

Franchise operations

The support desk is a clinical quality metric: response time in a franchise network

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Head office answered in four hours. The clinic had already decided. That sentence is most of what I have learned about franchise support. The gap between a question and its answer is not dead time.

What actually happens while a clinic waits

Nothing dramatic. That is the problem. A coordinator has a patient in front of her with a medication history that does not match the protocol she was trained on. She asks the group.

Measure it where support really happens

Most networks I have seen run support in two places: a ticket system that leadership looks at, and a set of chat groups where the actual work happens. The dashboard reports on the first one. The drift comes from the second. So read the messages.

Three clocks, not one

A single response target is the usual mistake. It is set at something like twenty four hours, which is far too slow for the question that has stopped a procedure and needlessly tight for the one about next quarter's stationery. Split it by consequence.

What the number is really telling you

A slow first clock is rarely a staffing problem. When I have traced it, it has usually been one of two things.

Where this leaves you

You do not control how many questions your clinics have. A growing network generates more of them, and a network doing new procedures generates harder ones. Chasing question volume down is the wrong ambition anyway.

The full method

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