

Analysis of Patient Views on a New Triage System for Appointments at Regal Chambers Surgery

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“Despite short appt Doctors are kind and not scary. Also Regal Chambers have marvellous Nurse and Health care assistants.”

“- it works for me, think we are lucky with this practice”

“Ability to see prescribing nurse is very good and much appreciated”

1 Introduction

There were a total of 448 responses to the online survey shown in Appendix I.

The survey consisted both closed and open questions in three sections:

- the first asked for views on what worked well in the current system,
- the second asked patients to identify unsatisfactory elements in the current system,
- the third section encourage patients to consider what they might want from a new system.

Finally, the survey asked for personal and ethnic data.

The choices listed in the multiple-choice questions were identified by the Practice Staff.

Although, in all areas where they were given a choice, patients tended to focus on what they felt could be better, there was still significant positive feedback.

The 'negative' and 'positive' responses were generally complementary and there were some strong messages concerning patient views on what works and does not work in the current system and what they would like from the new system.

One respondent was concerned that an online survey reduced the chances of elderly patients giving their views and another was unhappy that the survey was done before the new system was in place, meaning they could not comment directly on what was planned.

2 Methodology

The multiple-choice questions were analysed using standard statistical methods and results are represented graphically in the main.

The open-ended questions were analysed using grounded theory methods. The categories of the analysis emerging from the data as it was analysed, and refined throughout the process. Where possible, quotes from the wide range of responses have been used to illustrate their general tone.

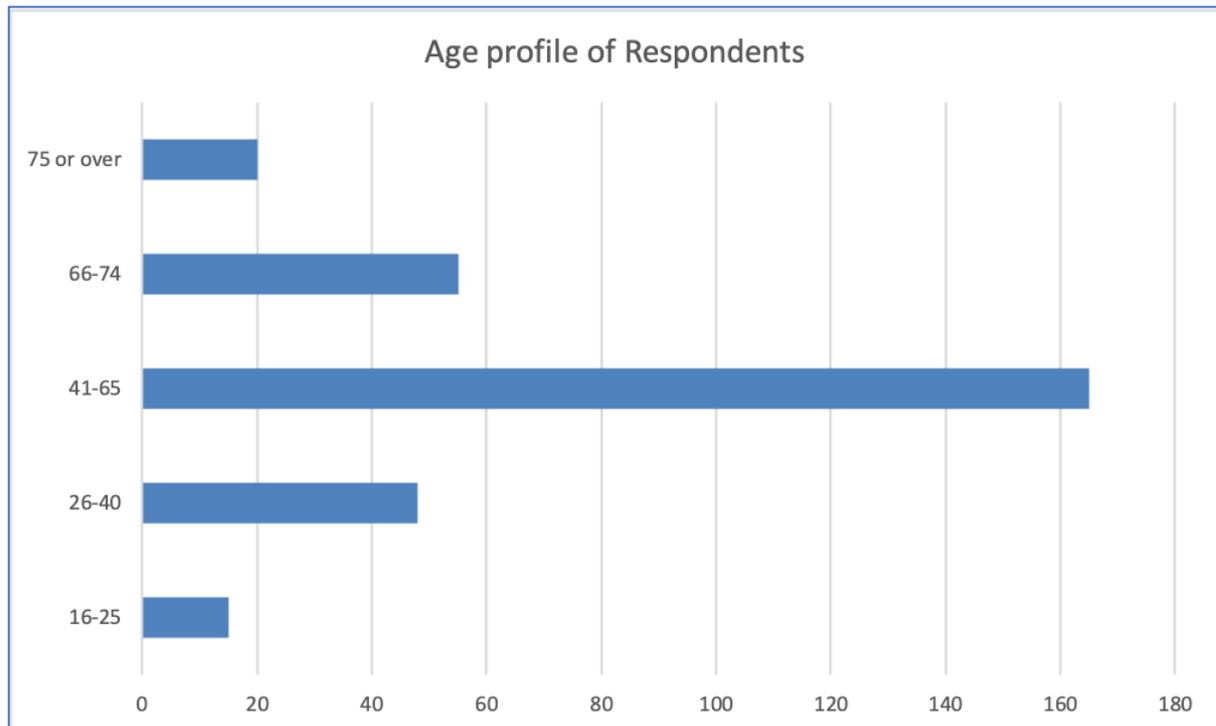
Most of the qualitative and quantitative data was analysed using a spreadsheet but word cloud software was used to identify and represent key themes in patient responses whether positive or negative. Thus indicating what aspects of the system appear to matter most to them.

3 Analysis and results

3.1 Personal data

Of the 302 who gave their gender 210 were female and 92 male.

Of respondents giving their age, the majority were between 41 and 65 but a reasonable range of ages was represented:



Taking advice from the Practice, no attempt has been made to analyse responses by reference to personal data. However, this would be possible at a later date if required.

3.2 What works well in the current system?

3.2.1 Multiple choice question

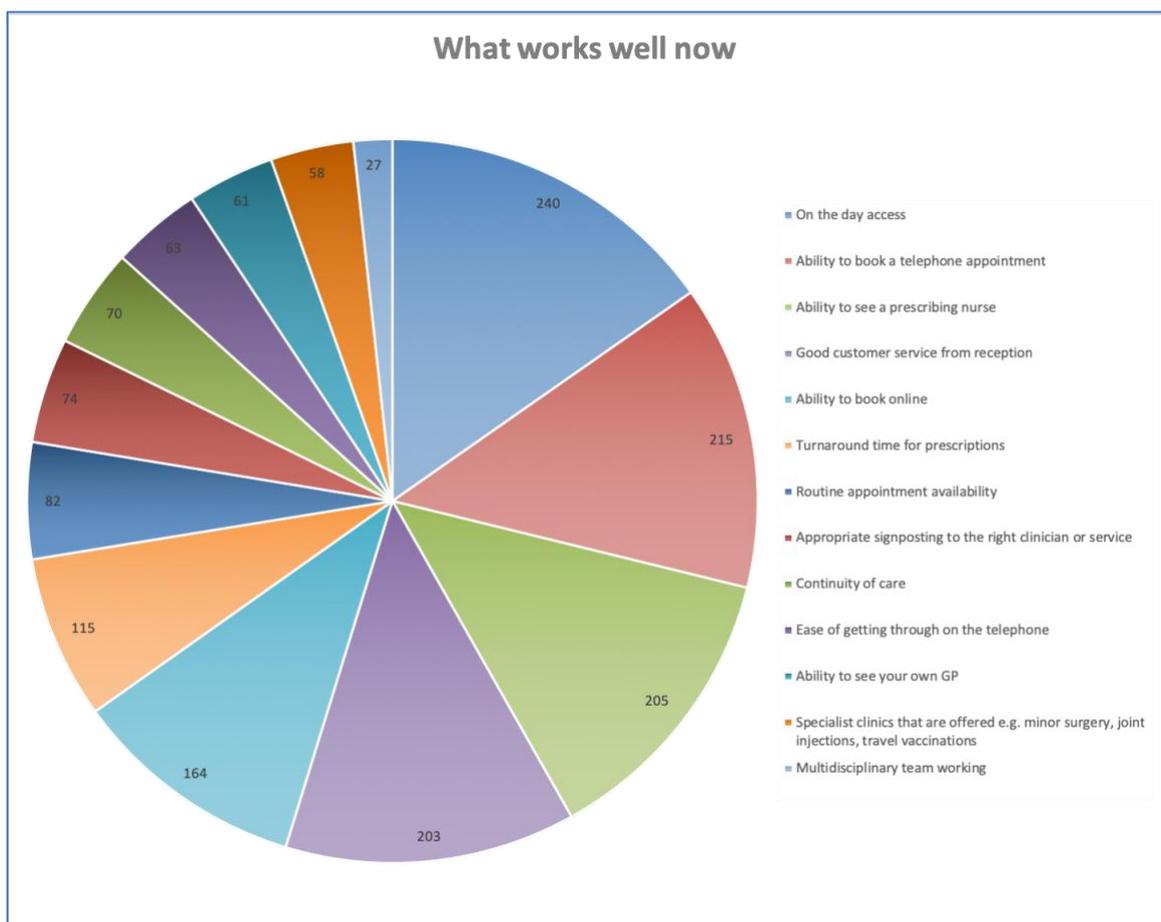
Patients were asked to choose up to five items from a list. Their choices should represent what they feel works well.

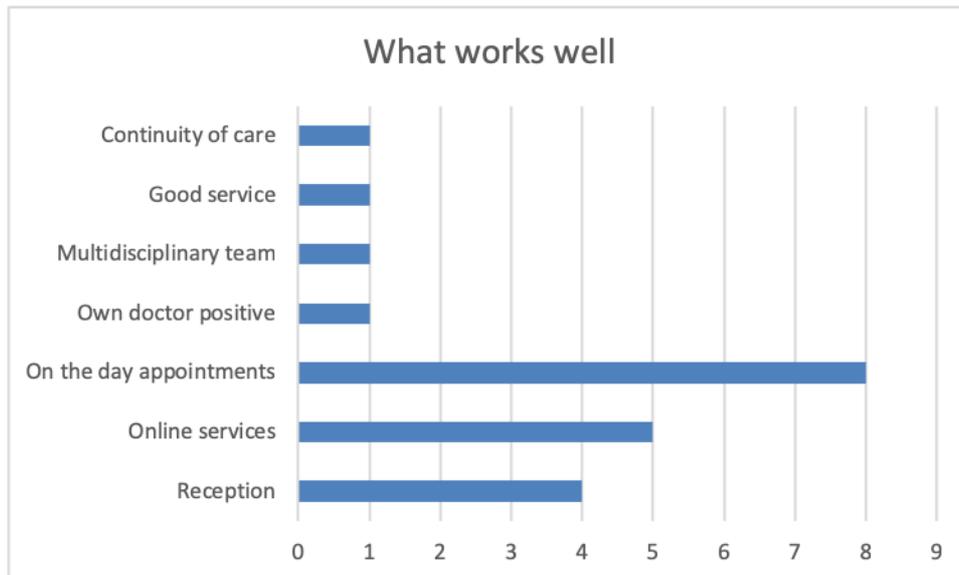
Of the 448 respondents, over 200 chose the following aspects that they think currently work well:

- on the day access,
- ability to book a telephone appointment,
- ability to see a prescribing nurse,
- good customer service from reception.

With over 100 selecting:

- ability to book online,
- turnaround time for prescriptions.





This is broadly in agreement with the results from question 1. Some illustrative comments are given below.

On the day appointments:

“On the day help and advice either Doctor or practice nurse is important Regal chambers is good for this Sit and wait is excellent at Regal chambers “

Reception:

“The current reception staff are particularly kind and helpful which is very important if you are unwell and/or worried. The kindness and care applies to all the team at Regal Chambers.”

Online appointments:

“For me one of the best things is being able to book appointments on line. I work standard office hours and it's difficult for me to hang on the telephone waiting in a queue for more than a few minutes. Being able to book online in my own time is invaluable...”

3.2.3 Other valuable aspects of the current system

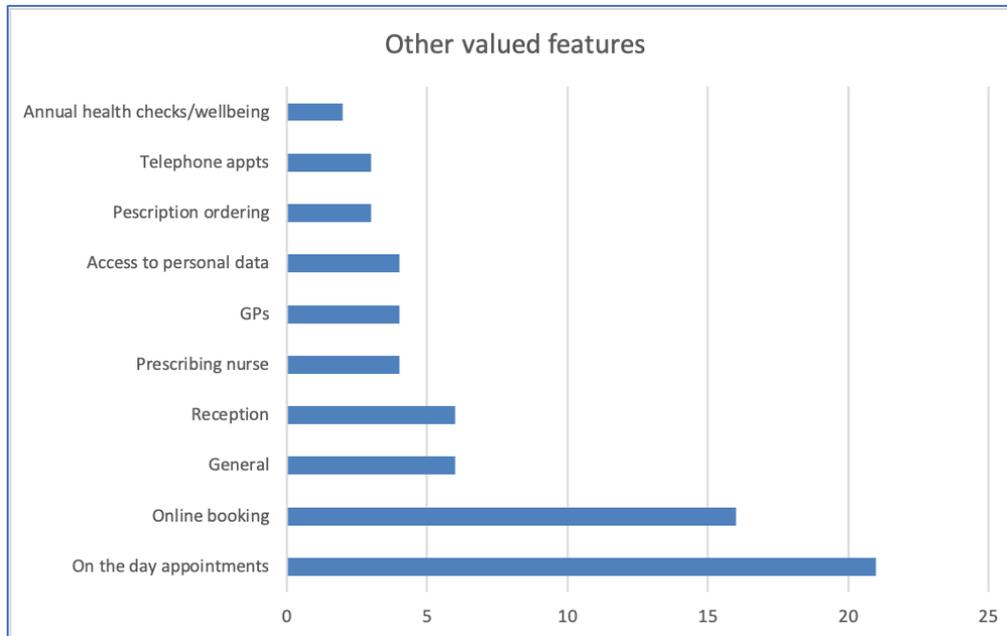
“I really like the system and have always been able to see a doctor on the day when needed”

“Online booking and appointment booking reminders.”

Question 4 was designed to give respondents a final opportunity to talk about positive aspects of the current system. Responses relating to what patients consider is not working were removed from the analysis.

78 responses were analysed using grounded methods to identify categories. A full list of responses can be found in Appendix II

Categories with two or more responses were as follows:



Again, these responses strongly reflected the results of questions 1 and 2.

3.3 What is unsatisfactory in the current system?

3.3.1 Multiple choice questions

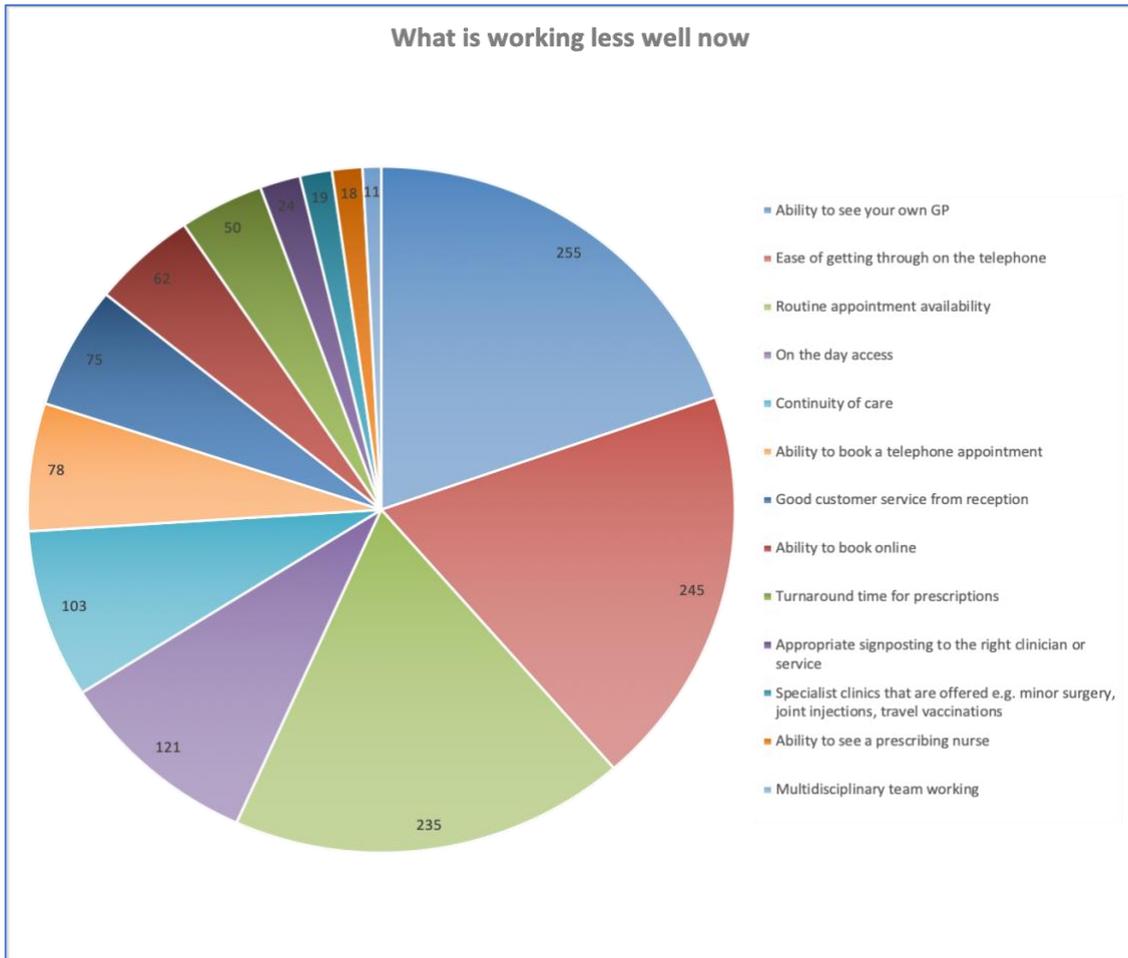
Patients were asked to choose up to five items from a list of options. Their choices should reflect what patients believe is working less well in the current system.

Of the 448 respondents, over 200 choose the following aspects as working less well:

- ability to see your own GP,
- ease of getting through on the telephone,
- routine appointment availability.

With over 100 selecting:

- on the day access,
- continuity of care.



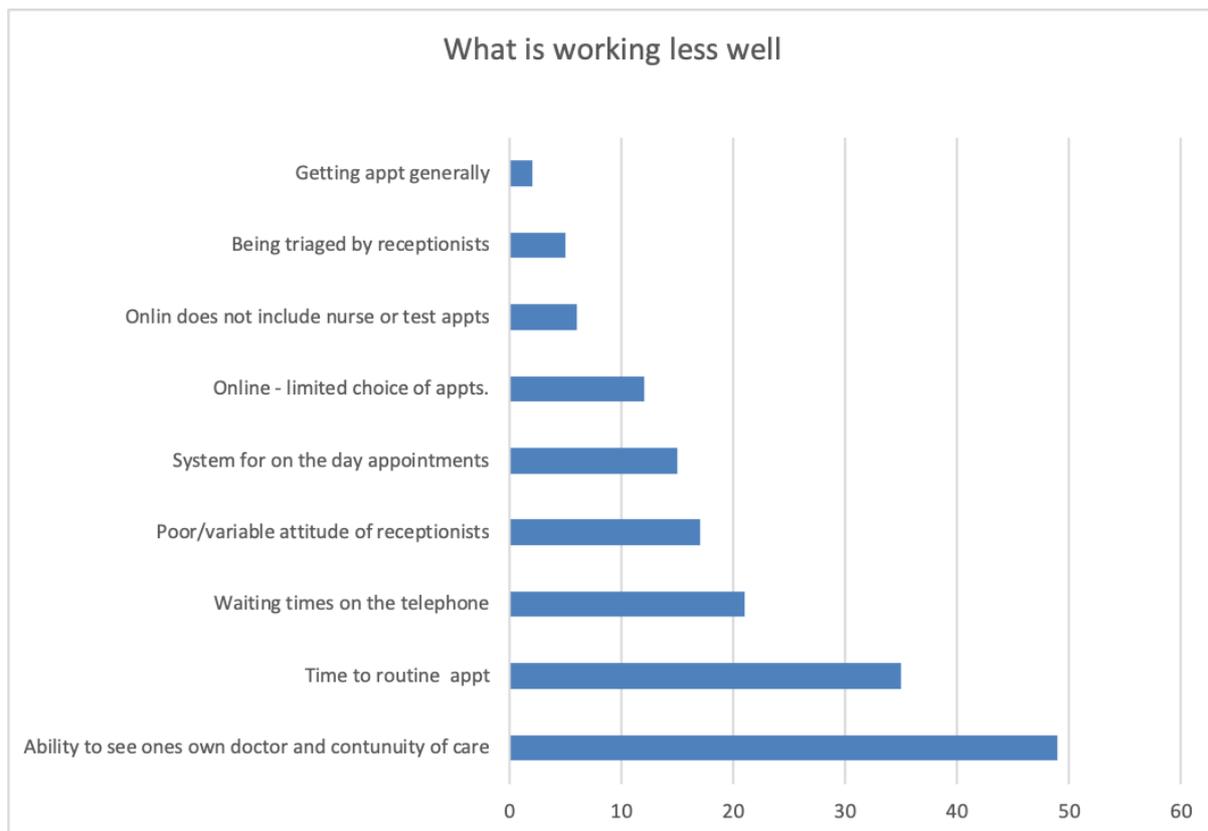
3.3.2 Further comments on things that are working less well

“ability to see own GP. With a somewhat lengthy medical history I find it useful to see my own GP but sometimes it can be 4 or 5 weeks to do that”

Of the 167 relevant and independent responses to questions 3 and 7, 146 highlighted areas where patients are less happy with the current system.

As with previous open-ended responses, these were analysed using grounded methods and the results of this are illustrated in the chart below.

The results show almost complete agreement with the multiple-choice question results.



Some responses are given below to represent the picture being presented by the patients:

Continuity of care particularly with ongoing conditions:

“Continuation of care with your own gp is essential when you have several on going conditions. As you get older explaining yourself over and over can be distressing. It’s nice to have someone who knows you, the person.”

“I don’t mind seeing various different GPs, but it would be nice to see the same one occasionally so I don’t have to continually explain all my different health conditions.”

“I am 76 and feel seeing my own doctor when I need to was so much easier to achieve in the past. When one feels ill the effort involved is too much additional stress now.”

Time to routine appointments:

“So twice I have made the appointment but had to come in on a on- the_ day appointment as the condition worsened before the date I had booked. So then I cancelled the routine appointment.”

Telephone wait times:

“Telephone system: the queueing system isn’t always turned on and you can try to phone the surgery 200 times (I am not exaggerating) before it’s answered. One of the receptionists is really fast and efficient, so the queue is really quick when she’s working.”

Reception:

“There is a lack of privacy at the Reception point”

“staff on reception can be very rude and lack warmth”

System for on the day appointments:

“I phoned at exactly opening time only to be told that all appointments that day were fully booked.”

“It is good to be able to have an on the day appointment. However, it can often be a battle to be able to see a Dr. Sometimes, despite specifically asking to see a Dr myself/children have been given nurse appointments and only discovered this on arrival at the surgery.”

“Booking on the day appts is near on impossible at times. Wait online and there’s nothing that pops up when refreshing and if I call at a time that appts are released then cannot get through on the phone and if I do then they are all taken”

Choice of appointments online:

“...why are they only telephone appointments now?”

Although there are a range of appointments types patients say they are hard to find:

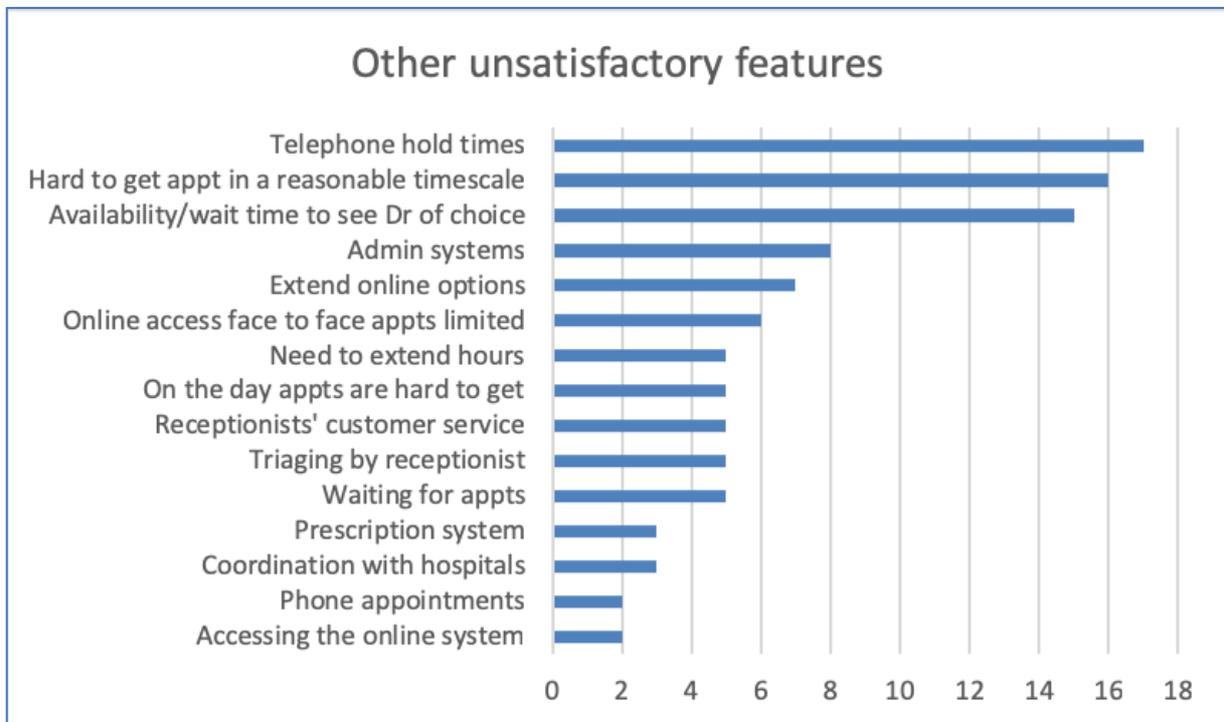
“Can never book an appointment online. Only ever offers telephone appointments”

“... it would be even better if we could book appointments with the nurse online also.”

3.3.3 Other aspects of the current system which are unsatisfactory

Question 8 was a final opportunity for patients to note any other areas which they think are unsatisfactory. Positive comments in this section were removed from the analysis

There were 104 comments that were analysed and grouped. The chart below shows the results for categories with two or more comments relating to them. A full list of analysed responses is given in Appendix III.



In particular:

- Patients suggested wait times should be given in waiting areas, that the areas tend to be too hot and the signing in screens sometimes do not work.
- The online system seems outdated and should also accommodate booking appointments with nurses, for tests and appointments for children. There was a significant number of responses throughout the survey where patients were commenting on the lack of availability of face to face appointments, believing in some cases that only telephone appointments are available online.
- Prescription systems were both praised and complained about – almost in equal measure, including times for turnaround and the system itself.
- Liaison with hospital included availability and timeliness of results to a sense that there was a duplication of effort.

Overall, the comments and feedback are very much in line with the previous two questions.

Other comments which may be of note:

Appropriateness of appointments:

“I am repeatedly told every time I book an appointment for my contraceptive pill that I am seeing a prescribing nurse. However, every time the nurse cannot issue the prescription and I have to come back another day which seems such a waste of time where I have taken time out of work to be at the surgery.”

3.4 Suggested improvements

“Judging by the current availability of GP’s and length of time to see your own GP it would seem the system has either too few GP’s or the practice had taken on too many patients. An overloaded system does not offer the appropriate care.”

3.4.1 Ranking improvements

Question 9 asked patients to rank a list of some of the things the Practice is hoping to address with the new system. They were asked to give priority order to the objectives by allocating the numbers 1 to 8, with 1 being the most important.

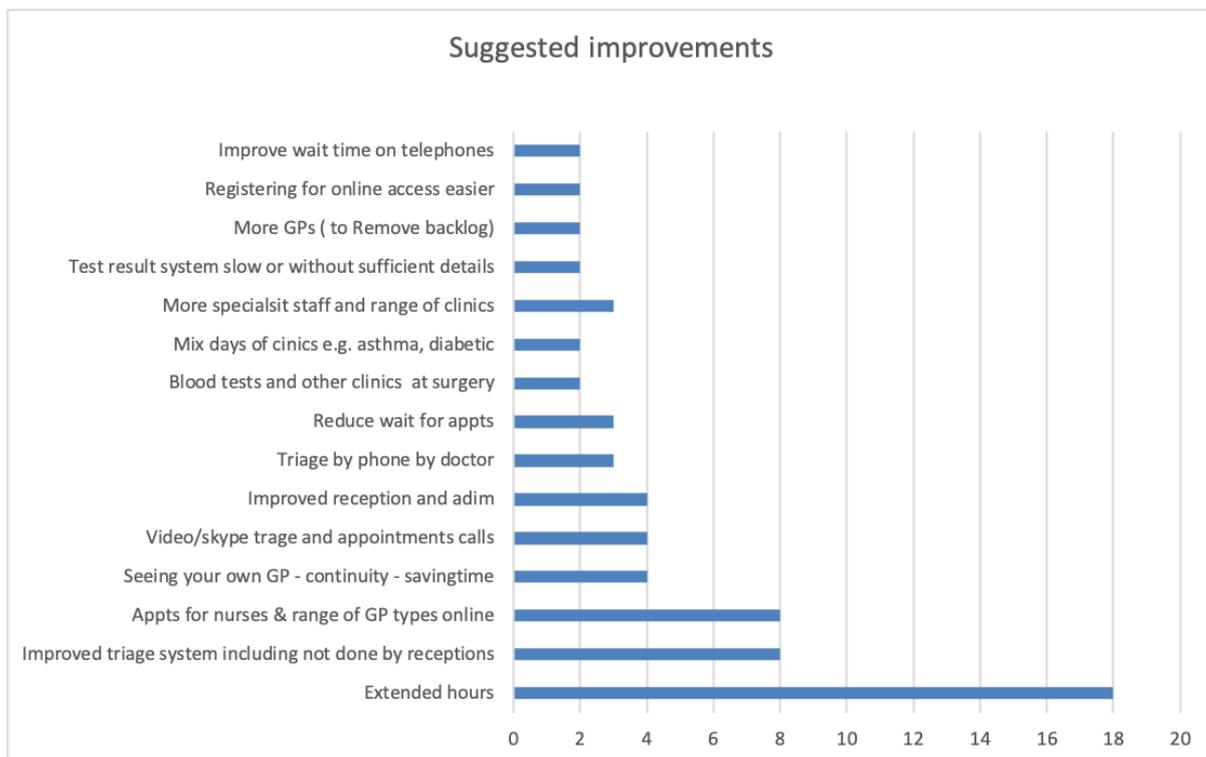
320 patients completed this question. A mean rank was calculated for each item by taking the sum of all its rankings (1 to 8) and then dividing by 320. The average rankings are given below in the table below. The lowest ranking number is the most important to patients according to this question.

N.B. Some caution is required when looking at the results of this type of question as it can be the case that respondents use the scale in reverse, skewing the best and worst categories.

Suggested improvement	Overall ranking
Improve access to on the day appointments	2.3
Improve access to routine appointments	2.4
Improve patient satisfaction in services provided	4.4
Ensure patients are booked with the most appropriate clinician	4.4
Improve staff morale in the practice	5.5
Ensure patients are signposted to the most appropriate service	5.8
Provide a working environment that is safer for patients	6.0

3.4.2 What else should the system try to address?

The penultimate question asked patients to give ideas of what else the new system should try to address. 87 patients responded to this question. All responses were analysed and placed into one of the 35 categories that emerged as the analysis progressed. Of these, 20 responses were solitary (only one entry in the category) and 67 were placed in categories with at least one other comment. A chart showing the results of this analysis is given below:

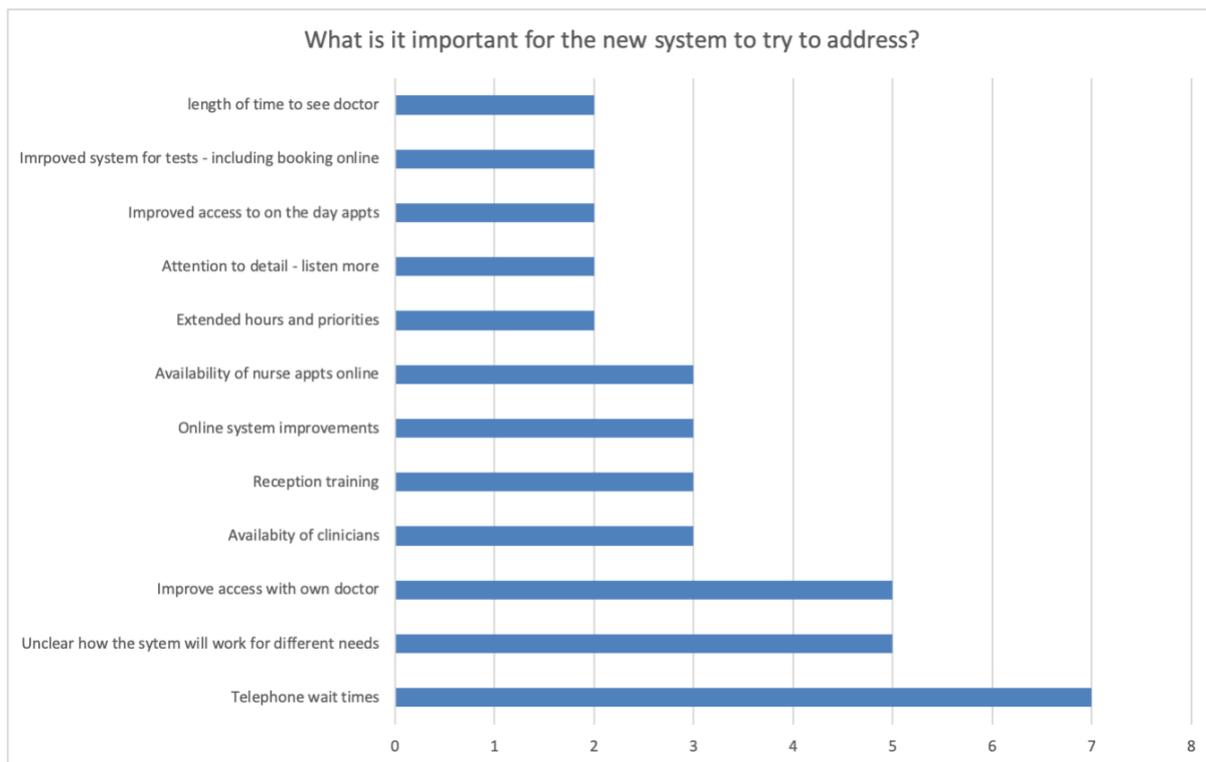


Extended hours was clearly seen as a very valued potential improvement, especially all day opening on Saturdays. This may imply that not all patients are aware of what is already available.

“Not enough early or late appointments and usually there is at least a 2 week wait for a routine appointment.”

3.4.3 How can we improve access to services?

There were 54 relevant responses to this question. Only responses that addressed directly “improving access to services” were categorised. The results of emergent categories with more than two responses is given in the table below.



In particular, there was concern about

- the telephone system coping,
- the triage working for the deaf and/or hard of hearing
- the access to GPs face to face.

4 Conclusion

“There is an obvious balance to be taken here and a new system can not make everyone happy. The most vital is that patients get the health care they need which means the staff need to be engaged in how the system works.”

It was not the purpose of this analysis to draw conclusions with regard to the implementation of the new system— these are for the Practice to determine.

There are probably few surprises in what patients are saying, but what might have previously been assumed is now confirmed through an independent survey with a reasonable response level.

It was evident throughout the survey that both as individuals, and as a group, variable quality is perceived by the same patients in different areas. They often recognise a good experience, but this becomes clouded by the less good ones.

“There have been some really appalling receptionists ... BUT there are one or two fabulous staff too making it feel wrong to make a sweeping comment about reception staff. ...”

- There appears to be some evidence of lack of knowledge of extended hours appointments.
- The online system is highly valued but patients are frustrated by the apparent lack, or non-existence, of face to face appointments on it. They also find the means of access to the system frustrating – having to come into the surgery when they have forgotten their password and needing paper bills as a form of identification for example. When most things now happen on line this is seen as frustrating. They also wish the online system would do more, for example; allow for nurse appointments or booking for tests. They do not find the system user-friendly. However, if the availability on this system is reduced, patients will notice as they appear to be expecting more not less online access.
- A suggestion for a mix days for the same clinic. The same day can be inconvenient and there is no way around it for the patient. However, if the day of the clinic was on a cycle they feel that might help. Of course, it might also cause confusion for other patients!
- Almost without exception, patients who commented on this do like it being done by receptionists, and one patient mentioned that the reception area is not private enough to be used for this purpose. Hints of concern that the new system would be automated or would make doctors more remote by reducing face to face access, were evident in the responses.

- Other technologies: three respondents mentioned the potential for the use of video/skype appointments.
- Given how high on the list of concerns patients put the length of time they have to wait on the phone and the quality of the system, there are inevitable concerns that the system will not work effectively enough to get timely responses and then call-backs from doctors.

“I’m worried that there’ll be long waiting times when telephoning.”

- There are then the general concerns patients have about how the system can work effectively for everyone including: the deaf and hard of hearing, those that work and those that have limited access to technology:

“You haven’t described what the new system involves. If it involves having a GP call you every single time you want an appointment then I don’t see the benefit. Do I need this phone call even though I know I just need to see the nurse. And how does this work for people who are working - there is absolutely no way someone working in a noisy environment, open plan office or where they are dealing with the public for example would be willing or able to take calls from their GP so you may end up with GP/s having more calls to make than they have time available. Please also consider that not everyone has secure internet access or a smart phone - we don’t all get our news from facebook so using that as a way of providing information is not best for everyone.”

“When you can see a doctor, almost without exception they are excellent, the number of female doctors is so brilliant to see, Dr also has shown incredible attention to my daughter with mental health issues and for a service that is under pressure, although she rarely comes in if she does she often will run over time at the end of the day to reassure her when she’s working.”

5 Appendix 1 - The survey

Introduction to the Survey

Dear Patient

Thank you for finding the time to take part in this survey. The information you provide will help us to make positive changes to the appointment system at the Surgery during 2019.

The survey has two sections. The first section asks you to reflect on the current appointment system and the second asks you to think about what you might expect from a new system. The survey should take you about 10 minutes to complete.

Section 1 – About the current system

Although we have many ideas about what works well and what works less well with our current appointments system, we would welcome your views. We will use what you tell us in this section to help inform what we should try to retain and what we need to change.

A. What works well now?

1. Please select up to five items from the list that you think are working well
 - On the day access
 - Routine appointment availability
 - Ability to see your own GP
 - Continuity of care
 - Ability to book online
 - Ability to book a telephone appointment
 - Ability to see a prescribing nurse
 - Appropriate signposting to the right clinician or service
 - Ease of getting through on the telephone
 - Good customer service from reception
 - Specialist clinics that are offered e.g. minor surgery, joint injections, travel vaccinations
 - Multidisciplinary team working
 - Turnaround time for prescriptions
2. Are there anything further you wish to say about any of the statements you have selected?
3. Please add your comment here indicating which of the items you are referring to
4. Are there any other aspects of the current system that you think are particularly valuable?

B. What do you think is most unsatisfactory about the current system?

5. Please select up to five items from the list that you think are most unsatisfactory
 - On the day access
 - Routine appointment availability
 - Ability to see your own GP

- Continuity of care
 - Ability to book online
 - Ability to book a telephone appointment
 - Ability to see a prescribing nurse
 - Signposted appropriately to the right clinician or service
 - Ease of getting through on the telephone
 - Good customer service from reception
 - Specialist clinics that are offered i.e. minor surgery, joint injections, travel vaccinations
 - Multidisciplinary team working
 - Turnaround of prescriptions
6. Are is anything further you wish to say about any of the statements you have selected?
7. Please add your comment here indicating which of the items you are referring to
8. Are there any other aspects of the current system you find particularly unsatisfactory?

Section 2 – About the new system

We want to maximise the effectiveness of our appointment system to enable appropriate, timely care for patients and create a safe and sustainable working environment. To do this, we will be implementing a GP telephone assessment model to help us manage demand for appointments and signpost appropriately. We aim to implement this from 1 April 2019.

- C. What would you like a new appointments system to achieve?
9. The following is a list of some of the things we hope the new system will help to address. Please put them in order of importance to you - 1 being most important and x being least.
- Improve access to routine appointments
 - Improve access to on the day appointments
 - Improve patient satisfaction in services provided
 - Improve staff morale in the practice
 - Provide a working environment that is safer for patients
 - Ensure patients are booked with the most appropriate clinician
 - Ensure patients are signposted to the most appropriate service
 - Improve continuity of care
10. Is there anything else that you think it is very important for the new system to try to address?
11. Finally, what other suggestions do you have about how we could improve access to services?

Thank you for your help with this survey. When your feedback has been analysed we will write a report to share with you. It will tell you what you said and how your comments have influenced our decisions with regard to the new system.

6 Appendix II - Other things that are working well, full list of responses:

On the day	21
Online	16
General	6
Prescribing nurse	4
GPs	4
Prescription ordering	3
Telephone appts	3
View personal data on line	3
Reception	3
Annual health checks/wellbeing	2
Allocated GP	1
Call back	1
Checking in screens	1
Flu vaccinations	1
Speed of referral	1
Telephone cancellations	1
GP booking follow ups	1
Getting personal data (not online)	1
Test results line	1
Text reminders	1
	78

7 Appendix III - Other unsatisfactory features – full list of responses

Systems for tests - eg who reviews them?	1
What is and is not checked e.g. blood pressure not heart rate	1
Drs look at notes not at patient	1
Accessing the online system	2
Phone appointments	2
Coordination with hospitals	3
Prescription system	3
Waiting for appts	5
Triaging by receptionist	5
Receptionists' customer service	5
On the day appts are hard to get	5
Need to extend hours	5
Online access face to face appts limited	6
Extend online options	7
Admin systems	8
Availability/wait time to see Dr of choice	15
Hard to get appt in a reasonable timescale	16
Telephone hold times	17

Appendix IV – Suggested improvements a complete list of entries

Ability to book for the next day or within a week and not being asked what's wrong

Ability to book nurse appts online

Access to alternative therapies might benefit many service users.

All I can say is that I no longer even try to see my 'own' GP. So I see a different GP each time. This is stressful and makes me reluctant to use the service at all. But I know there is a huge shortage of GPs which is historical. I wonder if changing the system will simply confuse patients and not produce significant improvement.

All I want to do is be able to access doctors services when I am unwell - not 3 weeks later. And to see my GP, a person who I like and trust, and not a complete stranger.

Any flexible out of hours arrangement for working people, especially commuters, really hard to get a routine appointment with the same Dr. Evening appointments?

At the CAB I see clients who are able to obtain doctors letters or fit notes for work or claiming benefits, which is distressing for them and has an impact on their health and wellbeing

Be able to make any appointment online i.e. not only doctors.

Be able to see a g.p and not interogated by receptionists whether they deem it necessary or not...and not be pressurised to see a nurse if you want to see you own g.p

Being able to see your own GP

Being able to speak to a human quickly who is would be trained to guide patients to the right dept or give quick advice

Better administration

Better triage

Blood test appts more available at the surgery. Results line and access to speak to secretaries open for longer period

Bring back services such as the Cryogenic Clinic that was once available.

Charge for appointments

Continuity of care is most important as you only get a 10min slot which should be used effectively as possible. Currently a GP can spend quite some time referring to the system notes then everything seems rushed thereafter. Seeing your own GP consistently should help alleviate that situation.

Eble doctors to make routine appts for further check ups. Although there is an online system for making appts I have not made full use of this. Going through the onerous process often leads to telephone appt only.

Essentially once one has an appointment with a GP the service is good and on the one occasion tests revealed a service condition I was dealt with in a caring but prompt and professional manner. The challenge is to get an appointment with the clinician of choice without the stressful 8am phone-in.

Explain how as this is an online questionire those of an older generation are being given a chance to participate it it? Improving access shouldn't come at the cost of leaving people behind.

Extend hours for people that work far away or sometimes Saturday appointments

Fine people who don't bother to attend booked appointments!

For disabled parking to have a few spaces outside.

Give times of nurse clinics online.

Have diabetic, asthma and other clinics on different days or times so patients can make appointment without taking time off work

Have doctor appointments in the evenings. With doctors starting later in the day rather than working longer

Have more GP services and consider extended opening times for patients who do not work locally.

Have more staff available with particular specialists like paediatrics and sexual health.

Have the surgery open at weekends and evenings for those patients who have to work.

Highlight online services more and ensure this is dealt with swiftly...

How can people book appointment month in advanced

I am generally very happy with Regal Chambers as a surgery and am grateful for the services provided, the efficiency of the practice and the hardworking staff. In my experience the 2 things that would benefit from improvement are 1. - The delay in being able to get routine appointments. 2- The online booking system...it should be possible to book all appointments on line, this would free up receptionists and give patients more autonomy.

I asked to view my test results on line fobbed off by reception when chased takes months nothing for a year gave up Would have helped should get real results thyroid reading platelets etc so fully understand

I do not like the idea of being scored on the phone of whether I should have an appointment or not. People experience symptoms differently face to face is better. What about video calls ? It is 2019 after all.

I feel that some of the reception staff need a lesson in sympathy and how we feel when phoning to make appointments!

I have always found the surgery a pleasant place to be. staff always helpful etc. I have never had an issue with appointments. Unfortunately my phone didn't like the 1 to 8 survey so my answers are not what I wanted. I can't think of anything for improvement on new system

I know this is impossible but some sort of parking facilities

I would like to be able to book appointments with a prescribing nurse online.

I would like to know where to find out who my actual dr is as I see a different go each time

I'm not a fan of 'clinics' only being held on specific days. For instance, my daughter, who has Type 1 diabetes, has been requested to attend a diabetic review but has been told this appointment can only be held on a certain time/day of the week. This is just not convenient for someone in full time employment - there must be more flexibility for routine appointments like this to fit around the working day.

If a telephone system is being rolled out then these appointments need to be available with the option of a quick follow up face to face (e.g. within the next 1-2 days). Waiting a month for a phone appointment and then another month for a face to face is poor. More appointments available in the evening or weekends.

Improve the test results page so we don't have to keep putting in 3 months limits and just have a page displaying all in maybe a yr format, it's very badly set up at present

Improve timeliness. If one has been given a routine appointment early in the morning, cannot understand why sometimes you have to wait 30 mins after the appointment time before seeing somebody.

Ensure more doctors are seeing patients in the practice at any time hence removing backlogs and excess waiting

It would be good to have something in between an emergency on the day appointment and something that may not be an emergency and is classed as a routine appointment which usually takes three weeks.

It would be great to be able to book on the day appointments online

Just remember most patients would not contact the GP surgery unless they needed to. Human touch
Keep online appointments passwords for longer. My son has lost his because he hasn't used it in ages
Late evening openings to help with long waiting time for routine appointment. I know some GPs in Letchworth do this where other GPs come in for evening sessions. Waiting times are too long so you end up getting a sit and wait on the day.

Longer/different opening hours for people who work full time

Make sure the survey can be completed properly please

More access to records and results remotely

More flexibility on opening hours

More flexible opening hours -routine queries/ prescription request by email especially for ongoing conditions .

More GPS on would certainly make the surgery run more smoothly

More information on the website or on the online booking system so that patients know: When the surgery is open on Saturdays, When the surgery is open late evenings, When there are clinics running for things like blood tests/flu jabs/joint injections etc.

More of a triage process when trying to get an appointment. E.g. a uti left untreated for a weekend could become sepsis.

More online booking opportunities.

More online services for booking/assessment/communication. Better/faster email reply service to contact doctors.

More receptionists as they just ignore you they leave you standing in line whilst they are chatting in the back room

More smiles and warmth at reception would be very reassuring and beneficial

More staff. Allocate two members of staff for booking in. & two to take telephone calls only. Also number sequence when phoning in.

No need to show proof of address to just join the online bookings, everyone who has been registered should immediately be offered the online access to book appointments.

Offer 'feedback' calls. Eg my son had an emergency hospital admission. I was stressed at the time and didn't ask questions. When things were calmer I would have valued chance to have a phone discussion about what happened and why, and anything I could do to avoid in the future

On the whole the practice seems to run fairly well and does get things done such as hospital referrals

One staff to take calls and one staff to book patients in

Out of hours appointments

Out of hours surgeries, including weekends possibly

Perhaps if more triage work could be done by phone, it could reduce congestion or unnecessary visits to the surgery. I would like to thank you all for the job you do.

Phone App? Skype appointment?

Please do not make this into a system where you have to answer multiple choice questions from a robot. People want to speak to an actual human when they phone. Medical requirements rarely fit a neat box, and the best way to work out what sort of appointment you might need and how quickly is by talking to the receptionist.

Please see common first section

Practice nurse appointments more timely. Extended hours

Receptionist should not ask for a reason to see the doctor, this must be confidential.

Regular updates in waiting room for waiting time. Great that it tells you when you book in but sometimes that hasn't always been accurate

Saturday opening say 10 till 4

Some way for the phone not to be engaged for extended periods of time in the morning

Sometimes it is better to see a doctor face to face, rather than to have a telephone conversation

Speaking to a doctor might save an appointment.

Stop trying to be a "one stop shop" you're a GP Practice so behave like one.

Surgery open on Saturdays

The clinicians and ancillary staff are always helpful and friendly. It is the inability to book appts within a reasonable timescale that is the most frustrating aspect of the surgery and presumably a result of having too many patients.

the need to see your own doctor

The only thing I require is for the phone to be answered more quickly.

The reception staff assuming whether or not the patients ailment is dr worthy or not. They are not medically trained

there a need for physiotherapy and counselling within the practice plus the reinstatement of ear syringing and blood tests

To be able to see a Dr before 3wks who you wish to see, not a nurse. No availability ever online. And not to have to try and persuade a receptionist you need to see a Dr on the day.

To provide access such that if I have a routine (i.e. not urgent) ailment then I can book a GP consultation within 3 to 5 days rather than what I perceive is currently 7 to 10 days.

To separate the telephone appointments from the face to face appointment system

Too many to list

Use temporary or locums for day emergency appointments and make permanent staff available for routine or follow up appointments to improve continuous care

Vedio calls/ appointments with GP or follow up appointment

Video appt. Weekend and evening appts.

Visiting specialist clinicians.

Weekend and later opening in Hitchin rather than Letchworth. More Doctors available. (A hard one I know but.....)

Why shut the reception at Lunchtime I understand Doctors need a break but surely Reception could be rotated to give cover

Working patients should have priority to early morning and late appointments to reduce the impact of routine appointments on their work routine.