

LOCAL PATIENT PARTICIPATION REPORT

Practice Name: LEYTON HEALTHCARE

F code: F86074

1 Establish a Patient Reference Group (PRG) comprising only of registered patients

The table below reflects the practice population and the PRG profile by age, ethnic group and gender.

Practice population profile	Number	% of total	PRG profile	Number	% of total
A G E					
% Under 16	2806	20.6%	% Under 16	1	0.05%
% 17-24	1624	11.9%	% 17-24	47	22.5%
% 25-34	3768	27.7%	% 25-34	104	49.8%
% 35-44	2326	17.0%	% 35-44	32	15.3%
% 45-54	1483	10.9%	% 45-54	18	8.6%
% 55-64	833	6.1%	% 55-64	5	2.4%
% 65-84	689	5.5%	% 65-84	2	0.1%
% Over 84	63	0.4%	% Over 84	0	0
ETHNICITY					
White			White		
% British Group	1431	10.1%	% British Group	15	7.2%
% Irish	89	0.6%	% Irish	13	6.2%
Mixed			Mixed		
% White & Black Caribbean	367	2.6%	% White & Black Caribbean		
% White & Black African	434	3.1%	% White & Black African	2	0.1%
% White & Asian	124	0.9%	% White & Asian		
Asian or Asian British			Asian or Asian British		
% Indian	478	3.4%	% Indian	16	7.7%
% Pakistani	1455	10.3%	% Pakistani	15	7.2%
% Bangladeshi	351	2.5%	% Bangladeshi	8	3.8%
Black or Black British			Black or Black British		
% Caribbean	300	2.1%	% Caribbean	6	2.9%
% African	216	1.5%	% African	20	9.6%
Chinese/other ethnic group			Chinese/other ethnic group		
% Chinese	216	1.5%	% Chinese	8	3.8%
% Any other OR NOT READ CODED	8135	61.4%	% Any other	106	50.7%
GENDER					
% Male	6955	51.169%	% Male	86	41.14%
% Female	6637	48.830%	% Female	123	58.85%

a. Process used to recruit to the PRG:

This year we included patients that 'signed up' to the PRG in the previous year 2011/2012 (145 patients) and we also handed out over 1,000 new contact forms to patients attending the practice on a pre agreed day, Wednesday 23rd January 2013. Of these 1,000 patients, another 64 patients completed the contact form to "sign up" to the PRG group. Although many patients were happy to complete the contact form there were also many that declined. Some patients opted to take the form away and complete it at home. It is likely that the majority of these patients did not return the contact form to the Practice and this may partly be due to many patients being non-English speaking.

Our contact form (Appendix E) explains the purpose of joining the PRG, asks patients to supply their email address and also gathers profiling information at the same time. As a result of this the Practice feels it has a representative group from early stages. The current virtual PRG group (from last year 2011/12 and this year 2012/2013 has membership of 209 patients.

The Practice website www.leytonhealthcare.org.uk also holds information relating to the Patient reference group and invites new members to join the group.

b. Differences between the practice population and members of the PRG: *describe any differences between the patient population and the PRG profile, what steps the practice took to engage any missing group*

The contact form was handed to ALL patients attending the Practice on Wednesday 23rd January 2013.

Profiling data of the target group demonstrates that information was collected from a mix of genders, ages, ethnicities and religions. The data confirms the Practice has a young population, with over 44% of patients aged between 25-44. There is also a young under 16 population of 20.6%.

61.4% of patients are either in the lesser known ethnicity groups or the Practice has no ethnicity recorded on their electronic records. This may somewhat distort the true picture of the Practice patient population.

2 Agree areas of priority with the PRG

a. The areas of priority agreed with the PRG:

Following a senior management team meeting in December 2012, it was felt beneficial that the Practice consider re-auditing a number of areas used in the 2011-2012 survey to gauge whether improvement had been noticed by Practice patients. The majority of these areas relate to access as the Practice has historically struggled to cope with demand for appointments. The PRG was emailed on 30th January 2013 to seek their views on proposed questions and to ask for comments. The proposed questions are shown below:

1. In the past 6 months how easy have you found the following
 - Getting through on the phone
 - Speaking to a doctor on the phone
2. Think about the last time you tried to see a doctor fairly quickly. Were you able to see a doctor or nurse on the same day or on the next two weekdays that the Practice was open?
3. In the past 6 months, have you tried to book ahead for an appointment with a doctor? Last time you tried, were you able to get an appointment with a doctor or nurse more than 2 weeks in advance?
4. On arrival at the Practice, how long after your appointment time do you normally wait to be seen?
5. How helpful do you find the receptionist at the Practice?

The Practice emailed 209 patients to seek their views. A covering letter (Appendix A) was sent explaining the purpose of the survey and why the draft questions had been proposed. At this stage, the patients were asked for their opinions on the proposed questions only. Despite the number of emails sent, the Practice did not receive any responses requesting changes to the proposed questions or any suggestions for additional focus areas. Therefore the survey was set using the questions above.

b. How the priorities were decided: *Details of meetings, discussions, contact with patients outside the PRG*

As stated, no feedback was received from the PRG following the first mail out to patients. As the 2011/12 survey had identified a number of issues relating to access this was taken into account and following a meeting between the senior management team, it was decided that, in view of the lack of responses, priorities would to be set by the Practice taking the 2011/12 survey results, comments from NHS Choices and evaluated complaints received by the Practice during the year.

3 Collate patient views through the use of a survey

a. When was the survey conducted? How was the survey distributed?

On 20.2.2013, a further email was sent to the 209 patients sending the link to Survey monkey (Appendix B) and requesting they to take a few minutes to complete the survey on line. Historically, response to complete the survey have been low and it was therefore decided to also handout 200 flyers to patients visiting the Practice on Tuesday 26th February 2013 in order to increase uptake of survey completion (Appendix D).

b. Which questions in the survey relate to the priorities in (2a)?

Due to lack of response from PRG members, the Practice decided to use the proposed questions in section 2a above. Although the priorities were set by the Practice, this decision was based on the previous evidence of the 2011/12 survey, comments received from NHS Choices and a review of complaints received.

4 Provide the PRG with an opportunity to discuss survey findings and reach agreement with the PRG on changes to services

a. Describe the survey findings:

Survey findings as follows:
Response count 15 people.

Question 1

In the past 6 months how easy have you found the following:

Getting through on the phone

<u>Haven't tried</u>	<u>Very Easy</u>	<u>Fairly easy</u>	<u>Not very easy</u>	<u>Not at all easy</u>	<u>Don't know</u>	<u>Response count</u>
6.67% (1)	20.0% (3)	20.0% (3)	33.33% (5)	13.33% (2)	6.67% (1)	15

Question 2

In the past 6 months how easy have you found the following:

Speaking to a doctor on the phone

<u>Haven't tried</u>	<u>Very Easy</u>	<u>Fairly easy</u>	<u>Not very easy</u>	<u>Not at all easy</u>	<u>Don't know</u>	<u>Response count</u>
33.33% (5)	0% (0)	20.0% (3)	13.33% (2)	33.33% (5)	0% (0)	15

Question 3

Think about the last time you tried to see a doctor fairly quickly. Were you able to see a doctor or nurse on the same day or on the next two weekdays that the Practice was open?

<u>Yes</u>	<u>No</u>	<u>Can't remember</u>	<u>Response count</u>
66.67% (10)	26.67% (4)	6.67% (1)	15

Question 4

In the past 6 months, have you tried to book ahead for an appointment with a doctor? Last time you tried, were you able to get an appointment with a doctor or nurse more than 2 weeks in advance?

<u>Yes</u>	<u>No</u>	<u>Can't remember</u>	<u>Response count</u>
33.33% (5)	55.33% (8)	20% (2)	15

Question 5

On arrival at the Practice, how long after your appointment time do you normally wait to be seen?

	<u>Response Percent</u>
I am normally seen on time	6.67% (1)
5-15 minutes	13.33% (2)
15-30 minutes	46.67% (7)
More than 30 minutes	33.33% (5)
Can't remember	0% (0)

Question 6

How helpful do you find the receptionist at the Practice?

	<u>Response Percent</u>
Very helpful	20%(2)
Fairly helpful	66.67% (10)
Not very helpful	6.67% (1)
Not at all helpful	6.67% (1)

b. Describe how the survey findings were reported to the PRG:

On 8th March 2013, the 209 members of the PRG were sent an email (Appendix C) attaching details of the results of the 2012/13 survey. As part of these results, a suggested action plan to address identified issues was also included and members of the PRG were invited to respond by 15th March 2013 with comments or further suggestions for change. No responses from the PRG were received by the Practice.

c. Changes the practice would like to make in light of the survey findings: *list each survey outcome and the changes the practice would like to make.*

Survey findings and action plan shown below

LEYTON HEALTHCARE – PATIENT SURVEY RESULTS 2012/2013

ACTION PLAN PROPOSED TO SEEK PRG FEEDBACK AND RECOMMENDATIONS

Question 1

In the past 6 months how easy have you found the following:

Getting through on the phone

<u>Haven't tried</u>	<u>Very Easy</u>	<u>Fairly easy</u>	<u>Not very easy</u>	<u>Not at all easy</u>	<u>Don't know</u>	<u>Response count</u>
6.67% (1)	20.0% (3)	20.0% (3)	33.33% (5)	13.33% (2)	6.67% (1)	15

ACTION

A 5TH receptionist has now been recruited to work each morning to ease access problems for patients contacting the Practice. There still remains only 4 reception points within the main

reception so the 5th receptionist works in a backroom helping with incoming calls and registering patients wishing to register with the Practice. Patient registrations are time consuming at peak times and so being able to deal with these registrations away from the busy reception desk allows the 4 front line receptionist to be able concentrate on face to face callers and telephone enquiries. It is noted, survey results are mixed and there is still room for improvement. It is hoped that the actions now in place since March 2013 will reflect positively in the coming months.

Completion date: Review end April 2013 and monthly thereafter

Responsible team member: Management team/Reception Managers

Achievement 2013/4

The Practice feels that the recruitment of a fifth reception in the morning has significantly helped the problem. We now have 4 reception points and a fifth team member takes calls from the small interview room to the side of reception. Results from the on-line survey(w.w.w.gp-patient.co.uk) show 60% of patients felt that they can get through to the Practice very easily or fairly easily which is a encouraging but shows there is still room for improvement. The Practice tries to ensure that contingencies are in place if reception is short staffed. Members of the Practice administration team help in reception during these times and also cover during staff lunch breaks.

Demand to join the Practice list is still very high and our list size is now in excess of 13,500 patients. It was out intention, for the fifth reception to deal with registrations away from the main reception desk. An alternative proposition was suggested by one of our Reception Managers that the fifth receptionist should continue to deal with incoming phone calls to help access issues and for the registration of new patients to be dealt with by a member of our administrative back office staff. This proposal seems to be working well and there is now minimal delay when patients attend to register and for the Practice to electronically input all the data relating to the patient’s registration on the Practice computer system.

Question 2

In the past 6 months how easy have you found the following:

Speaking to a doctor on the phone

<u>Haven't tried</u>	<u>Very Easy</u>	<u>Fairly easy</u>	<u>Not very easy</u>	<u>Not at all easy</u>	<u>Don't know</u>	<u>Response count</u>
33.33% (5)	0% (0)	20.0% (3)	13.33% (2)	33.33% (5)	0% (0)	15

ACTION

Results show that a third of the patients surveyed have not tried to use the telephone consultation option and also that the majority of those that have tried to use it have not found it too easy to use.

The Practice offers in excess of 90 telephone appointments each week. There are a mixture of doctor and nurse slots each day for patient convenience and telephone consultations are undertaken by a number of clinicians to aid patient choice. The availability of these appointments is publicised in both the Practice leaflet and on the Practice website. Reception staff are instructed to direct patients to these slots if appropriate e.g. a patient requiring their test results. Patient awareness of this option seems to have improved and a message is also displayed on the Jayex board to advise patients of this service. Clinicians continue to suggest to patients that they can book for results via the telephone slots. All Practice staff are aware to promote the service further if a patient's request is suitable to be dealt with by telephone. The number of patients that feel the service is not easy to use, needs to be addressed. Following consultation with the Partners, we feel this relates to one particular clinician who is very popular and hence demand for both his routine appointments and telephone consultation outweighs his capacity. As this doctor works full time in the Practice, it is difficult to balance the provision of both types of appointments. The Partners feel that the increase in our new GP, Dr Rayner's, clinical sessions in April 2013 would be an opportunity to make additional telephone slots available to patients to help this problem. It is planned to introduce this additional capacity in April and then review demand on a monthly basis.

Completion date: Review mid April 2013 and monthly thereafter

Responsible team member: Partners/Management team

Achievement 2013/14

The use of telephone consultations has continued to develop within the Practice. Many patients seem to like this option in addition to the traditional face to face appointments. The Practice now has in excess of 110 telephone consultations each week. These appointments are undertaken by all clinicians, both GP's and nurses.

Question 3

Think about the last time you tried to see a doctor fairly quickly. Were you able to see a doctor or nurse on the same day or on the next two weekdays that the Practice was open?

<u>Yes</u>	<u>No</u>	<u>Can't remember</u>	<u>Response count</u>
66.67% (10)	26.67% (4)	6.67% (1)	15

ACTION

Survey results are encouraging but there is still concern that the perspective of some patients is that they could not be seen quickly. The Practice offers in excess of 150 urgent appointment each week. Telephone consultations and telephone triaging are two effective ways of directing patients to the service best suited to patient's needs. Research has shown that approximately 60% of patients

requesting to be seen on the same day could successfully be given advice by telephone. The Practice has recently introduced (March 2013) a daily triage system for patients requesting to be seen urgently on the day. All patients needing to be seen urgently are triaged by a senior clinician who makes a clinical decision regarding the best management options for the patient. This new system will need time to settle as with all new systems. A regular evaluation of the system will be undertaken by the Senior Management team within the Practice

Completion date: Bi-monthly review to monitor effectiveness.

Responsible team member: Partners/Management team

Achievement 2013/14

The Practice continually reviews its clinical workforce in order to ensure there is adequate capacity to meet the needs of its 13,500 patients. Despite the fact that one of our GPs left to move abroad this year, the Practice has extended the number of GP sessions available. Nursing hours have also increased with one of our existing nurses increasing her working hours.

Same day appointments are available on a daily basis for urgent appointment requests. Telephone triaging has also been extended and if demand outweighs capacity for urgent appointments one of the Practice GPs triages calls ensuring patients requesting to see a doctor or nurse on the day are given the most appropriate appointment.

In November 2013, the Practice audited the telephone triage service offered with the following results. Of the patients audited:

- 51% needed to be seen the same day and were given same day appointments by the triage doctor**
- 13% needed to be seen but not on the same day. Routine appointments were offered to these patients**
- 36% received a telephone consultation and did not need to be seen face to face. Advice was given and prescriptions were issued if appropriate**

Question 4

In the past 6 months, have you tried to book ahead for an appointment with a doctor? Last time you tried, were you able to get an appointment with a doctor or nurse more than 2 weeks in advance?

<u>Yes</u>	<u>No</u>	<u>Can't remember</u>	<u>Response count</u>
33.33% (5)	55.33% (8)	20% (2)	15

ACTION

Leyton Healthcare is one of the fastest growing Practices within Waltham Forest and the Practice is aware that manpower planning is crucial to ensure adequate clinician provision is available to Practice patients. The practice tries to maintain availability of adequate pre-bookable appointments and there are a minimum of 4 weeks appointment (pre-bookable in advance) available on the computer system at any one time. Experience has shown that if more than four weeks worth of appointments are available, then the attendance rate drops as patients sometimes forget their appointments. A text reminder service has been put in place to remind patients to attend. Reception staff are aware that should demand outweigh capacity they are to make a member of the management team aware so additional appointments can be made available.

Response rates to the survey were mixed and it would be sensible to regularly review availability of pre-bookable appointments. Following a meeting between the management team and Reception Managers it has been decided that weekly feedback will be given to the Management team in relation to the next available pre-bookable appointment available.

Completion date: April 2013 and ongoing review

Responsible team member: Reception Managers/Management team

Achievement 2013/14

Weekly feedback relating to appointment availability continues to be given to the management team by the Reception Manager. Additional staff have been trained to load appointments on to the computer system and routine appointments (pre-bookable in advance) are away available for patients to book ahead a month in advance.

Question 5

On arrival at the Practice, how long after your appointment time do you normally wait to be seen?

	<u>Response Percent</u>
I am normally seen on time	6.67% (1)
5-15 minutes	13.33% (2)
15-30 minutes	46.67% (7)
More than 30 minutes	33.33% (5)
Can't remember	0% (0)

ACTION

The survey confirms that many patients feel they are not seen on time on arrival at the Practice. The Practice has decided to increase the number of clinicians working within the Practice in order to increase capacity on a daily basis. Dr Rayner one of the Practice GPs is due to increase his sessions

mid April 2013. This should ensure all clinicians workloads are manageable and will help each clinician to try to keep to time during their surgery. A further increase in clinical manpower is currently under discussion between the Partners for Summer 2013.

Completion date: April 2013 and thereafter August/September 2013

Responsible team member: Partners/Management team

Achievement 2013/14

The Practice continues to ensure that there is adequate workforce capacity on a daily basis. Doctors that have left have been replaced and additional sessions are now offered each week. More than 50% of patients are seen on time or within 15 minutes of their appointment. Waiting time delays do seem to be more problematic for specific clinicians and this has been discussed individually with them.

Question 6

How helpful do you find the receptionist at the Practice?

	<u>Response Percent</u>
Very helpful	20%(2)
Fairly helpful	66.67% (10)
Not very helpful	6.67% (1)
Not at all helpful	6.67% (1)

ACTION

The survey results are encouraging showing over 86% of patients surveyed felt our reception staff were either very helpful or fairly helpful. Our reception staff undertake a very busy and often stressful role. Many of our receptionists have worked at the Practice for a number of years. All Practice receptionists have attended customer service training.

Reception Managers supervise each shift. Training for our Reception Managers and Reception staff is ongoing and our Clinical Practice Manager continues to supervise reception for a short period each week to support staff and identify any training needs.

This said, there is always room for further improvement and in addition to the ongoing in-house training provided, the Practice team meet regularly to discuss changes that might be made to further improve patient experience.

Completion date: Ongoing

Responsible team member: Management team/Reception Managers

Achievement 2013/14

Regular team meetings are held between reception staff and the management team to identify any problem areas. All new staff receive a thorough induction and training to

ensure that they are competent and have the necessary skills to work front-line on a busy reception. Support and guidance is given if training needs are identified.

d. Recommendations from the PRG based on the survey findings:

None received

e. Agreement reached with PRG on changes to be made? No

f. Changes the practice cannot make, and the reasons why:

Following communication with PRG no recommendations were received so an action plan was drawn up by management team.

g. Changes the practice will make:

Priorities set by Practice as no response from PRG members

1. 5th receptionist to be made available on each weekday morning
2. Patient registrations to be undertaken away from the reception desk as much as possible
3. Reception staff to direct patients to telephone consultations if possible and if appropriate
4. Increase doctor capacity – 3 more sessions to be available each Wednesday
5. Implement effective telephone triage system to help deal with demand for urgent/same day appointments.
6. Reception Managers to ensure a minimum of 4 weeks pre-bookable appointments are available at any time
7. Weekly meeting between Reception Managers and Senior Management team to review availability of next available pre-bookable appointment.
8. Further discussion between Partners and Management team to review additional clinical manpower.

5 Agree an action plan with the PRG and seek PRG agreement on implementing changes

	Action (change in practice)	Person responsible (to lead the change)	Completion date (when the change will be applied)	Review (what result the practice/patients saw as a result of the change)
1	5 th Receptionist to be available each weekday morning	Practice Business Manager/Reception Managers	4.3.2013	Improved reception and telephone answering service
2	Patient registrations to be undertaken away from reception when possible	Practice Business Manager/Reception Managers	4.3.2013	Patients registered quickly with no delay
3	Training session with Practice clinicians and reception staff to support reception staff identifying conditions appropriate for telephone triage. Following training, reception staff more confident to direct patients to telephone consultation appointments where possible and appropriate	Clinicians/Reception Staff/ Reception Managers	April/May 2013	Reception staff have better understanding of patients suitable for telephone triage and when to offer this alternative
4	Increase doctor capacity on Wednesday's – 3 more face to face sessions	Partners/Practice Business manager	15.4.2013	Increased clinical capacity offers additional appointments to Practice patients
5	Implement effective telephone triage system to help deal with urgent/same day appointments	Partners/ Practice Business manager	1.4.2013	Improved management of urgent/same day appointments ensuring patients are seen appropriately and seen/given advice on the day of request
6	To ensure a minimum of 4 weeks of pre-bookable appointments available at all	Reception managers	1.4.2013	Ease of booking improved allowing patients to book in advance

	times			
7	Weekly meeting between Reception Managers and Senior Management team to discuss capacity for pre-bookable appointments	Partners/Practice Business Manager/Reception Managers	1.4.2013	Potential problems identified internally without delay ensuring adequate pre-booked appointments available
8	Discussion between Partners and Management team to review clinical manpower.	Partners/Practice Business manager	1.6.2013	Ongoing discussions occur to ensure adequate clinical manpower is available for our patients to be seen

Update on action plan for 2011/12: *what result the practice/patients saw as a result of the change(s)*

The Practice website has been updated to demonstrate achievement against plan for 2011/2012