majority of negative comments related to the phone systems.

The online booking system was not popular with the patients who completed the questionnaire. Patients raised concern about the number and type of appointments available online compared to if you spoke to someone at the practice, the usability of the system and time of day new appointments are added.

When patients were asked to list 'one thing the surgery could improve' the experience of making an appointment received the highest number of comments.



Reception area

There were mixed views about privacy at the reception area, as well as whether patients minded being overheard when discussing matters with receptionists. Most patients that completed the questionnaire felt they could be overheard at reception, and just under half said they minded this sometimes or all the time. Some patients also noted examples of where they had overheard other patient's conversations when it was inappropriate to be able to.

Patient Experience of Staff

The questionnaire focused specifically on gathering feedback on reception staff and GPs, whereas in the comment cards some patients took this opportunity to comment on healthcare assistants and nurses at the practice.

Most comments about staff were positive. In the questionnaire, patients noted a change in reception staff as well as general improvement, and most patients said receptionists give information in a friendly manner. The questionnaire also found that patients preferred seeing a particular GP because of the following traits the specific GPs displayed:

- Having a friendly and welcoming manner
- Showing a caring approach - taking their time and not rushing the patient
- Good at listening and looking up from their screen
- Trustworthy
- Efficient and detailed

There was concern raised by patients that not all the GPs at the practice displayed the qualities above. Patients gave examples through the questionnaire and comment cards of reception staff and GPs not always being welcoming, caring or demonstrating listening.

However, as stated above, most feedback was positive. In the questionnaire, when patients were asked to list 'one thing the surgery does well', staff members received the most feedback. Supporting this, the largest amount of feedback received through the comment cards related to staff, and 90% of it was positive. This related to GPs, reception, nurses and healthcare assistants.

Quality of information and Communication

In the questionnaire, patients on average scored the practice 5 out of 10 for quality of information and communication. To support this rating, patients provided examples of inaccurate records, mixed messages from staff, and different diagnosis depending on whom they spoke to.



The patient experience of providing feedback

During the quality visit, we spoke to three patients who had raised a concern or complaint in the last 12 months. All three of those patients had found the process difficult. There was a variety of reasons provided for this, which included not being listened to, not being able to speak to anyone at the practice to discuss their complaint, or having to speak to multiple people about the complaint to try and get it resolved.

Just over half the patients who completed the questionnaire had wanted to raise a complaint or concern in the last 12 months but had not done so. The most common reason listed for why they had not raised the complaint was that they were sceptical their complaint would change anything, or that they would be listened to by the practice.

When we asked patients to provide an example of one thing the surgery could improve, there were two comments that related to responding to feedback. Patients asked for staff to be more responsive when things go wrong, and to be able to discuss the complaint with someone.

All 15 patients we spoke to had not heard of the friends and family test (FFT). From our visit, posters or information on the FFT and how to provide feedback was not obvious.



Recommendations

Below is a list of the nine recommendations put to Stockwell Lodge and the responses provided by the practice.

Appointment Booking and Phone Systems

1.	Review the methods used to book an appointment to identify issues, particularly phone and online booking methods
2.	Review the protocol for booking next day and within the week appointments. This should be communicated to patients and staff members.
3.	Audit the distribution of telephone contact throughout the day, with a view to easing the pressure at peak times. This may result in either: a) Encouraging patients to contact at different times during the day. b) Redistributing resources.

Response from Stockwell Lodge

We have had a comprehensive look at our booking and phone system, and we have made some changes which we think will have a positive impact, as recommended by yourselves.

- We can now book an appointment 4 weeks in advance, for all clinicians. This will help in easing the demand for on the day requests, encouraging pre-bookable appointments for non-urgent cases.
- We have a triage system for on the day requests when we are at capacity with the routine bookings. Based on clinical requirements, patients are either seen by the E-Doctor the same day or a routine appointment offered for another day. This ensures patient safety and meets the demand for appointments for all patients.
- Apart from routine face-to-face appointments, we have now increased the online bookings to 4 appointments, per clinician on a daily basis. Other varieties include the telephone consultation and preferred GP slots. This design and various appointment style is to introduce more flexibility into the system, with patient satisfaction in mind.
- For the vulnerable patients (i.e. housebound, mental health, learning disabilities, and homeless) there is a pop-up alert to ensure that they are prioritised.
- Under 5's with any form of febrile illness, are attended to on the day using the triage system.



- We have increased the staff manning the phones between the peak period of 8.00-10.00am. However, based on your advice, we hope to carry out an audit of the distribution of telephone contact throughout the day. Hopefully this will help us understand the demand distribution and plan our workforce accordingly.
- To reduce a “DNA”, we continue to use a text reminder for all the booked appointments.
- We also offer very early (7.30-8.00am) and late (6.30-8.00pm) extended hour appointments on week-days for our patients who work out of the area.

Reception Area

- | | |
|----|---|
| 4. | Ensure that it is clearly communicated to patients that they can speak to receptionists in private, on request. |
|----|---|

Response from Stockwell Lodge

- As you probably note, we are restricted by the design of the building in what we can do. However, we will put up a notice to encourage the patients that require a private discussion with a Receptionist.
- We continually review the display boards to make sure that information is relevant and current.

Customer Service & communication

- | | |
|----|--|
| 5. | Review mandatory training programme for all staff (reception & health professionals) to ensure it equips staff with excellent customer service skills. |
| 6. | Ensure there is a simple, practical explanation of the appointment system for patients and any changes are fully communicated to patients (preferably in advance). |

Response from Stockwell Lodge

- All of our staff members are signed up to the Blue Stream online mandatory training. This is in addition to the courses offered by the locality practice managers group. This is to ensure uniformity and high standard in customer service and work ethic.

- A 30 minute regular customer service review meeting is held internally every Monday, for all Reception staff. This is geared to identify any current problems and providing regular solutions. This course is run by a senior member of staff in conjunction with the PPG.
- We hold a regular complaints meeting to identify any patterns emerging, and dealing with such. Learning points are communicated to all members of staff.
- Every member of staff now has access to a simple protocol for booking appointments. This is available on Intradoc for when clarification is needed.
- Based on your advice, we will provide a leaflet in the Reception area for our patients explaining the appointment system in simple terms.

Feedback and Learning

7.	Ensure patients know how they can make comments and give feedback about the Practice. Including the Friends and Family Test (FFT).
8.	Ensure the complaints procedure is clearly displayed (at the practice as well as on line) and is accessible as possible. E.g., provide more than one way of contacting the practice manger and offer to discuss the complaint with the patient.
9.	Adopt a ‘You said, we did’ approach to publishing the outcome of complaints, lessons learnt and providing evidence that changes have been made. This information to be easily visible and accessible to the public.

Response from Stockwell Lodge

- We have a comment box for the Friends and Family Test in the Reception area. More forms will be made available with clinicians and reception.
- There are leaflets conspicuously displayed in Reception explaining to the patients the different options, when they wish to complain.
- Details of the PPG members are made available on the noticeboard dedicated to the group, to encourage contact.
- We now have a stream-lined protocol for dealing with complaints, with milestones which will be audited to ensure compliance.
- We have adopted the “You said, we did” approach, and this is displayed within the Reception areas.
- We have a monthly PPG meeting with a standing agenda item, practice improvement action plan for the month.
- The PPG also recently conducted a patient satisfaction survey in January 2018.



In addition to the above responses, Stockwell Lodge also said:

“Thank you for the comprehensive document with respect to the above. As a practice, we appreciate your input to improvement in the quality of care delivery to our patients. As you probably are aware, we have since had another CQC visit on 18th January 2018, showing improvement compared to the report following May 2017. Your contribution has helped in achieving these in no small measures.

We have had time to go through and discuss the feedback on patient experience and access, with everybody in the practice and the lessons learnt have also been communicated. We also discussed the recommendations that you have offered, both with the staff and our Patient Participation Group (PPG).

As a practice, our intention is to maintain an ethos of continuous improvement. We can only do this by implementing recommendations such as yours. Going forward, our aim is to 1) maintain a stable workforce, and in so doing, 2) provide quality healthcare for our patients.”