

With the Patient on Their Path to Health

Patient Experience Improvement
System at LUX MED Group

**GRUPA
LUXMED** 
Jesteśmy częścią Bupa

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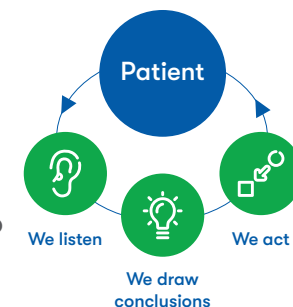
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Around Patient-Centricity

How to build a patient-centric organisation – and why is it worth it?

Dear Readers,

We are delighted to share with you the first report on Patient experiences within the LUX MED Group. We hope this report contributes to the development of a healthcare model where treatment is inseparably linked with care for the overall experience. Such an approach benefits everyone – both Patients and healthcare providers alike.

How, then, can we build a Patient-centred organisation?

Creating a Patient-centric organisational culture **requires active involvement from the CEO and the Management Board, who must convincingly shape and support solutions focused on delivering excellent experiences.** Only then can care become ingrained in the consciousness of all Employees, and satisfaction metrics become strategic indicators that inspire the company's growth.

Since the beginning of 2018, the LUX MED Group has adopted a growth strategy centred on delivering increasingly better experiences. As part of this strategy, we have implemented a range of

innovative solutions integrated into a cohesive system designed to adapt services to the needs of our Patients at every stage of their interaction with the company.



Anna Rulkiewicz
CEO, LUX MED Group

The first step was to **assign clear responsibilities for Patient experiences to specific organisational units**, enabling more effective management and efficient responses to Patient needs. Another element was adjusting service standards to the mapped Patient journeys and continuously monitoring and responding to feedback through surveys.

Patient Journey Mapping allows us to understand how Patients navigate the various stages of their interaction with our company and to implement improvements where they are most needed. Meanwhile, surveys enable us to collect, analyse, and respond to feedback in real time, which is crucial for continuously improving our services and managing feedback effectively.

With these solutions, we can base our growth strategy on the Patient and their positive experiences, which, in the long term, helps us build lasting trust and loyalty.

The philosophy of Patient Experience at the LUX MED Group

We listen, we draw conclusions, we act

Patient Experience Analysis at the LUX MED Group is not just dry statistics but a way of thinking and guiding all our actions, as defined by our vision:

‘We listen to our Patients’ and care for each one of them.’

To embed this philosophy into our organisational culture, a clear growth strategy was needed, established by the Management Board in 2018, with a full focus on listening to the Patients’ voices, followed by consistent action.

Thanks to our research platform, Medallia, Employees have constant access to Patient feedback and ratings, allowing us to **respond to comments almost instantly.** For years, this responsiveness has delighted our Patients – not only because we truly listen to them, but also because we act on their feedback. Our responses, phone calls, and conversations demonstrate to

Patients that we genuinely which is why they are so eager to complete surveys. **In 2023, over one million surveys were submitted, half of which included comments** that inspire us to act and improve our processes, medical centres, hospitals, and staff. This is the foundation of our philosophy – to engage Patients in dialogue and ensure they want to communicate with us, which can only happen if they feel that we truly value what they say.

It is particularly important in cases of complaints or negative comments to humbly learn from situations where something went wrong – as can happen in services and interpersonal interactions.

Today, most comments and feedback are positive, reflected in **our NPS of 68.4 for 2024, up from 65.4 in 2023!** Nothing is as motivating for LUX MED Group Employees as warm words of gratitude from Patients – it’s a true encouragement in fulfilling our mission.

Of course, every strategy must be well-defined and structured. At the central level, within the **Patient Experience Structure**, results are analysed across three dimensions:

- Survey results via the Medallia system,
- Mystery Patient audits,
- Complaints.

These analyses enable us to develop organisation-wide recommendations and implement strategic projects. They also inspire small local initiatives that contribute to creating better Patient experiences, which can serve as best practices for others.

Believing in our mission to care for Patients, we have taken on the **responsibility and commitment** to serve them in a challenging market environment marked by a shortage of medical professionals. By listening to **Patients’ needs, we can take actions that bring us closer to our goal of becoming the most valued healthcare provider in Poland.**



Iwona Radko-Jarosińska
Director of Patient
Experience Department

A satisfied Patient is a healthier Patient

Caring for the quality of the Patient's experience in medical care is more important than it might seem. It is not merely an effort to build customer relationships.

Positive Patient experiences have a direct impact on the effectiveness of treatment.

For over 30 years, studies have consistently shown a positive relationship between satisfaction with medical care and the effectiveness of treatment processes. Satisfied Patients report not only a greater subjective improvement in their health but also demonstrate objectively better health parameters compared to Patients who have had difficult experiences during treatment. Greater improvements in objective health indicators among satisfied Patients have been observed in conditions such as peptic ulcers, hypertension, and breast cancer. For cardiology Patients, positive experiences during treatment can increase survival rates and improve rehabilitation outcomes after a heart attack^{2,3}. **Both for improving prognosis and for the well-being of**

patients, it is extremely important to communicate in a clear and empathetic manner during consultations and to convey information in a way that fosters the most positive, yet realistic expectations possible. Research indicates that Patients who are more satisfied with their care and communication with staff are less likely to return to the hospital shortly after discharge^{4,5}, experience fewer complications^{6,7}, and have lower mortality rates. Recognising and respecting Patients' feelings also significantly helps in managing both acute and chronic pain – studies show that an empathetic approach can reduce perceived pain by approximately 1–2 points on a 10-point scale⁹.

Moreover, **Patients with better experiences of medical care not only recover more quickly but are also less likely to require medical attention in the future.** Satisfied Patients are more likely to follow medical recommendations and participate in preventive screenings, which accelerates treatment processes and increases the likelihood of detecting serious illnesses at an early stage.

Patients who have positive experiences during medical care are also more likely to get vaccinated. As a result, they are less likely to require hospitalisation or outpatient medical care^{1,10,11}.

Providing patients with positive experiences during their care should not be seen merely as an addition to the treatment process but rather as an essential, integral part of it - one that benefits not only the patients themselves but also the entire healthcare system.



Katarzyna Gugnowska
Quality Research
Development Coordinator

That is why, at the LUX MED Group, we make every effort to thoroughly understand our Patients' experiences and respond to their reported needs.



PATIENT TESTIMONIALS

'Very professional, practical, and to the point. The doctor inspires trust and motivates me to begin treatment!'

'The doctor is competent and very kind; her questions helped identify the problem, and I believe we will resolve it by following her recommendations.'

'A very competent doctor, calmly explains what's happening and the treatment we are undertaking, ensures follow-up appointments are scheduled. I have complete trust in this doctor.'



**We listen
and Draw Conclusions**

The Patient Experience
research system at
LUX MED Group

The Patient Experience research system at LUX MED Group

When analysing Patient experiences at the LUX MED Group, we use a variety of techniques – both quantitative and qualitative.

These two approaches complement each other perfectly: qualitative research allows us to see the LUX MED Group through the Patients' eyes, understand their points of delight and pain, and identify their needs. On the other hand, quantitative studies allow us to gauge the prevalence of observed phenomena and measure how Patient satisfaction evolves over time.

Quantitative studies conducted at the LUX MED Group can be divided into four categories: transactional, relational, ad hoc, and comparative.

Transactional studies are used for ongoing monitoring of Patient experiences. These are conducted through very short surveys sent after

key moments of Patient contact with our company (see infographic 'Transactional Research in the LUX MED Group', p. 9). In every survey the Patient is asked about their willingness to recommend the LUX MED Group, which is then used to calculate the **NPS® indicator**, as well as for a comment regarding their medical care experience at the LUX MED Group. Patient comments provide valuable context for interpreting results and guiding changes.



Justyna Mościcka-Wieczorek
Director of Service Quality
and NPS® Research

Relational studies delve into how Patients perceive the LUX MED Group in the context of their overall experience (see 'When a Patient is ill and seeking help,' p. 20). These surveys ask Patients about their satisfaction with various aspects of the LUX MED Group's medical care. One-off *ad hoc* studies are used to explore the causes of sudden changes in the NPS trend or to test Patients' opinions on new solutions. To ensure surveys remain a positive experience for Patients, we limit their frequency. However, Patients who wish to leave feedback can always do so via the Patient Portal.

Comparative studies are designed to compare the experiences of our Patients with those of Patients at competing companies. They are regularly conducted for us by an external research firm.

Qualitative studies include activities such as Patient journey mapping and focus groups.

Patient journey mapping (see 'Patient Journey Mapping at the LUX MED Group,' p. 12) is conducted either once for a specific group of services or Patients or repeated every few years. This is an in-depth study that provides a multifaceted view of the strengths and weaknesses in the processes Patients go through. A completed Patient Journey Map helps identify key touchpoints with the LUX MED Group for ongoing monitoring through quantitative studies.

Focus studies are conducted to gain a deeper understanding of new or existing solutions to develop them in line with Patient needs.

All these studies form a cohesive system that gives us a comprehensive picture of the Patient experience at the LUX MED Group – a picture that serves as a guide for every decision we make.

Net Promoter®, NPS®, NPS Prism®, and related emoticons are registered trademarks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

Net Promoter Score SM and Net Promoter System SM are service marks of Bain & Company, Inc., NICE Systems, Inc., and Fred Reichheld.

Quantitative studies at LUX MED Group



Transactional studies

What does the Patient think and feel immediately after interacting with the LUX MED Group?

Transactional studies are conducted continuously across 22 touchpoints for all facilities and services across different business lines.

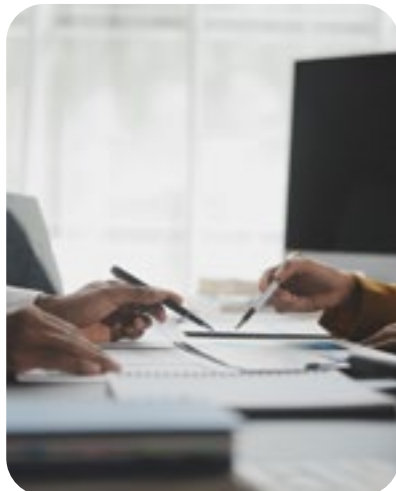
We use a comprehensive research and analytics tool that collects and analyses one million pieces of Patient feedback annually. This enables each organisational unit to access valuable insights for improving services and motivating teams.



Comparative studies

What do Patients of the LUX MED Group and our competitors think about their healthcare providers?

Comparative studies are commissioned from external research firms to assess how Patient satisfaction with LUX MED Group's medical care compares to the satisfaction of Patients using other healthcare providers in Poland.



Relational studies

What does the Patient think about the LUX MED Group over time and through various experiences?

Relational studies are conducted twice a year. They measure overall Patient satisfaction without the context of a specific experience. They allow us to compare satisfaction levels across different stages of the Patient Journey and identify which stages have the greatest impact on overall satisfaction.

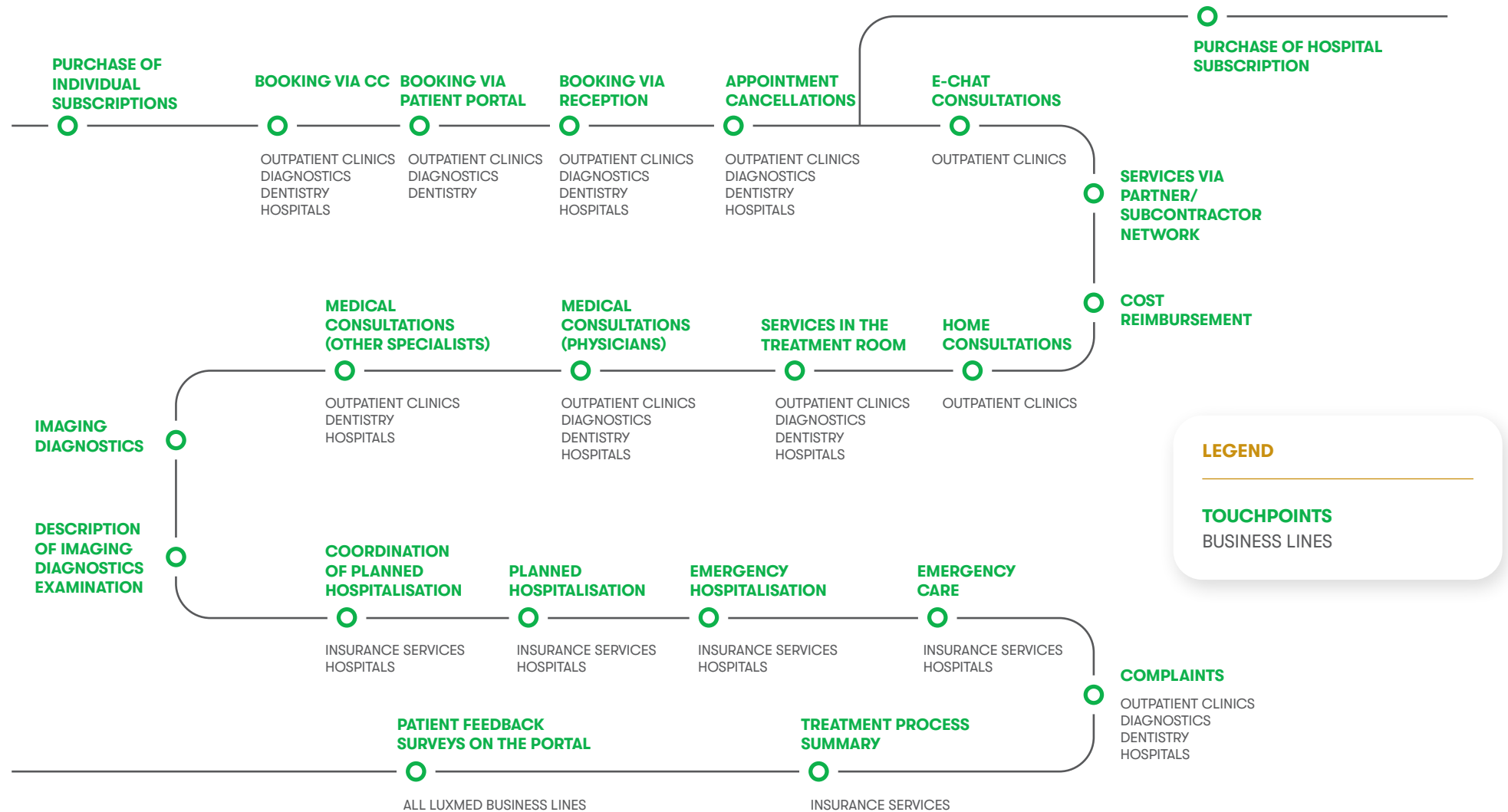
We started with 10 touchpoints in 200 facilities...



...now:

- We study **22** touchpoints across **294** facilities, including 12 hospitals
- We utilise **5** channels to distribute Patient surveys
- We currently collect over one million surveys annually, in which Patients leave us more than 400,000 comments

Touchpoints in transactional studies



Net Promoter Score

– a measure of Patient satisfaction

At the LUX MED Group, we typically use the Net Promoter Score (NPS) as a key metric in quantitative studies. NPS, introduced in 2003 by Fred Reichheld¹², has since been adopted by leading companies across diverse industries to monitor customer satisfaction on a daily basis.

NPS is a highly practical indicator – the level of customer satisfaction is assessed based on their willingness to recommend the company's products or services to family and friends. It is typically measured by asking the question:

‘Would you recommend [Company X] to your family and friends?’ on a scale from 0 to 10 (0 – Definitely not... 10 – Definitely yes)

Based on their responses, customers are divided into three groups: Promoters, Detractors, and Passives. The NPS methodology assumes that very satisfied customers (Promoters) are the most valuable for a company, as they drive repeat business and referrals. Moderately satisfied (Passives) – they will neither speak positively nor negatively about the company and will not feel strongly attached to it.

To calculate the NPS, we subtract the percentage of Detractors from the percentage of Promoters:

$$\text{NPS: } \% \text{ 😊 Promoters } - \% \text{ 😞 Detractors}$$

On the other hand, critical customers (Detractors) will not only refrain from returning but may also warn others about their negative experiences. Therefore, the primary goal of every company's actions should

be to ensure excellent experiences in order to maximise the number of Promoters and prevent situations that would make customers view the company critically.



Why do Promoters recommend, while Detractors discourage?

The key may lie in the emotions experienced by Patients. These emotions translate into loyalty to the company and a willingness to recommend its services. In our latest relational study, we asked a portion of respondents to select all the emotions they feel towards the LUX MED Group from a set of 10 example emotions (five positive and five negative) that they associate with the LUX MED Group.

The results indicate that Detractors – Patients who, due to negative experiences, not only stop using the company's services but also warn others against it – experience almost exclusively negative emotions toward the company. Among Patients who rated their experience between 5 and 6, some positive emotions begin to appear; however, the majority of their feelings remain negative. While a score of 6 on the 0–10 scale might not seem very low, the dominance of negative emotions in this group justifies their inclusion in the Detractor category under the NPS methodology.

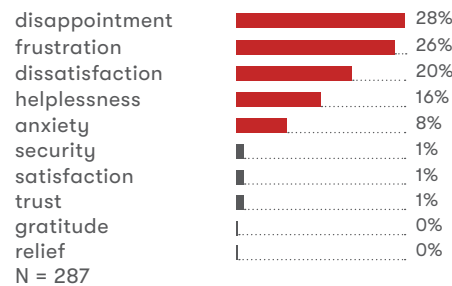
Green bars represent positive emotions. Red bars represent negative emotions. Grey bars indicate emotions that account for less than 5% of responses in the given group. Responses categorised as 'Other – please specify' were excluded from the analysis due to their low number and the high proportion of non-emotional feedback.

DETRACTORS

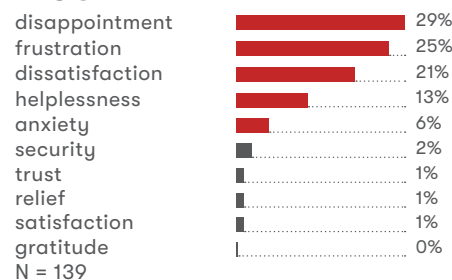
Scores 0–6.

They are likely to stop using the company's services and discourage others from engaging with it.

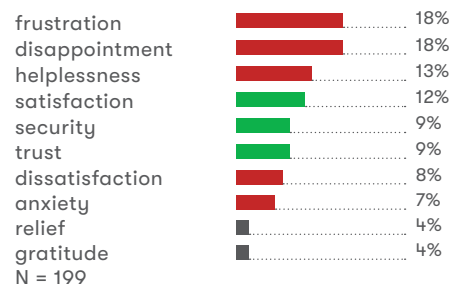
NPS 0–2



NPS 3–4



NPS 5–6

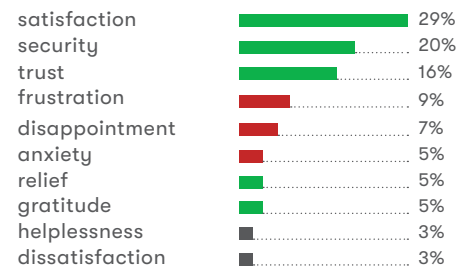


PASSIVES

Answers 7 or 8.

They are moderately satisfied and are unlikely to actively recommend or discourage others from using the company's services.

NPS 7–8



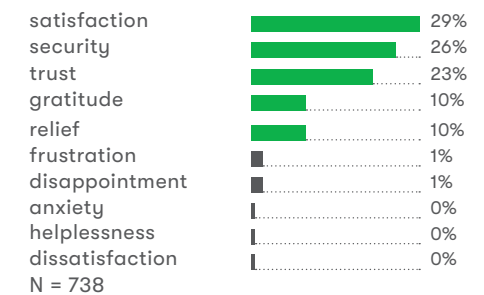
Among Passive Patients (scores of 7–8), positive emotions tend to dominate, although negative emotions still appear. According to the creator of the NPS methodology, Fred Reichheld, Passive Clients neither exhibit full loyalty to the company nor demonstrate a clear inclination to recommend its services – whether in a positive or negative way. The ambivalence of emotions within this group of respondents may be one of the reasons for such behaviour.

PROMOTERS

Answers 9 or 10.

These are loyal customers who are likely to recommend the company to others.

NPS 9–10



In contrast, Promoters – Patients who are loyal to the company and eager to recommend its services – associate almost exclusively positive emotions with the LUX MED Group. This result demonstrates that only a rating as high as 9–10 aligns with entirely positive feelings towards the company.



We Listen and Draw Conclusions

Patient Journey Mapping
and Service Standards at
the LUX MED Group

With the Patient on their journey

Creating positive patient experiences requires a thorough analysis of Patient Journeys to develop Patient-friendly solutions based on data and provide targeted support.

When a Patient seeks help, they need assurance of care from start to finish. They need a healthcare provider that offers immediate assistance when a Patient simply feels unwell, but also ensures that if they face a more serious medical issue, they will always be 'advised on the best solution.'

To structure processes effectively for Patients, we undertake Patient Journey Mapping projects, allowing us to gain detailed insights into their needs. Since 2018, we have developed 22 Patient Journey Maps in collaboration with GCE Consulting, our partner in this area. These maps cover various areas that we need to understand better. They included aspects related to paediatric and gynaecological Patients, Patients in our hospitals, as well as the Emergency Department and the Mobile Unit, which provides urgent care and home visits.



'Within the LUX MED Group, we have numerous opportunities to act as a reliable partner for Patients facing diverse health challenges. On the one hand, we offer outpatient services, diagnostics, and partnerships with a network of subcontracted and affiliated facilities. On the other, we have a robust hospital infrastructure that effectively supports the continuity of outpatient care.'

Aneta Skibińska

Director of the Standardisation,
Quality of Service and NPS Department

Act to make every situation easier for the Patient. We prioritise:



Patient Relationships

The foundation of the relationship between LUX MED staff and Patients is good, effective communication built on trust, empathy, active listening, and appropriate responses. We ensure no Patient is left without a solution.



Safety

Patient safety involves adherence to LUX MED's established guidelines and striving to avoid errors during care delivery. Building a sense of safety among Patients correlates with better treatment outcomes.



Responsibility

We take, and will continue to take, responsibility for our Patients' health. To ensure the highest safety standards, we are committed to maintaining full continuity of care and delivering services at the highest level.

Patient Journey Mapping at the LUX MED Group

Why do we create Patient Journey Maps?

Patient Journey Maps provide us with insights into our Patients' experiences and expectations, organised along the so-called Patient Journey – a comprehensive view of all their interactions with our organisation. Additionally, these maps highlight the actions taken by LUX MED Group that impact Patient experiences and how they do so. This allows us to identify the moments along the Patient Journey where we perform well, as well as those that require better solutions.

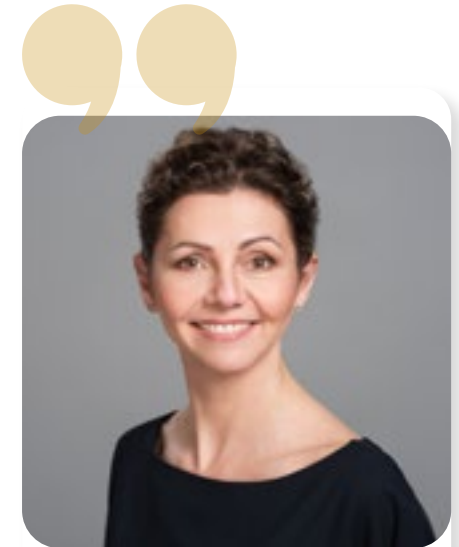
The key outcome of mapping is information about areas needing enhancement, along with recommendations for improvements.

These are highly actionable insights into changes we should implement in processes, standards, and systems to enhance Patients' experiences with our organisation and us as a team.

What is required to create an effective Patient Journey Map?

The mapping project typically takes around three months. **It begins with conducting a qualitative study with Patients, which serves as the foundation for creating a detailed Patient Persona. Based on the information from this study, we also formulate hypotheses and topics for further exploratory research. Concurrently, we collect data on the service being analysed, forming what is known as a Service Blueprint.**

The next stage involves **Patient Journey Mapping workshops.** During these sessions, we develop the journey map and brainstorm initial ideas for improvements. Following this, GCE Consulting conducts a quantitative study to measure Patient satisfaction at various touchpoints, effectively quantifying the map. **All data collected during the project is consolidated into the Patient Journey Map, from which we draw conclusions and formulate recommendations for improvements – forming a comprehensive Patient Experience Strategy.**

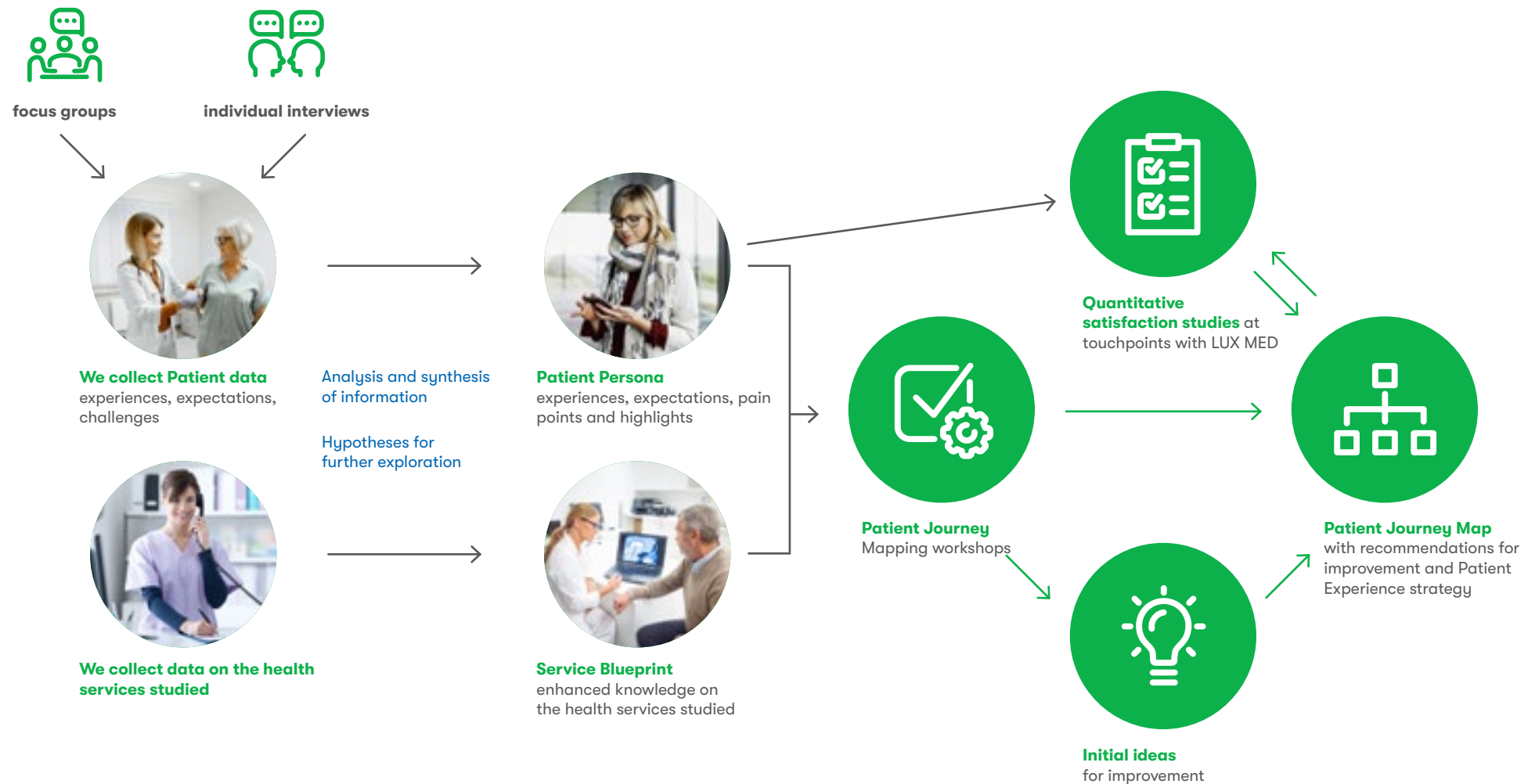


Journey mapping workshops provide an excellent opportunity for collaboration between various teams whose actions, whether directly or indirectly, influence Patient experiences. The shared goal of these workshops is to enhance Patient Experience. It is a valuable opportunity for internal knowledge-sharing within the company and gaining insight into colleagues' perspectives on various Patient-company touchpoints.

Joanna Hirszt

Patient Experience Consultant,
GCE Consulting

How is the Patient Journey Map created?



Ensuring the Patient's journey is as simple as possible

What to use the Patient Journey Map for?

A completed, electronically visualised Patient Journey Map is an invaluable tool for analysing the entire Patient care process. **By highlighting areas for improvement, it acts as a catalyst for change within the organisation, providing an opportunity to refine processes and communication, thereby enhancing Patient experiences.**

The map can also be used **during the onboarding of new Employees or in the training of current staff.** It serves as a reference point, offering a consistent perspective on Patient experiences and helping to standardise knowledge levels across the organisation.

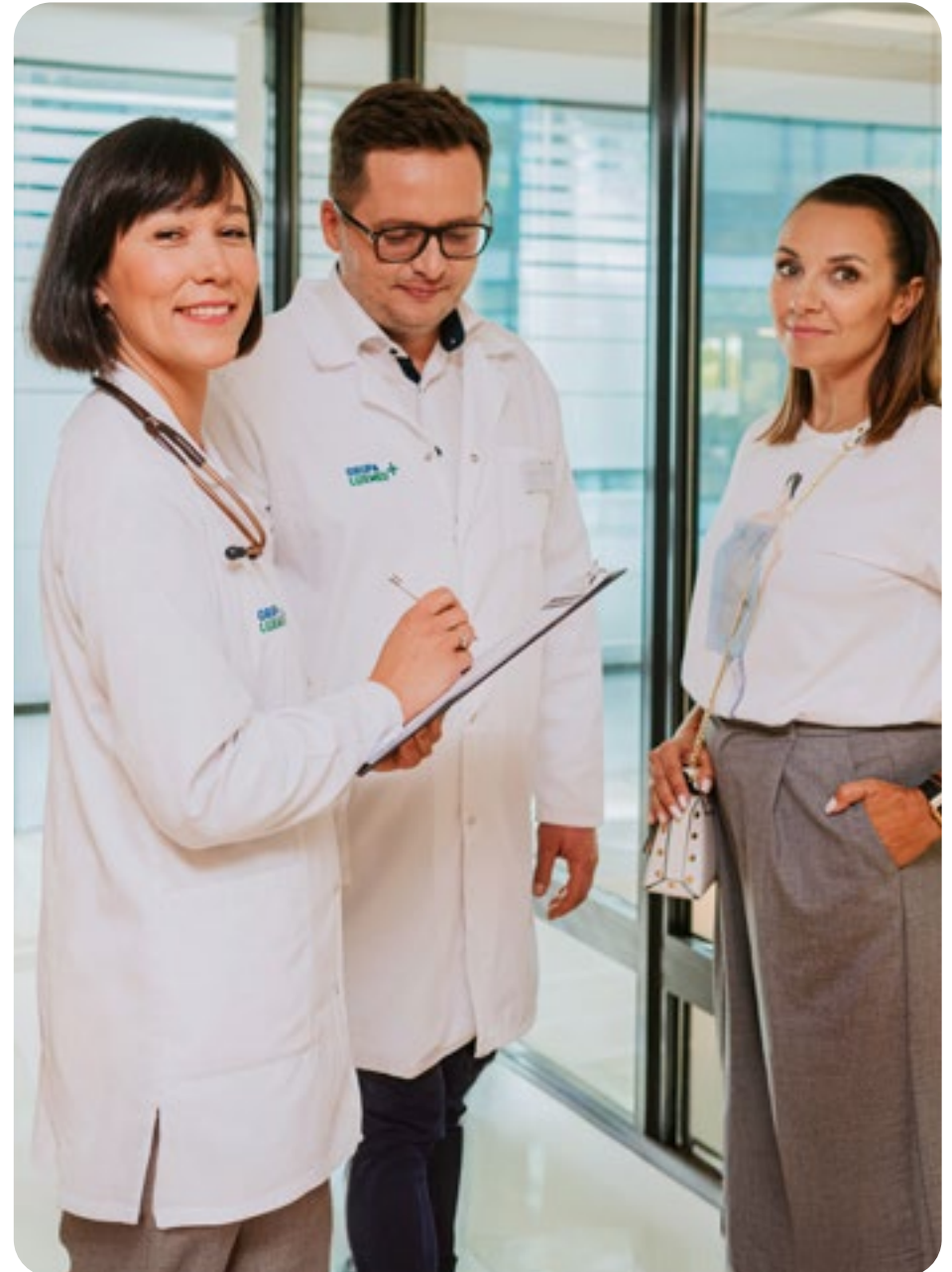
Moreover, the Patient Journey Map **fosters innovation by uncovering new opportunities,** hidden potential in services, and areas for enhancing the Patient experience. It identifies processes that need adjustment to meet (or even exceed!)

Patient expectations. **Thanks to the map, the management team can verify to what extent the current service process, as visualised in the maps, aligns with the company's strategy, values, and brand promises.**

When mapping the Patient's journey, the LUX MED team must fully 'step into the Patient's shoes,' setting aside their daily tasks and processes. What happens behind the scenes in the company, beyond the Patient's view, ultimately doesn't matter to them. Patients only see and feel the results of the organisation within the company.

Joanna Hirsz

Patient Experience Consultant,
GCE Consulting



Service standards and audits by Mystery Patients

At LUX MED Group, service standards* define the Patient care process from the moment of their first contact with a helpline representative or receptionist to their departure from the facility after a completed visit.*

These service standards are a set of documents developed by our specialists based on interviews with Patients, ensuring the highest and most consistent level of care across all facilities.

The standards define, for example: methods of communication with Patients, legally required procedures, guidelines for handling unusual situations, so that both Patients and Staff feel comfortable and safe.



To keep the standards aligned with Patient needs and realistic for daily operations, they are regularly updated.

The extent to which LUX MED Group facilities meet these standards is regularly monitored through **Mystery Patient audits**. An ongoing view of service quality is also provided by our **transactional Patient satisfaction research system**.

*The term 'service standards' here refers to both operational service standards and medicaloperational standards.



Mystery Patient audits are studies that allow us to assess compliance with service quality standards in our facilities. These audits are conducted by independent auditors.

During the audit, auditors go through all the necessary steps to use a given service, **exactly as real Patients would.** At each stage, they evaluate the degree of compliance with LUX MED Group's service standards and assess the engagement of Employees.

Audits are targeted. We select topics or facilities for research based on, among other factors, Patient ratings and comments in the Medallia system or complaints submitted by Patients.

After the audit, recommendations for improvements are formulated. Their implementation is reassessed after a certain period.

All these actions serve to monitor the quality of Patient care and effectively implement corrective measures.

How do we select an area for audit?



NPS results



Comments left by Patients in the Medallia system



Complaints



Previous results of the Mystery Patient audit





We Act

When a Patient is ill and seeking help

what matters most to a Patient in a health crisis?

To examine the overall impression our care leaves on Patients, we conduct relational studies. Each year, in two rounds, we collect approximately 5,000 surveys from a representative group of Patients, taking a closer look at all the key experiences along the Patient Journey.

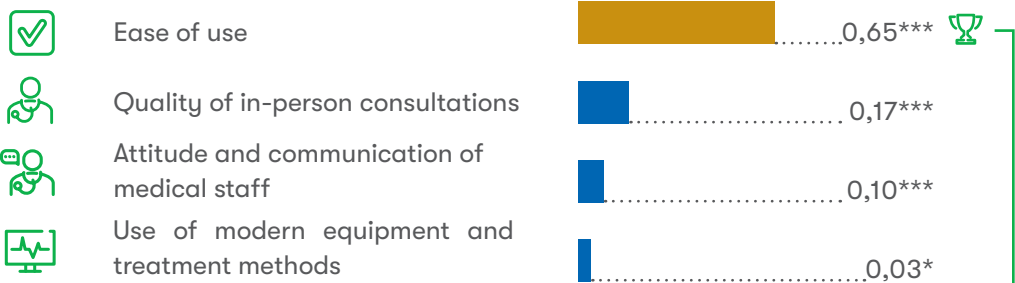
This research strategy allows us to compare Patient satisfaction levels at different points of contact with LUX MED Group services. Additionally, it helps us determine how satisfaction ratings at various stages of the journey influence a Patient's willingness to recommend LUX MED services.

What is most important for a Patient in need of medical attention?
To answer this question, we developed two linear regression models, which reveal:

- 1) Which Patient experiences along the journey **have the strongest impact on the ease of using LUX MED Group services**
- 2) Which Patient experiences along the journey **most strongly influence their willingness to recommend our services (NPS result).**



Key factors significantly impacting NPS (ranked by influence)



N = 2053
adjusted R² = 0,72

Key factors significantly impacting the ease of using LUX MED Group services (ranked by influence)



N = 1357
adjusted R² = 0,58

The chart and list present standardised beta coefficients. Significance levels: ***p<0.001; **p<0.01; *p<0.1. Non-statistically significant predictors have been omitted for clarity. For further details, please refer to the analysis appendix on page 68. If you have any questions, please contact us at ankieta.nps@luxmed.pl.

The NPS score of the LUX MED Group is most strongly influenced by the perception that using its services is easy.

To ensure that Patients find it easy to use LUX MED services, several factors must be met. The **two most important are good appointment availability and an efficiently functioning Patient Portal**. Almost equally important and closely linked to availability were the possibility of continuing treatment with a chosen doctor and receiving assistance in serious and urgent cases. Patients also value convenient access to medical care from home, which means high quality of telemedical consultations as well as good service from reception and the helpline. The quality of service in treatment rooms and during diagnostic tests proved to be significant at the trend level.

Patient satisfaction with all the mentioned factors explains 58% of the perception that using LUX MED Group's services is easy.

Ease of use is not the only factor affecting NPS – service quality matters too.

Patients place particular importance on the quality of in-person consultations as well as the attitude and communication of medical staff. Slightly less significant (at the trend level) is the use of modern equipment and treatment methods.

These factors, combined with the perception that LUX MED Group services are easy to use, contribute to 72% of Patients being satisfied with the services.

On the following pages of this report, we will demonstrate how we strive to improve Patient experiences across each of these factors.





We Act

Availability of
medical services

What is our situation as Patients?

The major challenge of low availability of medical staff in Poland

Good access to medical services is one of the most important needs for Patients.

Ensuring adequate access to healthcare services requires a sufficient number of specialists, yet the shortage of medical professionals remains a significant issue in both public and private healthcare sectors.

In terms of the number of doctors per 1,000 Patients, Poland is in one of the most challenging positions in Europe. According to OECD* data^{13,14,15,16}, between 2014 and 2018, Poland ranked last among 28 surveyed EU countries for the number of doctors per 1,000 residents (UE-28; 2.2–2.4 doctors per 1,000 Patients). By 2020, Poland had moved five places from the bottom, reaching 3.3 doctors per 1,000 residents¹⁷. While the average frequency of doctor visits in Poland is slightly higher than the European average, this only adds

to the pressure on medical personnel. In 2018, Polish doctors conducted the highest number of consultations per year among all surveyed European¹⁶ countries. By 2021, Poland had the third-highest number of consultations per doctor per year¹⁸.

Although the number of doctors per 1,000 Patients in Poland has slightly increased over the past three years (from 3.31 to 3.51)¹⁹, according to the latest GUS* data, this has not significantly improved access to healthcare. Factors such as an ageing population and an increase in chronic illnesses continue to strain medical services¹⁸.

All these challenges make time and attention from medical staff increasingly scarce resources. Therefore, it is crucial to ensure that Patients receive the necessary care while managing these resources efficiently.



Available appointments



Michał Rybak

Vice-President of the Management Board for Operations of LUX MED Sp. z o.o.

A high-quality medical service will always be the most important factor for Patients. However, year after year, expectations continue to grow. Patients now seek the same level of service they experience in other industries – customer care like in a premium hotel, a digital platform as seamless as a top online store, and more.

We embrace these expectations and actively seek solutions by following our motto: ‘We never leave a Patient without a solution.’ This approach proves effective across all touchpoints – from the Patient Portal to the doctor’s office, the procedure room, and the reception desk.

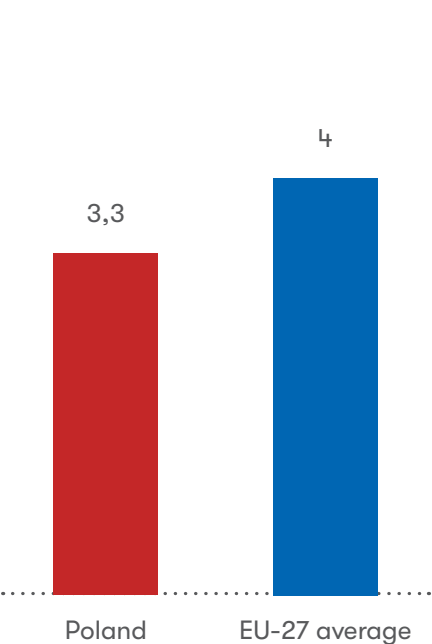
*OECD - The Organisation for Economic Co-operation and Development

*GUS - pl. Główny Urząd Statystyczny, Central Statistical Office

At LUX MED Group, we implement various strategies to provide Patients with high-quality care while making the most of limited medical staff time, including:

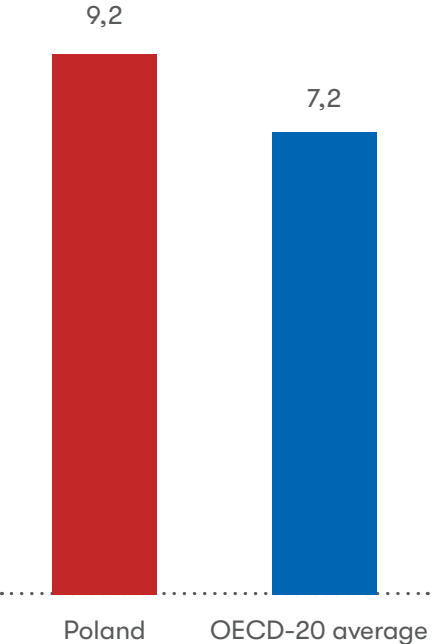
- 1. **Referring Patients to the right specialists** by guiding them along the appropriate treatment pathway when their medical needs can be met by healthcare professionals other than a doctor (Patient Need Management).
- 2. **Optimising appointment availability** by ensuring that every available slot is utilised (Queue Management System).
- 3. **Enhancing treatment quality and communication to increase Patient trust** in medical recommendations, improve the treatment process, and reduce the need for second opinions (Training for Doctors at LUX MED Group).
- 4. **Facilitating continuity of care through our Follow-Up Visit System, allowing Patients to continue treatment with a specialist who is already familiar with their case.**
- 5. **Making the booking process simple and convenient** through an intuitive Patient Portal and three booking channels.
- 6. **Creating internship and residency opportunities for young doctors.**

Number of doctors per 1,000 residents in 2020



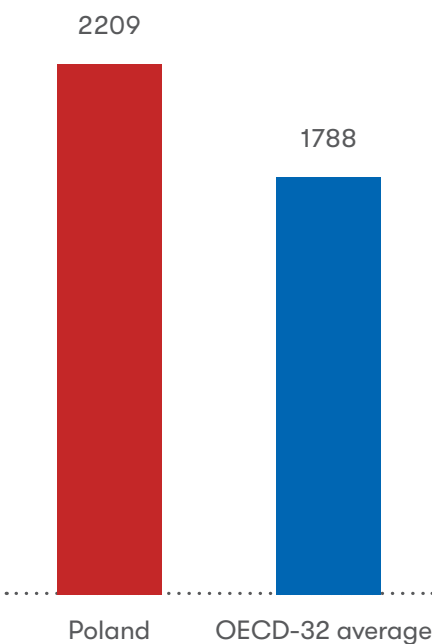
In Poland, the number of doctors per 1,000 residents remains one of the lowest in the EU. In 2020, Poland ranked 5th from the bottom, ahead of only Hungary and Luxembourg.

Number of medical consultations per year per Patient in 2021



In 2021, Poles attended an in-person or telephone consultation an average of 9.2 times per year, making it the third-highest among the surveyed OECD countries, slightly above the average. The citizens of Sweden, Finland, and Norway visit doctors the least frequently, attending fewer than five consultations per year.

Average number of medical consultations per doctor in 2021



All these factors make Polish doctors among the most overburdened in the EU. In 2021, a Polish doctor conducted an average of 2,209 consultations per year, ranking: 3rd highest among European countries 6th highest among OECD-32 countries.



Coordinating medical needs – when you don't know which doctor to book an appointment with...

In a healthcare system facing a shortage of medical professionals, ensuring that Patients are directed to the appropriate specialist is crucial for the efficient management of healthcare availability.

Choosing the wrong consultation can have serious consequences. The Patient not only does not receive the necessary assistance during the visit and has to book another appointment with a different specialist, but also another Patient – who could have benefited from that consultation – is left without care.

The issue of proper coordination of needs is particularly important for healthcare service providers, where the Patient independently decides which specialist to visit.

Deciding which specialist to see – especially in cases of unclear symptoms – can be a challenge for Patients.

At LUX MED Group, we have implemented a solution that helps patients choose the most appropriate consultation for their medical needs – **Patient Need Management (PNM)**.

PNM is a short survey about the Patient's symptoms. The PNM survey is displayed in the Patient Portal or conducted by a helpline representative just before booking an appointment. Based on the Patient's responses, PNM suggests the most suitable consultation for their symptoms.

PNM broadens the range of available healthcare services, directing Patients to less commonly chosen specialists, such as: optometrists, dental hygienists, or dermatology nurses. In many cases, these professionals can address the Patient's concerns without the need for a doctor's appointment.

Additionally, thanks to PNM, the Patient also receives a suggestion regarding the most suitable appointment type for their case – telephone, in-person, or chat with a doctor, with the option to send photos.

After booking an appointment, PNM also provides guidance on how to prepare for the visit and **automatically directs Patients to relevant tests** that should be performed before seeing a specific specialist, ensuring the consultation is as effective as possible. If necessary, it also allows Patients to request prescriptions.

Thanks to PNM, we can provide Patients with the assistance they need faster and more effectively.



Available
appointments

Queue Management System

Despite our best efforts, there are occasions when a Patient is unable to secure the appointment they need. To make the booking process easier in such cases, we have introduced a waiting list option.

When an appointment becomes available, the system sends an SMS notification, allowing the Patient to book the visit. This provides an additional opportunity to schedule a consultation without the need for repeated manual searches.

We recognise that we cannot always offer an appointment that perfectly matches the Patient's expectations. Therefore, to avoid putting Patients through unnecessary waiting, we offer the waiting list only for services where we are confident that we can help the Patient find an available appointment.

This approach ensures a high success rate, with approximately 95% of Patients receiving a notification about an available appointment.



PATIENT TESTIMONIAL



Easy appointment booking, and in case of unavailability, the option to receive notifications about the nearest available slots, is the perfect solution.



Follow-up visits and continuity of the treatment process



After a specialist consultation, there is often a need to monitor the effects of treatment. Naturally, Patients expect to be able to easily return for a follow-up visit with the same specialist – after all, they are best equipped to assess the progress of the Patient’s health condition.

Our research results confirm that the ability to return to the same doctor is important in making it easy for Patients to use our services. Therefore, processes that facilitate returning to the same specialist are a priority in our operations. A solution that allows Patients to easily return to their doctor is the **Follow-up Visit system**.



Continuation of treatment

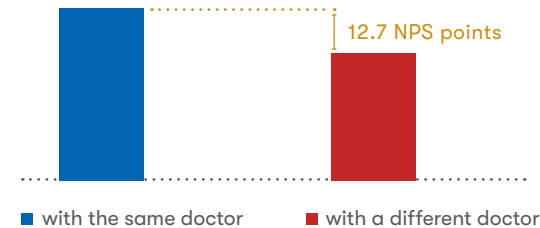
A Follow-up Visit functions as a type of referral that a LUX MED Patient can receive after an appointment from their doctor or other medical specialist (such as a psychotherapist, dietitian, etc.). This referral prioritises the Patient when booking a follow-up appointment with the same specialist who initiated the treatment and recommended further tests.

At the moment the referral is issued, the system pre-reserves a follow-up appointment in the doctor’s calendar, scheduling it around the expected follow-up date.

If pre-reservation is not possible (e.g., the doctor’s schedule is not available for that period), the Patient is offered alternative appointments with other specialists in the same field under preferential conditions.

Patients are significantly more satisfied with a follow-up medical or specialist consultation when it is conducted by the same specialist who performed the initial visit.

Satisfaction with follow-up visits



N = 15 680

The chart presents NPS results from transactional studies at the consultation touchpoint in Q1 2024.



PATIENT TESTIMONIAL

I was examined, received a clear diagnosis of my condition, and was prescribed the appropriate medication. The doctor also scheduled a follow-up appointment, ensuring that I remain under care.

Patient Portal

A well-functioning Patient Portal is one of the two most important factors in ensuring the ease of using LUX MED Group services. With this in mind, we are continuously working to improve and develop our application.

To ensure that changes or new functionalities best meet Patients’ needs, they are introduced based on: information from Patient surveys and our internal qualitative research, as well as data from Apple and Google stores and other digital sources of feedback.



We listen to Patients – and take action:

- ~15k Individual survey responses on the Patient Portal analysed so far
- ~800 Pieces of feedback related to user experience of the Patient Portal
- +100 Topics identified for detailed analysis
- +25 Topics selected for practical implementation in 2023/2024



PATIENT TESTIMONIALS



Excellent app experience. Fast, easy, and convenient.

The app shows available appointment dates and times. It’s easy to re-schedule or cancel an appointment. There’s no need to call, confirm, or queue at reception. All appointment details are available in the app and via SMS. I believe this is one of the best appointment booking solutions on the market.



Patient Portal

Patient Portal – Your assistant in maintaining health

The Patient Portal is a multifunctional application – beyond appointment booking, the Patient Portal allows Patients to remotely access test results, manage referrals, order e-prescriptions, and reserve medications at a pharmacy. It also enables Patients to complete a medical questionnaire before a visit, conduct online consultations, and ask follow-up questions to a doctor after a visit.

In short, the Patient Portal is a tool that allows Patients to easily and comprehensively manage their medical care within LUX MED Group. Most importantly, the Patient Portal is continuously evolving and improving – thanks to the valuable feedback from our Patients.

Below, we present some of the new solutions introduced in 2023 in response to Patient needs.



Ease of use



Patient Portal



PATIENT TESTIMONIALS



The app definitely makes it easier to book appointments, check test results, and issue prescriptions. Highly recommended!

It allows for instant assistance via chat, and booking appointments online is a fantastic feature. Clinics and doctors are of a high standard, and having the entire medical history in one place is incredibly convenient.

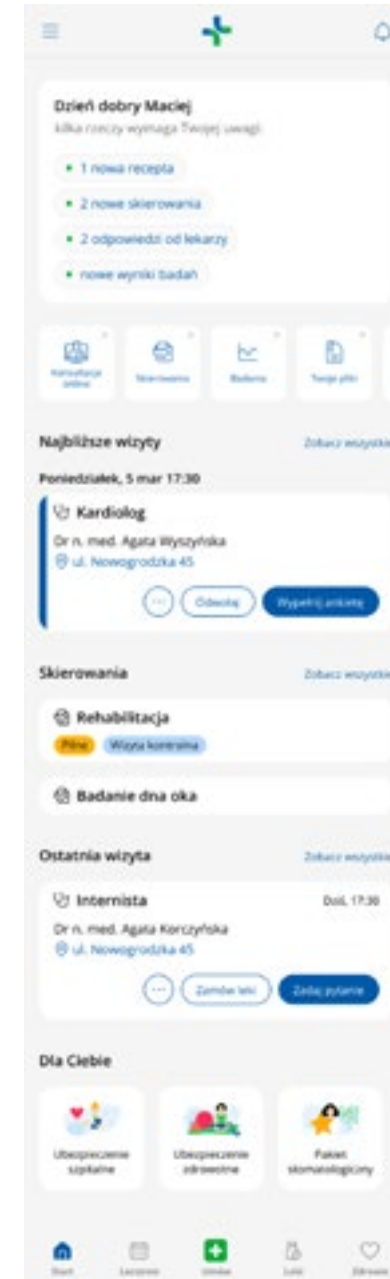
Notifications about important events

Video/chat teleconsultations

Appointment management

Medication reservations with ApteGo

Online prescription renewals



Online access to test results, checking Subscription coverage

Pre-visit medical questionnaire

Online e-referrals

Post-visit doctor chat/Ask a Doctor

Preventive care plans, online care plans

We listen to Patients

simplifying teleconsultation booking

Teleconsultations are a popular and practical form of medical consultation. They provide Patients with a convenient way to address many important health-care needs.

Our research has identified several common Patient needs related to teleconsultations. Some Patients need to contact a specific doctor as part of a follow-up visit. Others prefer teleconsultations with specialists in their local area, allowing them to visit the same doctor in person if necessary.

Some Patients seek quick, immediate advice, such as for extending treatment or assessing their current health status. **Survey responses indicated that in such cases, availability is more important than the doctor's physical location.**

In response, we have expanded teleconsultation booking options, removing the need for Patients to select a specific city when searching for an available appointment.

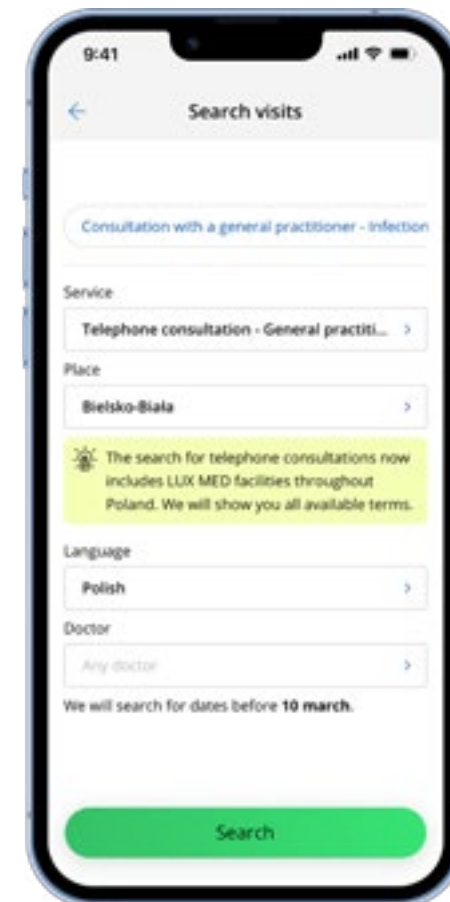
This change allows Patients to access a wider selection of appointment slots at times that are more convenient for them – which is particularly important when urgent contact with a doctor is needed.

So far, this solution has benefited 1 million Patients. The ultimate goal is to extend it to all Patients and include all services available via teleconsultation.



PATIENT FEEDBACK

I opened the app, selected the service I needed, and was able to choose a time that suited me, view different options, and select the most convenient one. The best part is that now telephone consultations are shown from across the country, so I no longer have to click through different cities.



Ease
of use



Patient
Portal

We listen to Patients

enabling appointment bookings with partner facilities via the Patient Portal

To ensure our Patients have the best possible access to medical care across Poland, in addition to continuously expanding our portfolio of own facilities, LUX MED Group has been offering its services in partner facilities for many years.

This solution helps provide care to Patients in all locations across Poland. However, due to technical limitations, it was previously not possible to book appointments at partner clinics via the Patient Portal.

Since 2023, LUX MED Group has been systematically integrating

partner facilities into its booking system. By the first half of 2024, 130 partner facilities have been added, allowing Patients to book appointments quickly and easily via the app, with more facilities continuously joining the system.

By the end of 2024, we aim to complete the integration of 250 partner facilities, ensuring that every Patient in Poland has a local facilities where they can schedule appointments directly through the app.

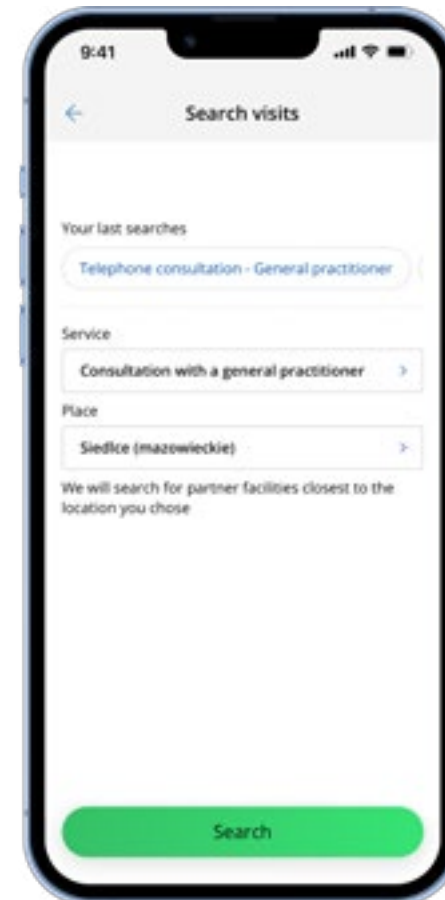


Ease
of use



Patient
Portal

INTEGRATION OF PARTNER FACILITIES INTO THE SYSTEM



First 130 partner facilities
now available online

We listen to Patients

booking individual rehabilitation sessions
via the Patient Portal



When developing new functionalities, we focus on ensuring they are as effective as possible in addressing the Patient's medical needs while also considering non-medical preferences.

An example of how we modify our solutions to address both of these needs is the new method for booking recurring rehabilitation treatments.

In an effort to make it easier for patients to undergo treatments at specific time intervals, which is medically beneficial, we have previously offered the option to book an entire cycle of rehabilitation treatments at once. However, we found that this system lacked sufficient flexibility.

Survey feedback showed that Patients frequently needed to modify their appointment schedule or add new sessions, but doing so was technically difficult and required contacting the helpline. To address this, we introduced a new booking system that allows each rehabilitation session to be scheduled individually.

This solution enables quick and easy appointment changes – whether modifying the date or selecting a different specialist – all through the Patient Portal.



PATIENT FEEDBACK



Simplify the rehabilitation booking system. Allow Patients to schedule individual sessions instead of the entire package.



In this way, we not only address the medical needs of Patients but also enhance their comfort in using our services by responding directly to their feedback and suggestions.



Ease
of use



Patient
Portal

LUX MED Group actively supports the education of doctors

Medical Internships and Residency Programmes

Both Polish and European research studies strongly highlight the conclusion that the shortage of general practitioners (GPs) is one of the most pressing deficits in the medical workforce.

According to CBOS* data, the percentage of Patients who responded positively to the

statement: ‘It is easy to get an appointment with a Primary Care Physician (POZ)’ has declined from 74% to 59%²⁰ over the past 10 years.

The authors of the OECD’s biennial report ‘Health at a Glance’¹³⁻¹⁷ also highlighted this issue.

Although the number of doctors per 1,000 inhabitants is improving in most European countries, the proportion of general practitioners (GPs) continues to decline, which is particularly problematic in less urbanised areas.

At LUX MED, we are aware of this challenge, which is why we have decided to take an active role in training young physicians, with a particular focus on the specialisation of family medicine.

Thanks to our highly qualified medical staff and outstanding infrastructure, which includes a network of 16 specialist and multiprofile hospitals, we have obtained accredita-

tion from the Postgraduate Medical Education Centre to establish internship and residency placements.

Young doctors can train at LUX MED in the following specialisations: **family medicine, occupational medicine, oncology, oncological surgery, orthopaedics, and radiology.** We currently offer over 120 residency placements.

Additionally, our training opportunities extend to nursing staff. **Currently, nearly 1,000 nursing students are undergoing practical training in our hospital and outpatient facilities.**

*CBOS – pl. Centrum Badań Opinii Społecznej, Centre for Public Opinion Research

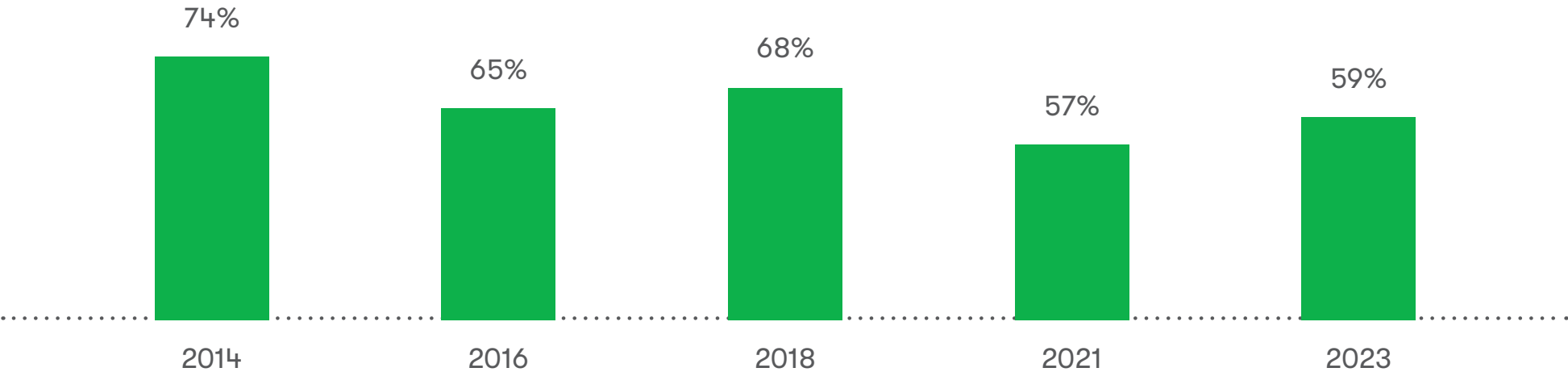


Interns during robotic surgeries, St. Elizabeth Hospital, LUX MED Group



Available appointments

It is easy to get an appointment with a Primary Care Physician (POZ) – positive responses



Source: CBOS, 2023²⁰

The study was conducted on a representative sample of adult residents of Poland, including those using both public and private healthcare services.



Doctors undergoing specialisation have the opportunity to participate in the LUX MED Residency Programme. As part of the Residency Programme, residents and interns participate in workshops with experts, develop practical skills, and share clinical cases they encounter. Additionally, we have prepared a series of soft skills training sessions, covering topics such as handling difficult situations, time management, working in interdisciplinary teams, and communicating with Patients and their families. At the same time, programme participants build a supportive community, which is invaluable during their first steps in medical practice.

Aleksandra Michalek

Manager for Medical Team Competency Development, Outpatient Care Medical Department



We Act

We ensure
high-quality service
and medical care

Patients care begins with wonderful people

At LUX MED Group, people are at the heart of everything we do, going above and beyond to care for our Patients. No matter where they are within the organisation, we are guided by our core principle, **our vision:**

We listen to our Patients and care for each one of them.

We are proud of the incredible people who work among us. We share common values and are genuinely committed to fulfilling **our mission:**

We help people live longer, healthier, and happier lives while making the world a better place.



EMPLOYEE COMMENTS

Why did I choose nursing? Above all, I enjoy working with people and caring for them. Both in the past and now, my work is guided by two simple principles. The first is to care for every Patient exactly as I would want to be cared for. And the second, even simpler, is that if you are going to do something, do it well and with commitment.

Ewa Jung

Nurse, Winner of the Perła Czynu Award – recognition for outstanding commitment to Patients, LUX MED Group, Warsaw

Our primary goal is to create a level of care where the Patient, upon visiting the medical centre, feels like part of our ‘family.’ Whenever possible, we strive to remember our regular Patients and the concerns they bring to us.

This personal approach often builds greater trust in us and, combined with the principle followed by Grupa LUX MED—‘we do not leave the Patient without a solution’—ensures that Patients feel calm and more satisfied, even in situations where, for various reasons, we are unable to fully meet their initial expectations.

Bartłomiej Gemborgs

Kierownik Działu Obsługi Pacjenta, Grupa LUX MED Elbląg

The human element of care is priceless

Service at Reception and via Helpline

Sometimes, using an app is not enough - what the Patient truly needs is a conversation and personal support in resolving their issue.

The results of our relational study confirm this: the efficient operation of the reception and helpline

significantly facilitates Patients' use of LUX MED Group services.

Patients highly value direct contact with our staff. In 2023, 80% of Patients who booked appointments through the reception and 79% who booked via the helpline became our Promoters.



Reception and Helpline



PATIENT TESTIMONIALS



After booking through reception, **83% of Patients** recommend us



The reception team consists of professionals who organise everything quickly and efficiently. They are incredibly kind, communicative, polite, and helpful.



After booking through the **helpline**, **80% of Patients** recommend us



Very kind, patient, and polite approach. The consultant arranged a convenient appointment for me. The conversation was pleasant, and I would 100% recommend LUX MED services.



Data: Share of Promoters in Q1 2024 during micro-moments: Booking via Reception and Booking via Call Centre.

Direct contact is important not only for the Patient but also invaluable for the Staff. It is through direct conversations with Patients that we can truly understand the challenges they face and how to ad-

dress them. Through personal interaction, it becomes easier to support the Patient, empathise with their situation, and find the best possible solution.



PATIENT FEEDBACK

The lady who handled my booking was fantastic. She managed to organise my preventive care programme appointments into very efficient time slots. I'm very grateful for her help.



EMPLOYEE COMMENT

Direct contact with the Patient offers numerous benefits. First and foremost, we get to know each other. It allows us to view the problem from a different perspective— I see it through the Patient's eyes, and they see it through mine. This mutual understanding makes it much easier to find a solution.

Engaging the Patient in identifying the cause of the issue and searching for the right resolution is often rewarding for both sides. Patients are usually very grateful that we take the time to listen to them and genuinely try to help. They openly express how important that is to them.

Adam Kwiatkowski
Dyrektor Centrum Medycznego,
Grupa LUX MED Olsztyn





EMPLOYEE COMMENTS

Every Patient should be treated as a welcomed guest and placed at the centre of attention by every Employee, regardless of their role. This is particularly important in dentistry, as for most Patients, a visit to the dentist can be stressful. Our task is to ensure that the Patient experiences comfort at every stage of service delivery – from the atmosphere in the medical facility and the adaptation of the interior to the attentive care of the staff, who remain focused on the Patient throughout their daily duties. Even when our Employees are busy, we always make sure to establish eye contact and greet every new Patient entering the facility.

Aleksandra Teślak

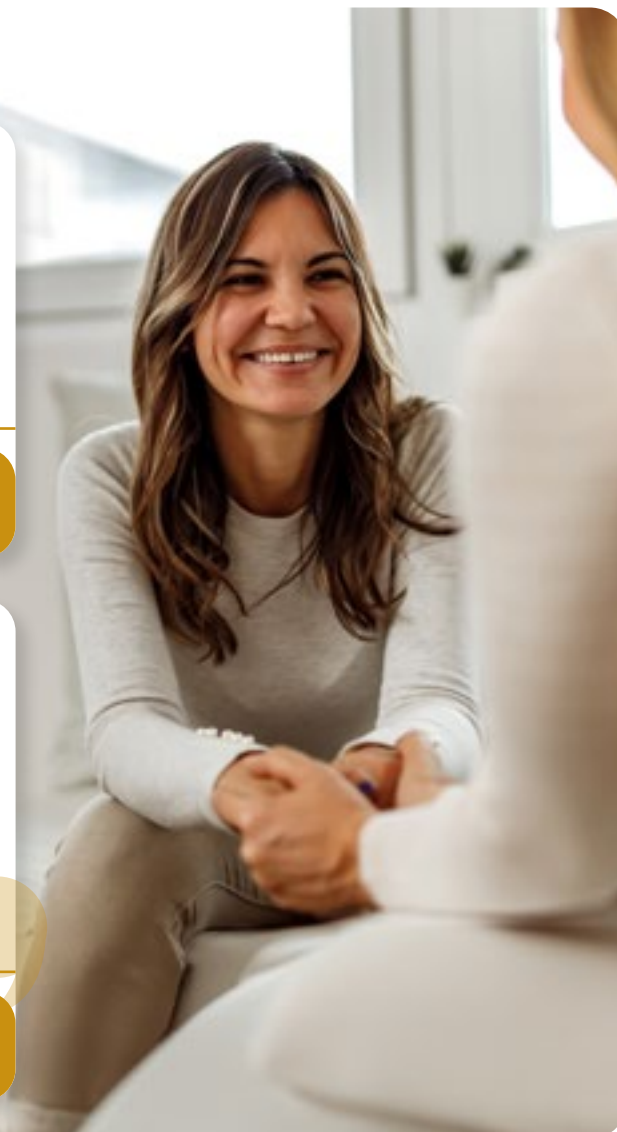
Head of Dentistry, LUX MED Dentistry, Gdańsk

I always tell my Employees: 'Treat the Patient the way you would like to be treated yourself.' I strive to ensure that everyone has the same high level of knowledge about patient care, processes, and key issues – the highest standard possible.

I firmly believe that there is no situation without a solution, and I aim to instil this mindset in my Employees, along with the necessary knowledge and skills. We provide our Consultants with numerous training sessions, workshops, and coaching – both individual and team-based. Thanks to this support, our Employees feel confident when speaking with Patients. And positive feedback from satisfied Patients is a great source of motivation.

Joanna Goliat

Head of Patient Service and Sales Team, Call Centre Dentistry, LUX MED Group



The perception of consultation quality significantly impacts experience ratings

Ensuring that Patients receive state-of-the-art, top-quality care requires the continuous development of our medical personnel. That is why at LUX MED Group, we support our Employees from the very first days of their cooperation with us.

Over the past eight years, our Doctor Relations Team has trained 3,500 newly hired Physicians, offering them various development opportunities, including induction training, medical skills enhancement courses, and operational training.



EMPLOYEE COMMENT

From my experience, a Patient who feels well cared for is one who clearly understands what is happening at each stage of their treatment. It is crucial to explain in detail which procedures will be performed and why, ensuring that the Patient fully understands the treatment process. Equally important is communicating in a way that is clear and accessible, using language that the Patient can easily comprehend.

Patrycja Floryszczyk
Head of Dentistry,
LUX MED Dentistry, Gdańsk

An essential part of the onboarding process is training in **Patient communication**, designed to deepen understanding of the Patient's perspective and needs at every stage of treatment. During

these sessions, doctors learn practical strategies for handling challenging situations in Patient care. All of this aims to ensure that doctor-Patient communication is clear, empathetic, and satisfying for both sides.



The key elements in building strong relationships with a Patient are adapting to their needs and expectations, demonstrating understanding and care, and clearly explaining each stage of the procedure to be performed. All these factors contribute to establishing mutual trust.

Marta Świdniak-Wasilewska
Head of the Nursing Department,
LUX MED Group, Warsaw



In-person
consultations



Phone
consultations



Friendly
staff



Modern
treatment

Additionally, we regularly organise webinars on medical topics of interest. This year, among the most popular webinars were those covering the treatment of common health issues in pregnant women, diabetes and obesity, as well as training on eyelid ptosis and Horner's Syndrome.

Thanks to online training, our doctors can regularly expand and update their knowledge in an easy and convenient way.



An invitation to a training webinar: A lecture by Professor Leszek Czupryniak, MD, PhD, on civilisation diseases - diabetes and obesity - was highly popular, attracting nearly 540 doctors.



In-person
consultations



Phone
consultations



Friendly
staff



Modern
treatment

To make it as easy as possible for our Employees to keep pace with modern medical advancements, LUX MED Group has developed a comprehensive educational offering available to professionals across all medical fields.

Those wishing to enhance their practical skills can take advantage of our training centre, the **Medical Education Centre**. This facility is uniquely equipped to replicate real-life conditions found in surgical rooms and operating theatres.

The Medical Education Centre's offering is available to all specialists, including doctors, nurses, paramedics, physiotherapists, and students, who each year can choose from over 200 courses and training sessions, delivered either practically or in lecture form.

Additionally, every year, LUX MED organises an educational event for representatives of all medical professions — **the LUX MED Medical Academy**. During the Academy, a series of lectures and discussions take place, covering topics related to the healthcare system and the latest medical advancements.

Each year,

more than 6,500

professionals benefit from the training programmes provided by the Medical Education Centre

The Centre's training staff conduct courses across

38 medical specialisations



In-person
consultations



Phone
consultations



Friendly
staff



Modern
treatment

Patients greatly appreciate the work of our medical staff across all specialisations. In each of these areas, over 90% of our Patients give our specialists the highest rating.

Recommendation of the Service Provider After:



The infographic shows the service contractor’s NPS for transactional studies sent after a medical consultation, medical specialist consultation or service performed in a procedure room from 01.01.2024 until 31.03.2024.

PATIENT TESTIMONIALS

The doctor is an outstanding specialist. Not only does she have great knowledge and experience, but also a wonderful approach to the little Patient. She managed to build a relationship with her based on empathy and respect. As for the treatment itself, she never gives up – she seeks new solutions and keeps her knowledge up to date. I would recommend her to any other parent.

A professional and individual approach to every Patient. The rehabilitation specialists are kind and helpful, not only during the rehabilitation sessions but also in advising Patients on how to function in everyday life after surgery.

A wonderful nurse. She helped ease the stress associated with the examination with great dedication and a smile. She explained everything in detail. We need more people like her – those with such empathy for Patients!

EMPLOYEE COMMENTS

As a physiotherapist, I interact with Patients in the clinic. For each of them, the rehabilitation process often means something different. Over the years I have learnt how to read Patients’ needs expressed verbally and non-verbally. Having direct feedback from Patients makes it easier for me to structure the physiotherapy process in a way that is both organisationally optimal and ensures that Patients have the best possible experience when using our services.

Maciej Łagódka
Head of Physiotherapy, LUX MED Group

In the work of a nurse, midwife, or paramedic, empathy and a holistic, individual approach to the Patient are crucial. These are precisely the qualities and skills I develop within my team.

Katarzyna Ściubidło
Head of the Nursing Department, LUX MED Group Katowice



We Act

Organisation
of medical care

Why do we ask so many questions?

Preliminary Medical Interview

For effective treatment, it is crucial that the Patient accurately communicates their symptoms to the doctor. However, some information may be difficult for Patients to recall or might be overlooked during the visit. To address such situations, LUX MED Group has introduced the Preliminary Medical Interview.

The Preliminary Medical Interview consists of a few questions about the symptoms experienced by the Patient,

as well as general information about their health, such as allergies, past procedures, or regular medication use. By completing the Preliminary Medical Interview at home, the Patient can take their time to provide all essential information and ensure it is accurate and complete. This preliminary interview helps the doctor prepare for the consultation, allowing more time during the visit for discussion with the Patient. Additionally, it updates the Patient's medical records, thereby enhancing overall medical safety.



In-person
consultations



Phone
consultations



PATIENT TESTIMONIALS



The specialist was well-prepared – he reviewed the medical questionnaire before the visit. During the visit, he provided me with detailed and precise information and was able to answer all my questions thoroughly, referencing professional literature and research. My questions were not only about the main issue I came in with but also covered additional topics, such as supplementation. I also consulted the specialist regarding recommendations from another doctor I am seeing (a psychiatrist). The specialist discussed the matter comprehensively, provided useful guidance, and carefully recorded everything in the visit summary on the Patient Portal. Additionally, he gave a precise response to a follow-up question I asked via the Patient Portal. An excellent specialist.

Every time I use LUX MED services, I am treated with kindness and professionalism. In addition to that, the waiting time for tests is short, and the app is fantastic – it allows me to book appointments at my convenience, without any rush. The questionnaires required for the medical interview can also be filled out at home, so stress and time pressure do not affect my ability to think clearly. I can always check my medicine cabinet to see the exact names of the medications I take, and I don't have to worry about forgetting something that could impact my health.



Teleconsultations – when are they most needed?

High-quality telephone consultations are one of the key factors making it easier for Patients to access LUX MED Group services. However, observations of Patient feedback over the past few years have shown that the relationship between satisfaction with teleconsultations and overall satisfaction with LUX MED Group services is more complex than it may seem at first glance.

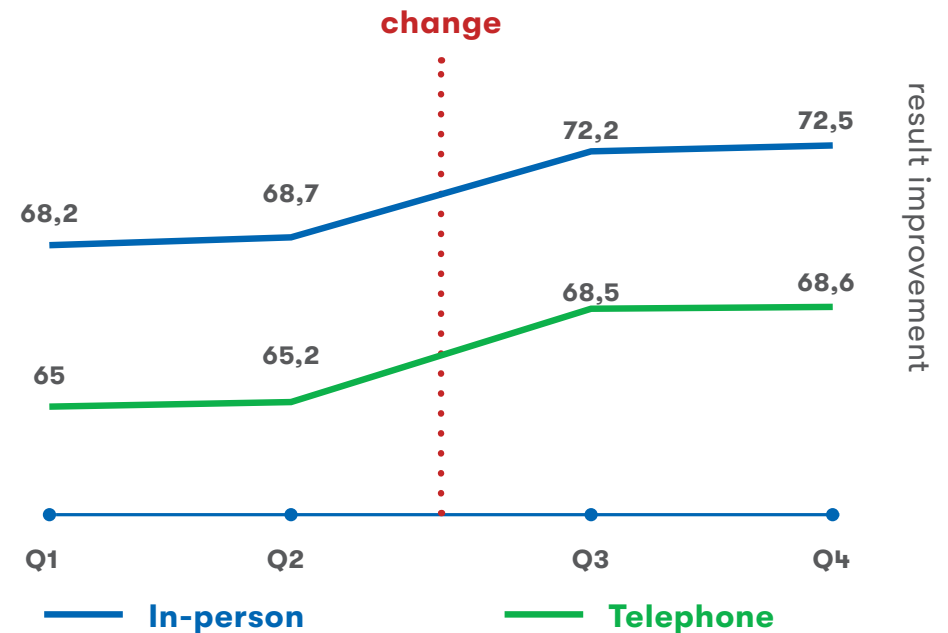
It turned out that the key to Patient satisfaction is maintaining the right balance between the availability of telephone and in-person services.

During the pandemic, telephone services were rated very highly. In many cases, they were the only way for Patients to contact a doctor. However, as pandemic-related restrictions eased, we observed a decline in Patient satisfaction with telephone services, while satisfaction with in-person consultations increased.

This was a clear signal that Patient needs were changing, and for some services, telephone consultations were no longer the preferred option. In response to this shift, we decided to transfer some consultations back to an in-person format.

To continue ensuring the convenience of telephone services for Patients, we introduced two key solutions. First, we ensured that a sufficient number of telephone consultation slots remained available to Patients. Secondly, we have decided that in certain specialisations, teleconsultations will only be offered to Patients of the doctor issues a referral for such a service as part of a follow-up visit.

This approach reassures Patients that a telephone consultation is sufficient for their medical needs while allowing them to enjoy the convenience



and time-saving benefits of remote consultations.

These changes were a significant undertaking, both from a business and a technical perspective. However, their implementation has led to a significant improvement in Patient satisfaction.

On one hand, we have been able to offer more in-person services, which are often highly valued and preferred by Patients. On the other hand, we have improved Patient satisfaction with teleconsultations by ensuring that our specific approach to managing them remains both convenient and safe for our Patients.



Quick assistance through online consultations

Sometimes, feeling unwell strikes when a visit to a medical facility is simply not possible.

Severe symptoms, caregiving responsibilities, or late hours can all make it difficult to seek inperson care. However, we may still need to contact a doctor to assess our condition.

In such moments, an online consultation via chat can be invaluable, allowing Patients to

conveniently access medical support from their homes.

Online consultations are available until midnight, allowing Patients to receive the necessary assistance even outside the regular opening hours of medical facilities. **At the same time, the online format enables Patients to show problematic symptoms to the doctor by sending photos, which increases the effectiveness of this type of consultation.**

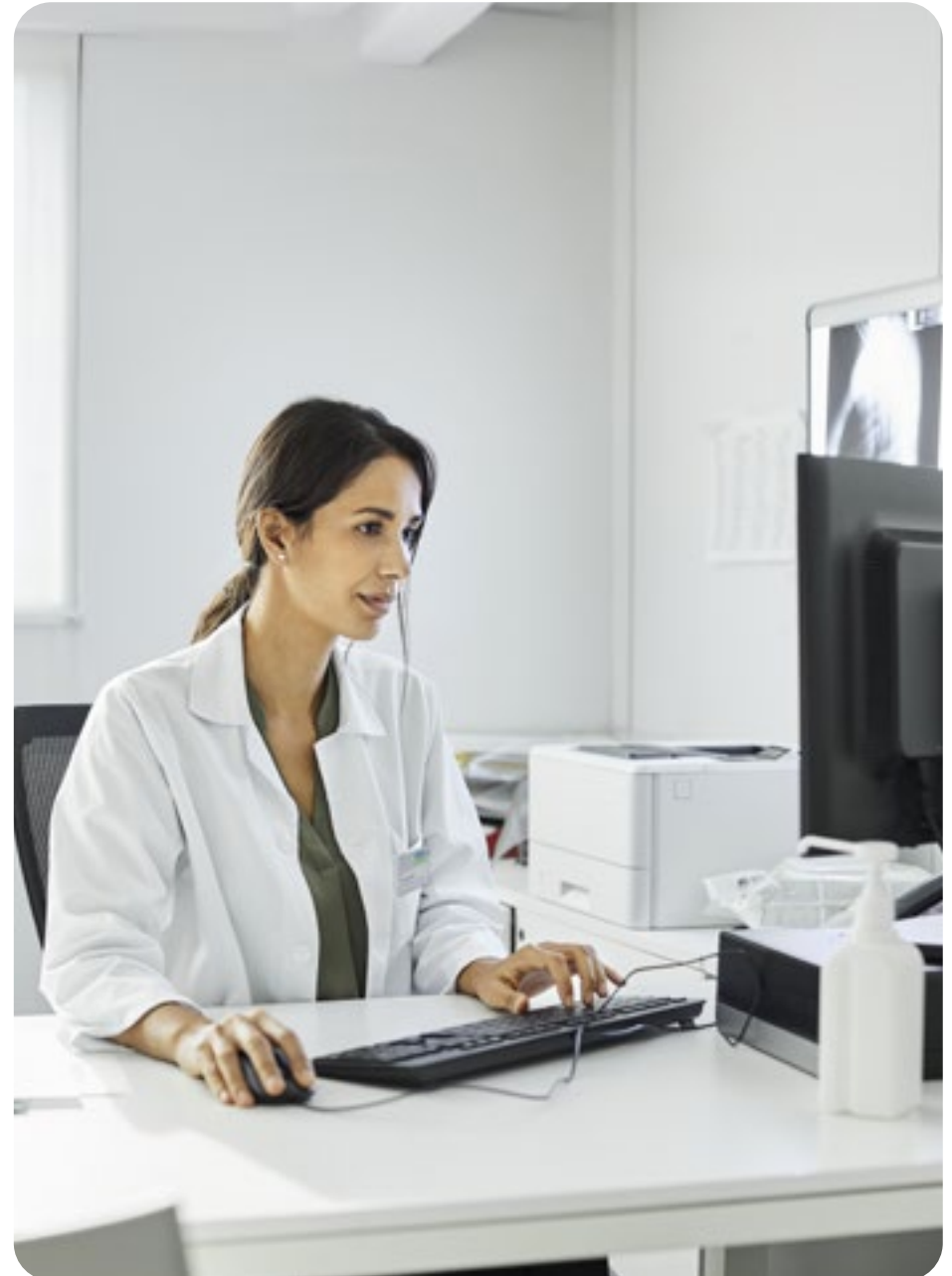


PATIENT TESTIMONIAL

I really appreciate LUX MED – the availability of doctors, but most of all, I love the online chat. Things usually happen in the evening, especially on Friday nights. Having chat support available until midnight is an invaluable help. Thank you.



Patient
Portal



Ask the doctor

It sometimes happens that after returning from a consultation, a Patient has additional questions or concerns. Whether they relate to recommendations, an alarming reaction to treatment, or substitutes for prescribed medications, the ability to ask a doctor a question after the visit can be very important.

To provide Patients with this possibility, we have equipped the Patient Portal with the 'Ask the Doctor' feature.



PATIENT TESTIMONIAL

A great option for asking questions after a visit, with prescriptions available in the app and all necessary information accessible in one place (Patient Portal).

This tool allows Patients to ask the specialist who provided their service between three and five questions.



Patient
Portal



We Act

Designing facilities
with Patient needs
in mind

Patient-centric facility design

caring for the comfort of our Patients

The most common reason for visiting a doctor is feeling unwell, which is why it is essential to ensure the most comfortable conditions for Patients during their visits to medical facilities.

At LUX MED Group, we prioritise a pleasant atmosphere and comfort in our facilities – **not only in consultation rooms but also in Patient Zones, where Patients wait for their appointments.** We employ various strategies to enhance their experience.

To ensure Patients feel comfortable, Patient Zones are equipped with soft seating, and the space is partially divided **by openwork wooden partitions.**

The furniture colour scheme is designed to be inviting and calming.

Ceiling and floor lamps emit **warm, soft light**, which has a positive effect on the well-being of Patients waiting for their consultations.

Decorative elements **such as plants, stylish tissue dispensers, and trays with vials emitting pleasant, soothing scents** help Patients relax before their visit.

Patient Zones are also equipped with **water dispensers** and **vending machines**, allowing Patients to stay hydrated or purchase a snack if needed.

In this spirit, we are not only developing new facilities but also revitalising some of our longstanding facilities each year to continue serving our Patients.



An interesting colour scheme, decorative elements, and warm lighting create a pleasant atmosphere in the Patient Zones.



We strive to ensure that the functional elements in our facilities are both practical and aesthetically pleasing.

Patient-centric facility design

making things easier, offering help

The interiors of our facilities are also practical and functional, designed to serve every Patient.

To achieve this, we focus on optimal location, layout, and signage, which we continuously monitor and improve.

We implement solutions that enable people with disabilities and those with other specific needs to access our facilities comfortably.

These amenities are installed both in public areas and in dedicated consultation rooms, which include preparation booths for Patients. Our rehabilitation zones are also equipped with adapted changing rooms and sanitary facilities.

In the near future, we also plan to open a specialised dental facility, designed to accommodate Patients with mobility impairments as well as those with obesity-related needs.



Patient-centric facility design

caring for particularly vulnerable Patients

At LUX MED Group, we care for our youngest and most vulnerable Patients.

Many of our facilities are equipped with Parent and Child Rooms, where children can enjoy their time while waiting for an appointment, and parents can comfortably change or feed their youngest ones.

Parent and Child Rooms and Children's Corners are equipped with essential facilities for baby care, as well as colouring books and an interactive toy to make the waiting time more enjoyable for older children.

For the convenience of our female Patients, including those during pregnancy, we have dedicated Women's Health Zones within our facilities. These pastel-coloured spaces allow for a comprehensive approach, where Patients can receive related services such as ultrasound scans, cytology, gynaecological consultations, and obstetric care.

In specially designated Women's Health Zones, Patients can undergo related examinations and gynaecological or obstetric consultations.



We also provide special care for Patients in need of psychological or psychiatric consultations. Mental health consultation rooms are furnished with comfortable chairs, tables, blankets, and decorative ele-

ments, distinguishing them from other rooms. Wall murals depicting forests, seas, and meadows create a sense of spaciousness and help reduce stress related to the visit.

We ensure comfort and a welcoming design in psychological and psychiatric consultation rooms.



Image Supervisors oversee the adherence to visual and environmental standards in LUX MED Group facilities and hospitals. They regularly visit these locations to assess their signage and overall functionality.

During these visits, the Image Supervisor advises the management team on improvements related to aesthetics, functionality and Patient comfort within the facilities. They

assist in setting up children's areas, ensure the green spaces around facilities are wellmaintained, and manage Employee-submitted ideas for facility enhancements - implementing them whenever possible (more on this in the section 'The Entire LUX MED Community Listens to Patients').

Ensuring Patients feel special with us...

It is extremely important to us that our Patients feel not only comfortable and well cared for in terms of health but also truly valued in our facilities.

That's why we regularly organise special events to thank our Patients for their presence and celebrate their small joys with them!

For **Children's Day**, we prepare competitions with exciting prizes for our youngest Patients.

Additionally, to make daily visits more enjoyable for children, we launched an **awareness campaign informing parents and children about the option to bring their favourite toy to the appointment**. This initiative helps reduce fear and stress associated with medical visits and builds trust in medical staff. In the past year, we also celebrated International **Women's Day** with our female Patients.

Every Patient visiting us on this special day received a gift of herbal tea as a token of appreciation.

We also strive to make our elderly Patients feel valued. In autumn 2023, we organised a charity auction for residents of our Tabita Care and Rehabilitation Centre, showcasing artworks created by the Patients themselves.

The beautiful pieces were auctioned by LUX MED Group Employees, and the event was combined with a professional photoshoot, bringing immense joy to the Patients and making the day truly special for them.



To ensure our youngest Patients feel safe during their visits, they are encouraged to bring their favourite toy with them.



An artwork created by the residents of the Tabita Care and Rehabilitation Centre.



We Act

After the visit

We care for Patients even after their visit

Patient care does not end once they have received medical assistance from us – after the visit, we continue working to ensure that Patients have the best possible experience. After each completed stage of the Patient Journey, **Patients have the opportunity to share their experiences through dedicated transactional surveys.**

If Patients have not opted out of receiving surveys, they receive an invitation to a short transactional study via email or SMS. To avoid overwhelming Patients with invitations, surveys are sent randomly to a portion of Patients.

For the same reason, we apply a **cooldown period for survey invitations** – Patients will only receive another invitation after a sufficient amount of time has passed since the previous one.

It is important to us that every Patient who wishes to share their opinion has the opportunity to do so. If a Patient does not receive a survey invitation, they can still provide feedback at their convenience in two ways.

Firstly, they can use the **dedicated buttons visible in the Patient Portal** immediately after a medical consultation, a specialist consultation, or an examination in the treatment room.

However, if the feedback does not relate to a specific consultation but rather to general aspects of service, **Patients can use the ‘Rate Us’ button, which is always available in the Patient Portal.**



Closing the feedback loop

Thanks to the surveys completed by Patients after their interaction with LUX MED Group – or at any time through the Patient Portal – we can respond to Patient needs both in real time and over the long term.

This process, based on the Bain & Company method, is called **Closing the Feedback Loop** and consists of two key elements:

- 1) **Internal Loop** which involves directly contacting Patients to discuss their survey responses and experiences. Based on these conversations, actions are taken to address Patient needs and implement improvements at the facility level.
- 2) **External loop** which focuses on company-wide improvements, using a comprehensive analysis of Patient ratings and comments to drive changes across all facilities.

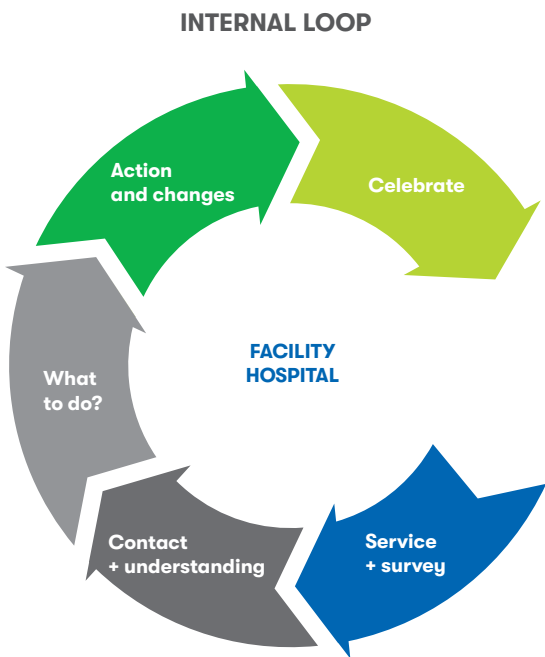


EMPLOYEE COMMENT

The feedback loop process in Medallia helps managers identify areas that need attention while reassuring Patients that their concerns are taken seriously. I often encounter surprise when I call a Patient to discuss their feedback. The key elements are empathy and active listening, especially when a Patient expresses negative emotions. This helps us understand their needs and tailor our care accordingly. Many times, I am able to assist the Patient immediately, and I often hear the question: ‘Can I withdraw my survey response...?’

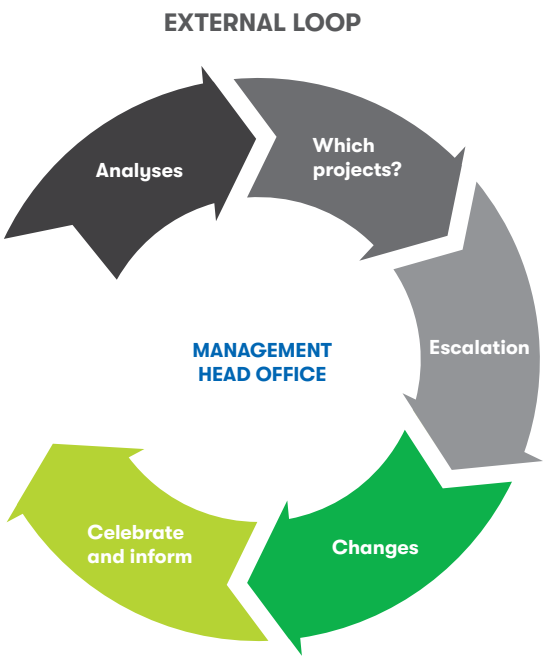
Edyta Motyl

Medical Centre Director, LUX MED Group Elbląg



Patient

IMPLEMENTED ACTIONS CIRCLE BACK TO PATIENTS



Internal loop

After completing the survey, if the Patient has given consent to be contacted regarding their response, an alert is generated indicating a possible need for Patient follow-up.

This alert is sent to the facility's management team (e.g., Medical Centre Director, Patient Service Manager) or to the Medical Supervisor if the patient's comment pertains to medical matters. **Within 48 hours, an assigned representative reaches out to the Patient.**

At LUX MED Group, we make every effort to ensure that Patients are not left alone with their negative experiences. That is why we engage in conversations with all willing patients have provided critical feedback and strive to offer them the necessary support.

We also reach out to some Patients who have left positive reviews, thanking them for their time and feedback.

This allows us to better understand what contributed to their excellent experience.

Engaging directly with Patients brings significant benefits both for them and for our organisation.

Above all, this process allows us to provide care for Patients whose needs, for various reasons, were not met within the standard pathway. **It is a direct action towards fulfilling our principle: 'We never leave a Patient without a solution'.**

Moreover, we can personally listen to Patients, which is extremely important for both Patients and Employees. **Such genuine, direct contact with the Patient allows us to take an individual approach to each case and serves as an invaluable source of insight into what we could improve.**

What does our management team say about the feedback loop process?



EMPLOYEE COMMENTS

The main benefit of direct contact with the Patient is the opportunity to better understand their expectations and quickly identify areas that our Medical Centre Team should focus on improving. Our Patients are often pleasantly surprised by a direct phone or email contact aimed at resolving, clarifying, and explaining the concerns they have raised. This approach makes Patients feel valued and reassures them that their feedback matters to us.

Elżbieta Kubiak-Łatko

Medical Centre Director, LUX MED Group Poznań

Patients feel reassured when they sense that they are valued, that their opinions matter to us, and that we effectively resolve their issues. If we are unable to do so, we communicate this honestly. They also highly value our gratitude for positive feedback – especially those who leave heartfelt comments. This helps strengthen relationships with our facility's Promoters.

Elżbieta Jabłońska

Medical Centre Director, LUX MED Group Warszawa

I recall a situation where I personally called a Patient regarding a negative review. We had a long conversation in which I calmly explained that some of the procedures she was dissatisfied with were necessary for medical safety. In response to her needs, I proposed a slightly different approach to her case. She accepted my proposal, and from a critic, she became a true advocate of our MAVIT Medical Centre.

Karol Tondera

Operations Director, MAVIT Medical Centre, LUX MED Group

External loop

Data collected at the level of facilities, regions, or medical areas is also analysed at the head office.

Discussions about patient feedback, and team meetings at both the facility and head office levels, provide

ideas and solutions on how we can improve Patient service and enhance the quality of their experience.

All these processes help develop recommendations and strategic projects that support the goal of building better Patient experiences.



EMPLOYEE COMMENTS



Daily facility reports are generated based on Patient feedback collected in the Medallia system, as well as insights from the direct Patient service team. These reports form the basis of team meetings between department managers, facilitating the exchange of information and the planning of improvement initiatives.

Beata Krochmal

Patient Service Manager, LUX MED Group Radom



I discuss every positive and negative review with the coordinator and the Employee directly involved. This allows us to immediately implement a corrective plan if there were any service shortcomings, or to give recognition when we handled a situation professionally or went the extra mile to ensure Patient satisfaction. This reinforces the correct service approach, and when combined with a genuine willingness to help and sensitivity to Patient needs, it significantly increases Patient satisfaction.

Krzysztof Czepulonis

Patient Service Manager, LUX MED Group Szczecin



The key to effective complaints resolution is dialogue with the Patient

Today, the importance of complaints in shaping positive experiences no longer needs explanation. Any company that values customer satisfaction ensures that its complaints process is well-structured. However, what differentiates these processes are the goals and methods an organisation uses to achieve them.

At LUX MED Group, we recognised that the traditional approach – focused solely on response time and the number of resolved cases – is not enough to create the best possible experience for our Patients. A quick response and a well-reasoned answer mean little if, from the Patient's perspective, their problem remains unresolved.

Healthcare is a unique industry where service perception is highly personal.

When submitting a complaint, most of our Patients are not asking for explanations, decisions, or formal

statements. In most cases, they are simply seeking help because, at some point during their Patient journey, they did not receive the expected support.

Since health and life – both their own and their loved ones' – are at stake, the emotional weight of medical complaints is much higher than in other service industries.

The method of contact also plays a key role. Direct interactions help build relationships differently than formal, written communication.

Given the expectations regarding both the complaints process and the Employees handling it, we decided to move away from the traditional approach to ensure the best possible experience for Patients submitting complaints.

The three pillars of the LUX MED GROUP complaints process:

1. DE-ESCALATION OF DISSATISFACTION

Strong focus on the reported issue and **finding all possible solutions** to resolve it. Moving away from the traditional approach of strictly assessing whether a complaint is 'justified'.

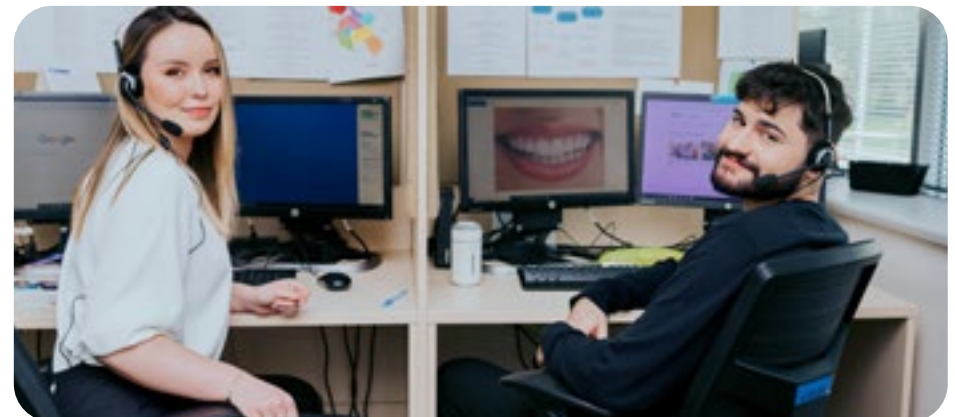
2. REBUILDING RELATIONSHIPS AND TRUST

Immediate response through **direct phone contact** to address concerns. Bridging communication gaps, fostering openness, and engaging the entire organisation in supporting the Patient.

3. DUAL-TRACK HANDLING

Communication with the Patient and internal investigations are carried out simultaneously but independently. The Patient receives **help as quickly as possible**, without having to wait for the conclusion of the internal review process.

At LUX MED Group, we actively measure Patient satisfaction after the complaints process is completed. Since launching a pilot programme for our new complaints-handling model, we have increased Patient satisfaction by 94%.





Together
We Create

a Patient-Friendly
Environment

The entire LUX MED Group community listens to the Patient's voice

LUX MED Group's Mission 'We listen to our Patients and care for each one of them.'

These words are a commitment, and at the same time, they attract people who genuinely care about Patients to collaborate with us.

Our Employees who interact directly with Patients listen attentively every day, understand their needs, and strive to meet them. From these interactions and conversations, new ideas continuously emerge, helping

make the LUX MED Group environment even more Patientfriendly.

To ensure that every valuable idea from our Employees receives proper attention, we have established several ways to collect, analyse, discuss, and implement them. Being mindful of Employee initiatives not only enhances our services but also empowers idea creators, making them feel that **they have an impact on their professional environment, help others, and ultimately – make the world a better place.**



EMPLOYEE COMMENT



I strive to select staff who are positive, come to work with a smile and a good attitude, take initiative, and engage fully in their work.

Wojciech Andrychowski

Patient Service Manager, LUX MED Group Poznań

Our values:



Courage

Seize opportunities and create new solutions



Responsibility

Be accountable for your decisions and actions



Care

Act with empathy and respect

LUXcreation – YOU can make a difference too

Employees can submit their ideas through a dedicated platform called LUXcreation. Each submitted idea undergoes a thorough analysis to assess its potential benefits for Patients, required investment, safety considerations, and alignment with company standards. Once positively evaluated, the idea is approved for implementation and put into practice.

To inspire idea creators and encourage mutual inspiration, we have established a dedicated space within LUXcreation for sharing initiatives implemented locally in our facilities. Smaller initiatives often require little investment, yet by directly addressing Patients' needs, they can significantly enhance the comfort of accessing

medical care at the facility. That is why sharing such ideas is highly encouraged.

Employee initiatives cover a wide range of areas in medical care and administration. Proposed improvements may relate to Patient service processes, facility equipment and design, the functionality of the Patient Portal, the website, or internal systems that support efficient administration. All of these efforts aim to ensure that Patients receive the best possible care while enabling Employees to work more comfortably and efficiently.

Each month, our Employees propose around 60 Patient-focused improvements!

Three times a week, as a Patient Service Manager, I meet with a few Employees from each shift. We discuss everything happening in the clinic and within LUX MED Group, share our ideas and observations, and then implement our innovations. I encourage my team to be attentive to Patient needs and expectations. It is essential that we address Patient concerns holistically, rather than just following service procedures. The Patient must feel confident that our staff will take care of them in the best possible way.



EMPLOYEE COMMENTS



Building a Patient-centred culture is my main task within our organisation. Every day, LUXcreation helps me achieve this goal. It serves as a platform for sharing information about Patient-focused initiatives, both at the idea stage and during implementation. The high level of Employee engagement on the platform clearly demonstrates how much they care about Patients. Thanks to their dedication, we can continuously respond to Patient needs by developing new, tailored solutions.

Oliwia Sitkiewicz

Coordinator of Patient-Centred Initiatives, LUX MED Group Warszawa

Iwona Jakubowska

Patient Service Manager, LUX MED Group Warszawa

Patient-centred ideas from our Employees



Infokiosks improve Patient comfort while waiting for registration

Patients reported that waiting in long queues at hospital registration desks was stressful and exhausting. In response, LUX MED Oncology hospitals introduced special infokiosks that issue queue numbers for the appropriate registration desks. Thanks to this solution, the registration process is now more organised, and Patients can wait comfortably in the waiting area until their turn.



Hygiene and safety during infection season

During autumn and winter, illnesses become more common. However, Patients don't always remember to bring essential hygiene items and often ask for face masks or tissues upon arrival at the facility. To ensure Patient comfort and safety in such situations, staff at the Tischnera 8 facility in Kraków created an infection prevention corner. These areas provide Patients with hand sanitiser, tissues, disinfectant wipes, and gloves. The idea was so well received by Patients that similar infection prevention corners have now been introduced in many other LUX MED facilities across Poland.



Cartoons for young Patients waiting for their appointment

Waiting for an appointment can be stressful for children. Parents frequently asked staff for ways to distract their little ones from the upcoming medical procedure. To meet this need, we have enabled the screening of cartoons for our youngest Patients in many of our facilities. Watching adventures of their favourite characters helps children pass the time more pleasantly, while giving parents the space to calmly schedule future appointments or attend to other matters.





Extending screen activity time at a dental facility

Dentists frequently need to refer to X-rays, CT scans, or dental diagrams during procedures, which are displayed on a computer screen. However, the automatic screen timeout previously set in the facility disrupted their workflow, making it difficult to access critical images during treatment. To address this issue, the staff at LUX MED Stomatology, Aleja Grunwaldzka 347 in Gdańsk, extended the screen timeout to 40 minutes. This simple adjustment significantly improved the efficiency of dental visits, reducing the time Patients need to spend in the dental chair.



Mini antenatal school

In response to Patient requests, the LUX MED facility at Sokolskiej 29 in Katowice has expanded its services to include an obstetric consultation aimed at providing prenatal and postnatal education. During these consultations, Patients can discuss pregnancy, childbirth, and the postpartum period with a midwife experienced in running antenatal classes.

Mobile blood collection chair – enhancing service accessibility

Due to the lack of other LUX MED facilities nearby, the staff at the treatment room of the facility at Aleja Stanów Zjednoczonych 72 in Warsaw faced the challenge of exceptionally high demand for blood collection services. To address this need, the facility decided to purchase a mobile blood collection chair. This solution allowed additional appointment slots for blood draws to be opened in consultation rooms when doctors were not present.



Day-to-day contact with Patients

In developing a Patient-centered organisation, it is crucial for every Employee to have the opportunity to interact with Patients, as this fosters attentiveness to their needs.

Such direct contact naturally enhances understanding and awareness of Patient expectations.

However, not everyone has the opportunity to interact with Patients in their daily work. With these Employees in mind, LUX MED Group implements a range of projects to enable them to experience dialogue with Patients. **One of the most significant of these projects is 'Listening and Resolving.'**

As part of this initiative, we organise quarterly meetings for our Management Team.

We also encourage the entire LUX MED community to take part in similar activities by recognising and rewarding the best Patient-focused solutions.

We are convinced that such activities raise awareness across our community and help make business decisions driven by Patient wellbeing.



Sharing success stories – The LUX MED Group Patient Forum

After intensive work, it is important to celebrate successes. At LUX MED Group, the Patient Forum - a regular meeting of all Employees - provides an opportunity for this.

Since 2018, at least three major events of this kind have been held annually. Each time, more than 1,000 Employees participate online, including staff from the head office as well as various medical and diagnostic centres, hospitals, and dental clinics across Poland.

During these events, we present and discuss implementations introduced based on Patient feedback across the entire organisation. The Forum also features upcoming initiatives and large-scale system change projects, designed to support Employees in providing Patient care.

Meetings within the Patient Forum are an important factor in supporting a Patient-centred organisational culture. They allow Employees to see the vast scale of engagement across the entire LUX MED Group community in improving Patient care.

Equally important, each Patient Forum provides a space to share achievements, recognise them, and celebrate together, fostering motivation for further growth.



EMPLOYEE COMMENT



From personal experience, I know that it is essential for medical facility management to create an environment where Employees feel valued and understand that their work matters. Only when Staff feel properly supported can they provide the best possible care for Patients.

Bartłomiej Gemborys

Patient Service Manager, LUX MED Group Elbląg

Conclusion

In summary, at LUX MED Group, we strongly believe that high-quality medical care is built on two pillars: **effective treatment and a positive Patient experience**. Research consistently shows that, despite appearing independent, these two areas reinforce each other. Highquality medical consultations are a key factor in Patient satisfaction. At the same time, a positive Patient experience in non-medical aspects of care can enhance treatment effectiveness. **Satisfied Patients trust their specialists, follow medical recommendations, and simply recover faster**. As a result, they require fewer additional consultations, benefiting not only the Patient but also reducing the burden on the entire healthcare system. That is why it is essential to focus on both key areas in the treatment process – the medical aspect and the Patient experience.

Recognising this inter-connection, at LUX MED Group, we have made Patient experience the guiding principle of our company's development.

We have developed a comprehensive research system that enables us to continuously monitor Patient satisfaction and assess the structure of their needs. Thanks to the structure of our research system, we can address emerging issues in real time and implement long-term, targeted projects in response to feedback from Patients.



However, even the best research system is useless if insights do not lead to practical action. To meet Patients' needs at the highest level, LUX MED Group undertakes a wide range of initiatives – from daily efforts to improve service accessibility, to providing professional and personal support for our medical and administrative Staff, and continuously enhancing our facility and IT infrastructure.

It is equally important that at every stage of problem resolution, we prioritise direct contact with the Patient. Whether in the feedback loop process or handling complaints, we strive to listen to and understand every Patient.

Our motto is: 'We never leave a Patient without a solution'. In our Patientcentred organisation, the entire LUX MED Group community is engaged in creatively seeking everbetter solutions.

Striving for excellence in Patient experience is our mission. By investing in the quality of consultations, enhancing staff communication skills, and adopting modern treatment methods, we create an environment where Patients feel comfortable and safe. Through easy access to our services and comprehensive support for our staff, we ensure care of the highest standard. **Our goal is that every Patient leaves our facilities feeling satisfied and confident that their health is in the best hands.**

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If you have any questions or comments regarding the report, please direct them to: ankiety.nps@luxmed.pl

We declare that the anonymised Patient comments used in this publication are genuine, cited in full and unchanged. Due to the nature of this publication, only positive comments have been selected.

This report has been printed with respect for natural resources, using ecofriendly materials.

And to all our Patients, who share their feedback with us every day.



Appendix

Linear regression analysis – detailed information

Model 1: Which Patient experiences along the entire journey influence the perception that **using LUX MED Group services is easy?**

Dependent variable: ease of using LUX MED Group services

N = 1357

Statistical significance of the model: $F(11, 1357) = 175,5; p < 0,001$

Adjusted R² = 0,58

For both models (1 and 2 – on the next page), the following assumptions were confirmed: independence of observations, normal distribution of the dependent variable, no outliers, constant error variance, normal distribution of errors, no excessive multicollinearity.

The data comes from the relational study round conducted in March 2024.

	Unstandardised Coefficients		Standardised Coefficients	t	Significance	Multicollinearity Statistics	
	B	Standard Error	Beta			Tolerance	VIF
(Constant)	-0,719	0,319		-2,256	0,024		
Availability of appointment slots	0,176	0,024	0,212	7,213	0,000	0,470	2,126
Efficient functioning of the Patient Portal	0,251	0,029	0,207	8,606	0,000	0,352	2,841
Ability to continue treatment with a chosen doctor	0,136	0,026	0,152	5,247	0,000	0,525	1,904
Reception and helpline service efficiency	0,162	0,031	0,134	5,275	0,000	0,383	2,611
Support in serious and urgent cases	0,103	0,029	0,099	3,515	0,000	0,331	3,023
Quality of telemedical consultations	0,112	0,035	0,087	3,239	0,001	0,417	2,398
Service in procedure rooms and during diagnostic examinations	0,084	0,048	0,050	1,742	0,082	0,268	3,736
Attitude and communication of medical staff	0,041	0,045	0,030	0,926	0,355	0,299	3,344
Infrastructure and cleanliness of the clinic	0,045	0,044	0,024	1,013	0,311	0,367	2,727
Quality of in-person consultations	-0,008	0,047	-0,006	-0,169	0,866	0,527	1,898
Use of modern equipment and treatment methods	-0,037	0,043	-0,026	-0,860	0,390	0,361	2,768

Blue Highlight: Predictors that are statistically significant in explaining the ease of using LUX MED Group services (including those at a trend level). These predictors were not used in Model 2 due to collinearity with the variable 'Ease of using LUX MED Group services'.

Grey Highlight: Statistically non-significant predictors, which were used in Model 2 as predictors separate from the variable 'Ease of using LUX MED Group services'.

Model 2: How do the ease of using LUX MED Group Services and other Patient experiences **influence NPS?**

Dependent variable:
LUX MED Group NPS
N = 2053

Statistical significance of the model:
F(5, 2053) = 1062,0; p<0,001

Adjusted R2 = 0,72

To avoid multicollinearity, Model 2 includes, as predictors, only those variables that did not significantly explain the ease of using LUX MED Group services in Model 1, in addition to the ease of using LUX MED Group services itself.

The data comes from the relational study conducted in March 2024.

	Unstandardised Coefficients		Standardised Coefficients	t	Significance	Multicollinearity Statistics	
	B	Standard Error	Beta			Tolerance	VIF
(Constant)	-2,072	0,222		-9,330	0,000		
Ease of using LUX MED Group services	0,691	0,016	0,647	44,219	0,000	0,635	1,575
Quality of in-person consultations	0,260	0,031	0,174	8,312	0,000	0,311	3,217
Attitude and communication of medical staff	0,144	0,030	0,095	4,857	0,000	0,354	2,826
Use of modern equipment and treatment methods	0,048	0,027	0,032	1,770	0,077	0,422	2,370
Infrastructure and cleanliness of the clinic	0,031	0,030	0,015	0,926	0,306	0,617	1,621

Blue Highlight: Statistically significant predictors, including those at the trend level (p < 0.1).

Grey Highlight: Statistically non-significant predictor.

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