



Insight and Feedback

Decision-grade insight for healthcare systems



Turning experience, data and evidence into healthcare decisions

Insight & Feedback helps healthcare organisations understand what is really happening across services, and why it is happening, so they can decide what to do next with confidence.

We combine national insight with lived experience to support decisions that improve care, support staff, reduce risk and enable meaningful change.

Nationally trusted insight, delivered at scale

- In 2025, we supported insight from over **1 million NHS staff**
- We gathered experience from more than **2.6 million patients** across acute, mental health and primary care services
- Our programmes are **embedded across the NHS** and trusted for national decision-making

This ensures decisions are grounded not in anecdotes, but in **robust, representative evidence**, trusted nationally and locally. We continually evolve our primary market research methods to move beyond data collection. Working with clients to explore how AI can support deeper insight and strengthen decision-making.

Working across the healthcare system

We support organisations across the full healthcare landscape, including:

- NHS Trusts and national bodies
- Healthcare charities and patient organisations
- Pharmaceutical and life sciences companies
- Policy teams, regulators and system partners

Different contexts, but the same need: Trusted insight to support action.



From insight to action, not insight alone

Turning experience and evidence into decisions that drive change

Understand the reality

We analyse experience and feedback to surface patterns, priorities and areas of risk across services and systems.

Understanding the bigger picture

We combine data with lived experience to uncover underlying drivers, not just symptoms, and provide clarity where the picture is unclear.

Support what happens next

We translate insight into clear, evidence-based recommendations, helping organisations prioritise action, align stakeholders and close the feedback loop.

Every programme is shaped around the decision or challenge at hand, using the right mix of quantitative and qualitative approaches to generate insight that is robust, inclusive and actionable.



Our team

With 40 years experience working across the healthcare system, our team brings deep expertise in insight, analytics and transformation.

We understand the operational realities, policy context and human experience that shape healthcare decisions. Grounded in both experience and evidence, our work connects what people experience with system-level outcomes, producing insight that is practical, credible and can be acted on with confidence.

This perspective enables organisations to prioritise action, make targeted improvements and sustain progress over time.

Where primary market research helps address critical gaps

Primary market research (PMR) is most valuable when organisations face uncertainty, risk, or misalignment, when data explains what is happening, but not why, or what to do next.

Organisations often turn to PMR when they need to address gaps such as:



Understanding what's getting in the way of change. This is often needed when performance data highlights an issue, but there is limited clarity on lived experience, friction points or readiness for change to redesign services with confidence.



Reducing risk in digital and technology change. This is critical when new tools or platforms are planned or introduced, but visibility of usability, confidence and workflow impact is limited.



Moving beyond compliance to real improvement. This gap appears when quality and safety metrics are monitored, but deeper insight is needed into psychological safety, behavioural norms and barriers to speaking up.



Explaining unwarranted variation in care. This is relevant when pathways exist but are not followed consistently, and organisations need to understand the practical and perceived barriers influencing behaviour.



Knowing whether change has worked. This question arises when investments or service changes have been made, but there is uncertainty about whether intended benefits are being realised or early risks are emerging.



Going deeper than mandated patient surveys. This is needed when national surveys provide direction of travel, but local teams require sharper insight to prioritise action and link experience to operational change.

These are the moments where PMR helps organisations move from uncertainty to confident, evidence-based decisions.



Impact in practice

Insight that supports real decisions

Staff experience (national): Evidence from over a million voices used to prioritise workforce action and support leadership decisions.

Patient experience (national and local): Clear insight into service gaps and improvement opportunities, grounded in lived experience.

Lived experience and charities: Independent, credible evidence used to shape action plans, advocacy and future strategy.

Case studies: Trusted for credibility, clarity and impact

Use Case 1: Informing national policy through patient-led insight into shared decision-making.

The Gap: National cancer policy needed to better reflect how people with blood cancer experience shared decision making in practice.

Why existing data wasn't enough: Routine data and clinical metrics could not explain how informed, involved or supported patients felt in decisions about their care.

What IQVIA Insight & Feedback helped clarify: Clear, evidence-based insight into patient preferences, barriers to involvement, and the role of carers and information in enabling shared decision making.

What this enabled: Patient experience was credibly embedded into national policy discussions, helping inform the National Cancer Plan and ensure future decisions reflect what matters most to patients.

Use Case 2: Enabling system change by linking lived experience to national data and policy.

The Gap: People affected by brain tumours faced fragmented data, delayed diagnosis and inequitable access to care, with no clear way to link lived experience to system level change.

Why existing data wasn't enough: National datasets existed, but they were disconnected, difficult to access, and not shaped by patient experience or priorities.

What IQVIA Insight & Feedback helped clarify: How lived experience could be systematically linked to data gaps, policy levers and delivery priorities through a shared, evidence-based framework.

What this enabled: The UK's first patient led national data action plan for brain tumours, aligning charities, clinicians and policymakers around a common evidence base and influencing national strategy.

Use Case 3: Strengthening leadership and culture through insight into staff and manager experience.

The Gap: Leaders needed a clearer, more balanced understanding of how staff and managers experienced leadership, communication and support across the organisation.

Why existing data wasn't enough: Staff metrics highlighted areas of concern but could not explain underlying behaviours, cultural barriers or risks to wellbeing and engagement.

What IQVIA Insight & Feedback helped clarify: Where misalignment, communication gaps and systemic constraints were affecting trust, morale and leadership effectiveness, and where staff and managers shared common ground.

What this enabled: Targeted, co-designed actions to strengthen communication, recognition and wellbeing support, leading to improved morale, greater trust in leadership and a healthier organisational culture.

Use Case 4: Evaluating the real-world impact of cancer care beyond clinical outcomes.

The Gap: There was no national understanding of how cancer diagnosis and treatment affected people's quality of life beyond clinical outcomes.

Why existing data wasn't enough: Established datasets focused on clinical progress and service use, but not on emotional, social or financial impact.

What IQVIA Insight & Feedback helped clarify: A clear national picture of quality-of-life outcomes, highlighting where additional support and services were needed.

What this enabled: Evidence-based prioritisation of improvements to cancer care and support, informed by what patients reported mattered most after diagnosis and treatment.

Insight you can act on. Evidence you can trust.

Insight & Feedback is part of IQVIA, combining national scale with deep expertise in experience, engagement and primary research to support confident healthcare decisions.

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