



Property Services

# ANNUAL CUSTOMER FEEDBACK REPORT

2023 Update



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# Introduction

At NHSPS, our core purpose is to help our customers and colleagues deliver excellent patient care. So, understanding customer and patient perspectives is critical. We value their feedback as it plays a vital role in shaping our organisational strategy, enhancing our service offering and ultimately improving customer and patient satisfaction. We can deliver the highest quality services by actively listening and acting upon feedback.

We regularly conduct surveys to gain an holistic view of the overall NHSPS experience. This year, we spoke with over 5,000 customers and patients, gaining valuable insights that helped us identify gaps, streamline processes, introduce new initiatives, and adapt to meet evolving customer and patient needs.

To gather meaningful insights, we conduct customer surveys following key interactions with NHSPS. For instance, after a customer makes a request to our Customer Service Centre, books a room with NHS Open Space, or when a refurbishment project is completed. This approach allows us to capture feedback on which aspects have been successful and which areas require improvement. Fundamentally, it helps us drive service improvement. As well as these engagement-specific surveys, we conduct an annual customer perception survey to gain deeper insights into our customers' overall thoughts and perceptions of NHSPS.

In addition, we carry out regular interviews with patients outside selected properties every three months to maintain an ongoing feedback loop. We understand and recognise how important these measures are to our customers. They help us improve our services, buildings, and processes to enable excellent patient care. For this reason, we include them in our organisational performance objectives alongside improvement targets.

While we're pleased to see our ratings improving year-on-year, we are not complacent. We remain focused on achieving even higher satisfaction levels and having an increasing number of customers recommending us. Previous customer feedback has highlighted that some changes were needed. Although results indicated that customers are satisfied with specific interactions, we recognise the need to provide an exceptional customer experience, improve our effectiveness, and increase our speed and responsiveness to meet customer demands.

As a result, 2022/23 saw a significant structural transformation across our organisation. Our new operating model and organisational design brings us closer to our customers and speeds up how we work. We have created a single customer and relationship function, and I am proud to lead this as our new Chief Customer Officer. We have also brought our facilities and property service delivery teams together under a single delivery function, changed our regional structure from 7 to 4 key geographically aligned regions and have created a dedicated advisory function to provide specialist services.

For our customers, this transformation will result in an enhanced service offer to support our customers' changing world. It will provide simpler ways to access our service, placing customer satisfaction at the heart of everything we do.

I look forward to seeing the results of these changes and their positive impact on our customers, patients, and colleagues to help them deliver excellent patient care. Finally, I would like to extend my thanks and appreciation to everyone who contributed to our surveys. We greatly value your feedback as it plays a vital role in shaping our organisation strategies, improving our offerings, and enhancing customer and patient satisfaction.

If you have any comments or suggestions you would like to share with us, please contact our Customer Service Centre on **0808 196 2045** or [customer.service@property.nhs.uk](mailto:customer.service@property.nhs.uk).

**Jackie Ducker**  
Chief Customer Officer



# About NHS Property Services





# Who we are

We're a trusted partner across the NHS, and our purpose is to enable excellent patient care. NHSPS customers include Integrated Care Boards (ICBs), GPs and NHS Trusts. Working collaboratively, we help them make better informed decisions about their estate and deliver first-class services, so every patient gets the care they need.

Our experience spans all areas of property and facilities management across the NHS environment. This means our customers benefit from an end-to-end service, from strategy to delivery, tailored to support the health and social care needs of their local communities. We focus on helping customers optimise their estates, drive cost efficiencies, and ensure properties are fit for purpose and well-placed for the years ahead. As for our portfolio, we have over 2,700 properties with over 7,000 occupiers across England. This accounts for approximately 12% of the entire NHS estate by floor space.

## Key facts and figures



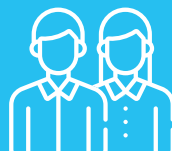
Formed in  
**2013**



**2,727**  
properties



**7,124**  
occupiers



**6,000**  
colleagues



**24/7** customer  
helpdesk support



**£907** million  
Capital Investment to  
improve the NHS estate



**£502** million raised  
for the NHS through  
the disposal of surplus  
properties since 2013



**1,220+** rooms  
available to increase  
the NHS capacity



**5,000** hidden heroes  
working on the front  
line in non clinical roles  
(non-clinical staff who are  
integral in the running of  
the NHS and the delivery  
of excellent patient care)  
keeping our buildings in  
working order



**30%** reduction in  
our carbon footprint  
since 2019



# 2022/23 key customer and patient statistics



**125,738**  
calls taken



**90%**  
of calls answered  
within 20 seconds



**32,896**  
online form  
submissions processed



**21,890**  
online form submissions  
processed through our  
**Connect** reporting  
portal



**145,107**  
maintenance  
requests completed



**6,598**  
queries/incidents  
resolved



**100%**  
queries/incidents  
acknowledged within  
24 hours

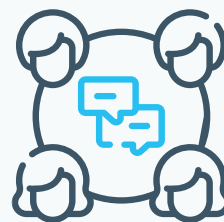
## Satisfaction summary



Transactional  
customer  
satisfaction  
score  
**8.8/10**  
(+0.1)



Patient  
satisfaction  
score  
**8.6/10**  
with our properties  
(-0.3)



Annual  
perception  
score  
**6.6/10**  
(+0.4)



**2,024**  
survey responses  
from patients  
and **3,377**  
responses from  
customers





# How we capture customer and patient feedback

We conduct several survey programmes to ensure we capture customer feedback on a regular basis. This approach allows us to gain an holistic understanding of our performance – what we do well and what needs to improve at both an operational and strategic level within our organisation.



## Request-driven transactional survey

This relates to day-to-day interactions with our customers. We invite every customer to take part in a survey after they've had a specific interaction with us (e.g., service request, project delivery, job query, or call handling through our Customer Service Centre). This provides our transactional customer satisfaction score. This year we received 2,708 survey responses.



## Annual perception survey

This is a once a year 'pulse check' where we ask customers for their overall feedback, perception, and drivers of satisfaction; and gain insight into their relationship with NHSPS. This provides our annual customer satisfaction score. This year 669 customers contributed to the survey results.




## Annual patient interview

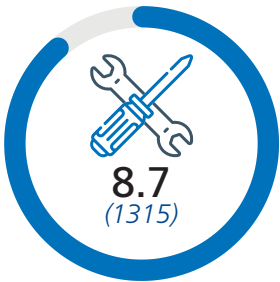
This relates to a sample of patients from 102 of our properties. It serves as an indicator to enable us to understand the patient experience better, and drive improvements that we can make across the whole estate. We began gathering independent patient feedback in 2021/22. This year 2,024 patients gave us their opinion through face-to-face interviews conducted as they exit our buildings. This provides us with our patient feedback score.



# Our latest scores

## Transactional Customer Satisfaction (CSAT)

 **8.8/10 CSAT** (+0.1) Our transactional CSAT score increased from 8.7 in FY 2021/22 to 8.8 in FY 2022/23. This score is based on interactions our customers have had with us, and is made up of the following:



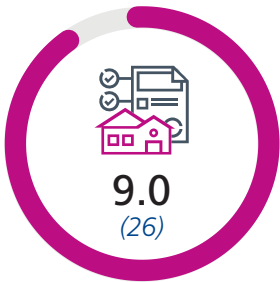
Maintenance requests  
(26%)



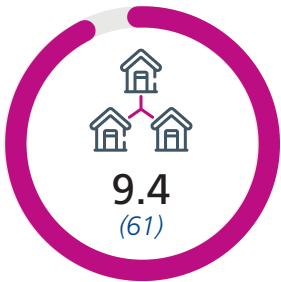
Case (query/incident)  
resolution (14%)



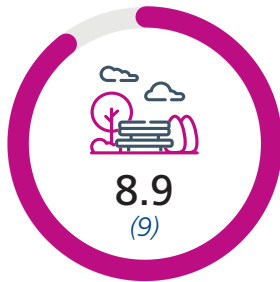
Complaints (6%)



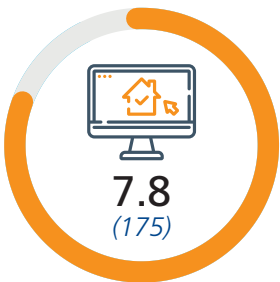
Capital Projects (10%)



Estates Strategy (16%)



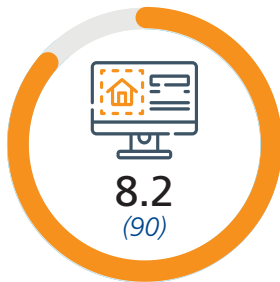
Other - Development team,  
greenspace feedback (4%)



NHS Open Space room  
usage (4%)



NHS Open Space case  
closure (4%)



NHS Open Space  
website/booking (4%)



Customer Service Centre  
call handling (6%)





## What our customers say

### “ Facilities Management (FM) job closure

*Always pleasant, shows real interest in his work with suggestions and always completes his jobs with confirming emails to inform that jobs have been completed.*

### Case management

*The NHSPS staff at the hospital were very kind, understanding and helpful and dealt immediately with the issue. They kept me informed via email very quickly and the day after I received an email by the car park provider with the good news that all had been resolved! Efficiency, kindness and understanding of the situation are all of the highest standard.*

### NHS Open Space

*Room always clean. Good space in room and adequate supply of soap, paper towels etc. Reception staff always friendly and the process of getting key for room and returning is easy.*







## Projects

*It has been very useful to be able to tap into the technical knowledge and expertise the team have. This has helped our own team expand their knowledge of estates, whilst at the same time ensuring every opportunity to support General Practice with premises development is identified and maximised in the interest of good patient care. The team are very approachable and explain some of the complexities very simply to audiences without the estates and premises background experience and knowledge. The team worked tirelessly in the build-up to the programme to support the CCG and local system both getting the scheme off the ground but also in progressing it throughout the pandemic. Peter and his team were brilliant in the buildup and Steve was fantastic during the build stage which included the pandemic and numerous storms.*

## Helpdesks

*Ailsa listened to me attentively and understood the issue I was bringing to her attention and raised an enquiry to the relevant team. During the conversation she was polite, engaging and made me feel reassured that the case would be looked into.*

## Complaints

*The most satisfying result I've ever had because of the commitment of the entire team. I'm amazed. You deserve a reward for the system you operate and the efficiency of your communication with me. Thank you.*





## Annual customer survey CSAT score



Since 2021/22, we've conducted an annual survey of all our customers, asking for their overall feedback and perceptions of NHSPS. 50% of customers were surveyed in

September 2022 and the remaining 50% in February 2023. Our average CSAT score was 6.6 out of 10, an increase from 6.2 in 2021/22.

We closely monitor customer loyalty and have seen pleasing improvements in the last year. Our proactive approach to improving the experience for our customers and to relationship management are having a positive impact, resulting in greater levels of satisfaction. This is an area that we pay close attention to as we build strong relationships and focus on unlocking even more value for the NHS.

Survey participants were also asked to rate some additional measures. The results showed our frontline colleagues and management were rated the highest, while understanding billing, invoicing and communications rated the lowest. Where participants were comfortable for their details to be shared, feedback was sent to the respective regional stakeholders to action. It's important for us as an organisation to act upon customer feedback, implement necessary changes and ensure a closed feedback loop.

### “ Customer quotes

*Overall, I have seen a big improvement on jobs being completed when requests are logged, no need to chase. The technician also now reports back before leaving the premises that the job has been completed or if any parts are required to return another day. I also sometimes get a call to check the convenience of time attending, as the area could be in use. The customer service is excellent, the operators are always friendly and welcoming.*

*I am happy with the service provided. The team are always responsive to queries and questions. They work with us to solve issues to the best of their ability and within the financial restraints that NHS budgets required.*





## Patient feedback score



Patient feedback is highly valued as it helps ensure that our properties align with patient expectations. Our survey team measure patient satisfaction

by interviewing people as they exit our buildings. This year, we conducted interviews outside 102 properties, evenly spread across the four NHSPS regions and with all types of properties represented. We spoke with 2,024 patients, asking them to rate those services NHSPS is responsible for, as well as aspects of the building/area.

On average, patients rated our services 8.6 out of 10. The highest rated measures were cleanliness at 9.1; catering with 8.9; followed by reception and ease of navigation, both 8.8; look and feel 8.6; with grounds and gardens 8.5. Car parking was the lowest rated at 7.0.

By region, the North East and Yorkshire was the highest performing with 9.2; followed by the North West at 8.8 and Midlands with 8.6. The South East averaged 8.5 and London 8.4. The East and South West both averaged 8.2.

We'll continue to conduct patient interviews on an annual basis to monitor the performance of these properties over time.

### “ Patient quotes

*It's a welcoming area and it's very clear where to go. There are options of using a staff member or remote check in. Everything looks clean and new which adds to that feeling.*

*I feel valued as a customer and my needs were attended to promptly. Friendly and willing to help. They have hand hygiene items and protection in front of reception desks. No litter around.*



# How we're responding to customer feedback



## YOU SAID...



## WE DID...

**We need to be more customer-focused, putting customers first.**

This year we improved how we operate; simplifying our operating model and organisational structure to better align with our customers' needs and put them at the heart of everything we do. These changes are supported by the creation of a single Customer function, headed by our Chief Customer Officer. For our customers this means we are easier to work with – more flexible with speedier responses to requests; offering relevant services that support our customers' changing world.

**Car parking was an issue across some of our properties.**

We reviewed CSAT data and customer concerns, then liaised with our regional colleagues to identify 'hot spot' properties to target. Our goal is to improve the overall car parking experience for patients, visitors and staff; and improve our CSAT score relating to car parking services across the NHSPS portfolio.

**As a GP, you are not as satisfied as some of our other customers**

Our dedicated GP Engagement team are on hand to help GPs with their annual budget schedules and charges. However, we have also introduced proactive 'check ins' with a number of our GPs to review previous and current maintenance jobs and queries. This year we also onboarded a number of our GP customers onto Connect – our online customer service portal, meaning they can now log non-urgent facilities management (FM) jobs, ask questions to our Customer Service Centre, tell us if there are any issues, and track a query status, easily, efficiently and a time to suit them.

We recognise there are still some improvements we need to make for GPs and have therefore set ourselves a specific target for GP satisfaction, along with action plans to improve what matters most to our GP customers.

**You had some outstanding queries on our annual survey.**

We greatly value all feedback as it forms a vital role in helping shape our organisation strategies, improving our service offerings and enhancing customer and patient satisfaction. As part of our annual survey, all respondents have the opportunity to speak with our customer services team, so we can proactively look to resolve any issues. Moving forward, we will continue to offer this service to all survey participants.



## YOU SAID...

## WE DID...

**You would like to see NHS Open Space in more locations.**

This year, NHS Open Space grew to over 1,200+ rooms across 200+ sites nationwide. Thousands of healthcare, wellbeing and community services use the room booking platform to find and book affordable clinical and non-clinical spaces. With more properties set to join the platform later this year, we continue to provide a greater choice of flexible accommodation in the heart of our local communities.

**Our billing is too complicated.**

We refined and simplified our overall billing process, to give our customers transparency and confidence they are being billed accurately throughout the year. By improving timings, customers will receive their bills and documents promptly throughout the year. For more clarity, we renamed the Annual Charging Schedule (ACS) to Annual Budget Schedule (ABS).

We are also redesigning the Annual Reconciliation Reports (ARR) into one single document, with supporting information linked to the ABS. This functionality will be available from June next year.

**It is difficult to budget for the estate since we do not provide billing information until February / March, and more guidance notes are needed on the ABS.**


We redesigned the ABS, providing more information for customers. We have now started to issue ABSs in January, with a delivery deadline of the end of February - before the start of the new financial year - to make financial planning easier.

**You would like to be able to see more information on our Connect portal.**

In addition to logging maintenance jobs, queries and issues on Connect, 2023 will see the release of new features including occupancy reporting, compliance certification and finance documentation, giving our customers even more information at their fingertips.

**While our specialist complaints handlers are highly rated, it can take some time before issues are escalated to them.**

Complaints training has been rolled-out across our organisation. We also created a bespoke complaints handling module that helps colleagues understand how to identify, action and resolve complaints with regards to our customer journeys. We actively encourage constructive feedback: it helps us facilitate learning and put in place organisation-wide changes that address key issues.

A photograph of two women in a bright, indoor setting. One woman, with dark hair tied up, is smiling broadly and looking towards the other woman. The second woman, seen from the back, has blonde hair in a bun and is wearing a dark blue polka-dot shirt. They appear to be in a friendly conversation. Large windows in the background let in natural light.

This annual customer feedback report underlines our commitment to listening to, and learning from, our customer and patient perspectives, to help drive service improvement. Thank you to everyone who took part in our survey programmes. Your feedback helps us understand what is working well and what we need to focus improvements on. If you have any comments or suggestions you would like to share with us, please get in touch with our Customer Service Centre on **0808 196 2045** or [customer.service@property.nhs.uk](mailto:customer.service@property.nhs.uk).