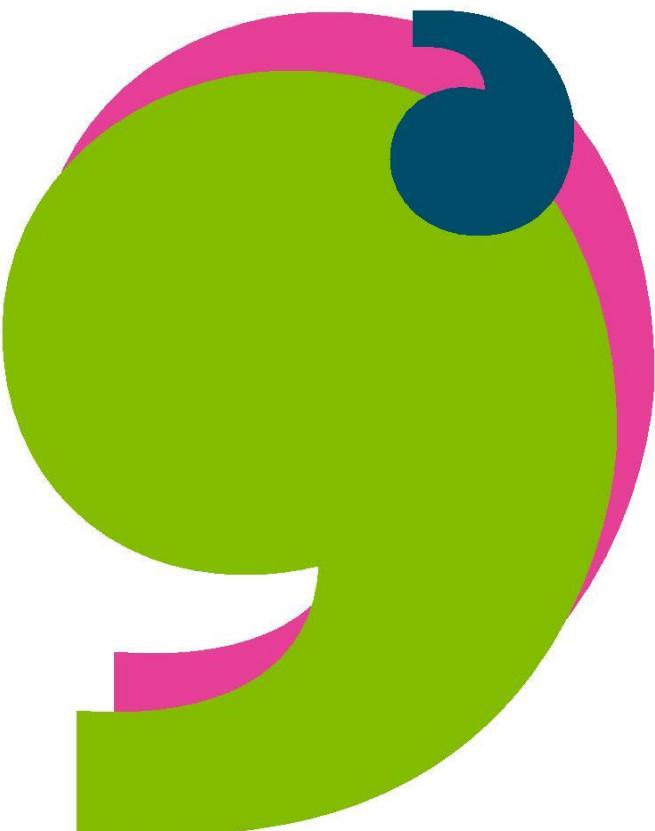


Enter and View report  
Moredon Medical Centre  
and IMH Hub  
January 2019



**healthwatch**  
Swindon

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## 1 Introduction

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### 1.1 Details of visit

Details of visit:	
<b>Service address:</b>	Moredon Medical Centre, Moredon Road, Swindon SN2 2JG
<b>Service Provider:</b>	<a href="#">Moredon Medical Centre</a> <a href="#">Better Health Partnership</a> <a href="#">Integral Medical Holdings</a> (IMH)
<b>Date and Time:</b>	Monday 28 January 2019 at 9.30am
<b>Authorised Representatives:</b>	Sam Baker, George Cahill, Jo Osorio and Carol Willis
<b>Contact details (Healthwatch Swindon):</b>	Healthwatch Swindon, Sanford House, Sanford Street, Swindon SN1 1HE

### 1.2 Acknowledgements

Healthwatch Swindon wishes to thank patients, service users and staff from Moredon Medical Centre and Integral Medical Holdings (IMH) for their contribution to the visit and this report.

### 1.3 Disclaimer

Please note that this report relates to findings observed on the date and at the time of the visit. It is not a representative portrayal of the experience of service users, patients and staff, only an account of what was observed and contributed at the time.

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## 2        What is Enter and View?

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Local Healthwatch representatives carry out these visits to health and social care services to find out how they are being run and make recommendations where there are areas for improvement. The Health and Social Care Act allows local Healthwatch authorised representatives to observe service delivery and talk to service users, their families and carers on premises such as hospitals, residential homes, GP practices, dental surgeries, optometrists and pharmacies. Enter and View visits can happen if people tell us there is a problem with a service but, equally, they can occur when services have a good reputation - so we can learn about and share examples of what they do well from the perspective of people who experience the service first hand. Healthwatch Enter and View visits are not intended to specifically identify safeguarding issues. However, if safeguarding concerns arise during a visit they are reported in accordance with Healthwatch safeguarding policies.

### 2.1        Purpose of the Visit

- To hear directly from some patients about their experience of getting an appointment at Moredon Medical Centre
- To observe the IMH phone hub/contact centre in action and speak to some call handlers and the General Manager
- To make practical recommendations about aspects of the service which may have an impact on the experience of users.

### 2.2        Methodology

This was an **unannounced** Enter and View visit to Moredon Medical Centre/GP surgery and to the IMH telephone contact centre/hub. We did, however, advise the IMH General Manager one hour before the visit. He had previously invited us to undertake the visit on a date of our choosing. We did not visit the Medvivo SUCCESS Clinic or other services based in the building.



We distributed a handout and leaflets to people to explain our purpose:



We are carrying out an unannounced Enter and View\*\* visit here today.

We would be pleased to hear your views about the services provided at Moredon Medical Centre and the new telephone contact centre/hub and anything about the facilities here, the building and access to it, the information displayed and anything else you would like to tell us about. Our leaflet tells you more about the work we do.

In due course we will publish a report about our findings with any recommendations. We send our report to the organisations providing services here, to NHS Swindon, the borough council and the Care Quality Commission. You will be able to see our report on our website at [www.healthwatchswindon.org.uk](http://www.healthwatchswindon.org.uk)

If you don't want to talk to us today, you can write to us at this address:

Healthwatch Swindon, Sanford House, Sanford Street, Swindon SN1 1HE or email us at [info@healthwatchswindon.org.uk](mailto:info@healthwatchswindon.org.uk) at any time.

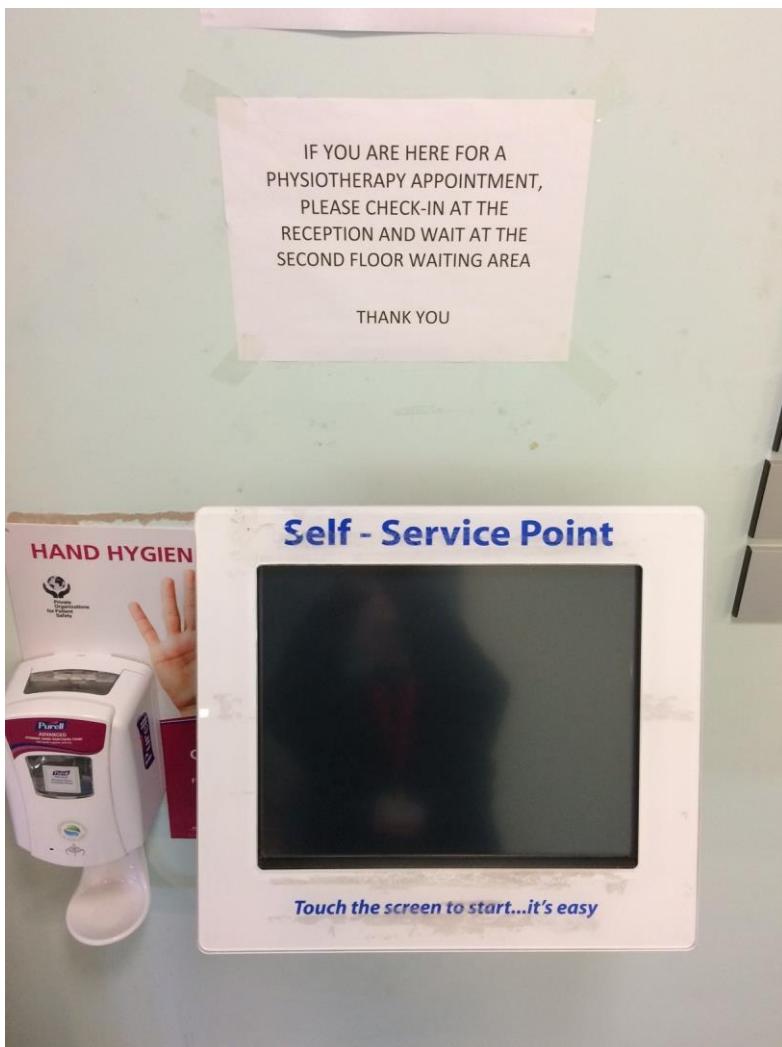
For the purposes of our report about our visit to this centre, please write or mail by Friday 1 February 2019.

\*\*Healthwatch Swindon is able to carry out these visits under the terms of the **Local Government and Public Involvement in Health Act 2007 (as amended by the Health and Social Care Act 2012)** and **National Health Service Act 2006/Local Government and Public Involvement in Health Act 2007 (as amended by the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013**.



## 2.3 Summary of findings

- Patients we spoke to had had a varied but often a very difficult and unsatisfactory experience to arrange an appointment using the IMH telephone hub.
- Staff in the hub were under considerable pressure and the wait times for many callers during our visit were excessively long.
- On the day and at the time of our visit the queueing arrangements to check-in for an appointment for the GP surgery were often unsatisfactory. This was exacerbated because the self check-in screen was out of action.
- Some patients we spoke to had no complaints about arrangements for the children's clinic or to see a nurse for a pre-arranged appointment.
- Some patients had comments about the availability of medication, the preparation of prescriptions and the performance of some pharmacies.



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## 2.4 Results of visit

### Observations and comments from people in the reception queue or sitting in the waiting area

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- The self-check-in screen was not working. We were told “It’s been one month without facility to self-check-in, it’s a mess”
- A consequence of the screen not working was a queue of up to 15 people at times. At times this also caused the automatic doors to open and close. Two people said they had been late for an appointment because of the length of time in the queue.
- We saw two staff on reception. At 10.30am all people in the queue with pre-booked appointments were asked to go to another window. One person made a point of coming back to us to say the receptionist (whom she named) “was super”.
- We were told by one person “I’ve had to come to Moredon because there are no appointments at Taw Hill” (another surgery in the Better Health Partnership/IMH group). Another said they would “happily go to another surgery if offered an appointment elsewhere”. However one parent said “I had to take a child out of school last week so I could attend an appointment at Taw Hill. If I had been able to attend Moredon, my child could have stayed in school and walked up to the Medical Centre (the school is next door). If I hadn’t taken the appointment it would have been an appointment in a few weeks”.
- One person said he had had to get to reception at 7:30am this morning in order to get an appointment today. We were told there were “no appointments available from 8am today” - and that doctors had called in sick. However one person was happy with the alternative she was offered “I came in at 8am this morning. This is my usual GP surgery but as there were no appointments I was offered one in the SUCCESS clinic at 10am” (run by Medvivo and also at Moredon Medical Centre).
- One person told us that his wife had an appointment this morning but had had a stroke at the weekend. She was now in hospital receiving good care. The husband had called in to the surgery in person to tell them his wife wouldn’t attend her surgery appointment because he didn’t think he’d be able to get through on the phone.
- On the other hand one person said “(a different) medical centre “is a nightmare”. I’m moving my GP to Moredon.....”

### **Phoning to make an appointment**

- Four people said they had abandoned waiting on the phone
- One person said after getting through there were no appointments available in that week
- One person said she experienced “a bad attitude” from the call centre worker.
- One person said that after repeated calling they managed to get through after 10 minutes wait in the afternoon.
- Three people had used the “call back system”. Two said it had not worked but one said it had.

### **People are being encouraged to register for Patient Online so they can book appointments themselves**

- Two people said there were no appointments available to book online.

### **People in the waiting room were waiting to see various different services including the GP practice itself.**

- One person was about to have his regular diabetes check with a nurse. There had been no problem getting the appointment.
- One person had an appointment today for his shingles and flu jab. There had been no problem getting the appointment. He had had shingles recently and therefore couldn't get a jab at the time. When he asked at reception about getting a shingles jab (“which”, he said “is not well publicised”) he was told it was from age 75. (It is available from age 70)
- A parent had an appointment for the children’s clinic (run by Medvivo in Moredon Medical Centre). She had no problem getting it. Although she attends a GP practice in the town centre, she opted to drive to Moredon because there was free parking and her child would not have to walk. Conversely one person told us that when she had arrived by car at Moredon there was no space to park.
- A patient was waiting for a prescription. He had been discharged from Great Western Hospital (GWH) with 6 tablets. The GP at Abbey Meads Surgery (also in the Better Health Partnership/IMH group) said they couldn’t prescribe more until GWH paperwork had been received. The patient then had a phone call from a pharmacist at Abbey Meads/Moredon surgery. He had come to Moredon to collect the prescription but it had not been ready. The patient waited and received it while talking to us.
- We received a number of comments (positive and negative) about local pharmacies and the non-availability of some medication.

## **We spent about 45 minutes in the telephone call centre room**

- Fourteen staff were on the call centre rota board for 28 January with various shifts throughout the day. 8 call centre agents were working at 9.30am. Five were on the phones and three administrative staff.

### **At 9.30am the screen showed:**

- 6.42 minutes average time to abandon calls
- 18.51 minutes average queue time
- 265 calls had been abandoned so far that morning
- 58.40 minutes was the longest wait today
- 607 total calls today

### **At 10.15am the screen showed:**

- 07.32 minutes average time to abandon calls
- 20.23 minutes average queue time
- 359 calls had been abandoned
- 60.00 minutes was the longest wait today
- 48.38 minutes was longest current wait

### **We listened to some of the dialogue with callers**

- 5 calls overheard being passed for duty doctor to call back in 15 minutes between 9.45am-10am as there were no appointments left for today

### **Comments from some of the 8 staff observed today on their working environment**

- “busy work is going ok”.
- “Stressful when people get angry but there is a shortage of GP appointments”
- “Couple of weeks into job training. Now have to ask a colleague if I have any questions relating to females as I am not medically trained”
- 20 minute break allowed for 7½ hour shift, can make drinks as needed.
- “Foreign patients can be more demanding and want instant referral to specialist”. Caller had been on hold for an hour with 12 week old baby with “a snuffle,” and was passed for duty doctor to call back.

### **Comments observed from conversations between call centre staff and callers from 9.30am to 10.15am**

- “No emergency appointments left to take” - 9.43am staff comment to caller
- “Clammy hands? tight chest? I will put you on duty doctor call back list who will call you back later to decide on best course of action”. There were five such offers for the duty doctor to call back during our visit.
- “Apology for the delay it’s very very busy today” 9.45am
- “No more appointments today we are full to capacity” 9.45am
- Option of triage to children’s clinic offered, advised to ring later in day when appointments may be released.
- “Do you deem it’s urgent for today” 9.50am

- “All nurses appointments also full today”
- “8am tomorrow morning call for appointment tomorrow”
- “2<sup>nd</sup> or 3<sup>rd</sup> week of February for next routine appointment to book.
- “Walk in to any surgery at 8am to book a same day appointment if you can’t get through on the phone”
- “Nothing left for GP today, can I ask what is the problem”
- “Complaint must be done in writing so we have a paper trail”
- “Any lower back pain?” Offered same day 3.30pm appointment in physiotherapy at Moredon surgery.
- Callers were being offered town centre appointments (?for the SUCCESS clinic)
- One operator was dealing with a caller who was clearly emotional and who asked for the complaints procedure. The operator stayed calm and gave the details and gave them options of where to get seen.



## 2.5 Feedback on discussion with General Manager

### Observing in the call centre:

- 5 members of staff were on the phones - two of whom were new and in training +
- The General Manager was taking calls when we were in the centre
- Some were admin staff
- Some telephone staff had called in sick today
- No appointments with doctors were available from 9.30 am

### Staff:

- Some staff seemed stressed, including the General Manager
- One member of staff (admin) looked really nervous when we spoke to her and said she only did the scanning and didn't answer the phones
- One person had worked at Moredon for 3½ years. She worked on a Monday and Tuesday, was happy with her work and said it could be stressful.
- Staff had a 20 minute break in 7½ hour shift, although they were able to make drinks when they wanted - and most staff were part time.

### Staff Training:

- We asked the General Manager about the amount of training received by staff on the phones. We had heard some questions being asked, for example, ‘do you have a pain down your left side?’, ‘are your hands clammy?’ He told us there was ‘no triage, they are not medically trained’. They receive the following:
  - 2 weeks shadowing with an experienced call handler
  - All staff are being booking onto ‘Care Navigation Training’ in the next 2 weeks

**The General Manager told us:**

- This is a normal Monday in any practice. At the time there were 607 in the queue with 265 calls abandoned. 18.56 minutes was the average wait time with 58 minutes the longest wait.
  - The abandoned calls could be because:
    - They had taken the ring back option
    - They are asked to call back after 11am for blood results
    - They are given the option to call different numbers like the Children's Clinic or SUCCESS Clinic.
    - Could be callers hanging up and calling again
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## 2.6 Recommendations



### Reception check-in and queuing

- The check-in screen should be fixed
- Consideration should be given to splitting the queue into those waiting to check-in for an appointment and those waiting to try to make an appointment with clear signage to that effect

### Call centre telephone hub

- Employ sufficient staff to manage the calls, especially at peak times, with a bank of staff available to 'call in' in times of a peak increase in calls and staff sickness.
  - Sufficient training for staff to be able to deal with the calls efficiently and consistently.
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