

Problems, problems...

Over the past few months there has been an unprecedented level of criticism of the service Torex has been providing. Gratifyingly, **there is great user satisfaction with the software itself**, which scores exceptionally high in users' estimation. Instead, **complaints have centred around sales and support**—which is good, in that this is an area which, being simply an organisational problem, should be relatively easy for Torex to rectify.

TUG representatives have already had a number of meetings with top-level Torex managers about these difficulties. Finally, Torex representatives Dr Glyn Hayes, Craig Smith and Steve Graham came to the September TUG committee meeting to discuss the situation in detail and describe how Torex is responding to the problems.

Torex reports that historically, many problems relate to the changes brought about through the merger of Meditel and Torex, and the complexity and organisational difficulties that this brought. With hindsight they now realise they had underestimated the difficulties that this merger would bring. However, important lessons have been learned, and as a result the handling of the *AremisSoft* Health practices is being handled completely differently by the company.

At the meeting the **high level of customer satisfaction with the software** was again noted, and the Torex representatives outlined how they were getting to grips with the organisational problems.

Sales

- There is now a Sales Department and a separate Operations Department.
- Sales has moved from Bromsgrove to Sheffield
- The sales team has been re-structured, and **for sales enquiries there is now one central telephone number (0114 209 2661)**.
- Torex has implemented an **electronic tracking system—Onyx**—which can be accessed at all Torex organisational sites across the country.
- All quotations now have to be

checked technically, and while this may slow the response time, it is important that checking is done.

- Depending on which department is dealing with the request, a **project manager** will oversee its completion.
- The account manager will be informed of the current state of play via Onyx.

Installations

The installation department has now overcome many of its internal issues

- Once sales pass the request to the installations department, an appropriate sub-section takes over the management of the request—System 6000, Premiere (including other systems) or ConnX.
- They telephone the practice to arrange an installation date and follow this up in writing.
- The appropriate project manager then co-ordinates any third parties, the ordering of equipment, and so on.
- The installation department retains ownership for two weeks following the completion of the installation, in case of technical difficulties. It then hands over to support.
- When the practice signs off the installation, accounts receive the appropriate paperwork and will invoice accordingly.

Contact with the practice

Contact from Torex to the practice has been an issue.

- Every practice should now expect some contact from their account manager each quarter.
- Torex is sending a questionnaire to all practices to request up to date demographic information, with a section available for the practice to request a site visit if they are considering any system changes/upgrades.
- Torex is about to begin sending out a quarterly newsletter detailing current issues within the company.

Support:

David Davies, Customer Support

Manager at Torex Health, wrote in the last edition of *Torus* about the changes in the ways Support is functioning. He writes again: 'Both the Sheffield and Team Valley (Newcastle) support centres are now achieving their new targets and have been operating successfully in this different way for some time. The changes being made are now well tried and tested and should enable Torex to operate effectively with the increased size of user base that we now have.

'The objective was to reduce the answer times to one minute or less. By including call loggers on the inbound calls we have cut the average wait time to around thirty seconds.

'Once the call is logged and the user given the call log ID, the support teams aim to return the call within ninety minutes. I know that initially this wasn't achieved, and we have taken major steps to put this right by adding a significant number of new support consultants and call loggers.

'Unfortunately, at the same time the System 6000 team has been particularly badly affected with illness, with two experienced staff members simultaneously recovering from serious conditions. This has left the System 6000 team very short of knowledgeable staff. So we brought forward the implementation of some of the new posts to improve the situation as quickly as possible.

'Clearly, new staff take time to train, and despite their excellent technical background they do still need to learn the software to be effective. It is desperately unfortunate that we have had this spate of illness so soon after bringing in changes that were designed to improve the service, but we are confident that the situation will resolve once the new staff become effective consultants. In the meantime we have been making up the shortfall by borrowing knowledgeable System 6000 staff from other departments.'