

The new NHS Scotland Model Complaints Handling Procedure



Scottish Practice Management
Development Network
Annual Conference

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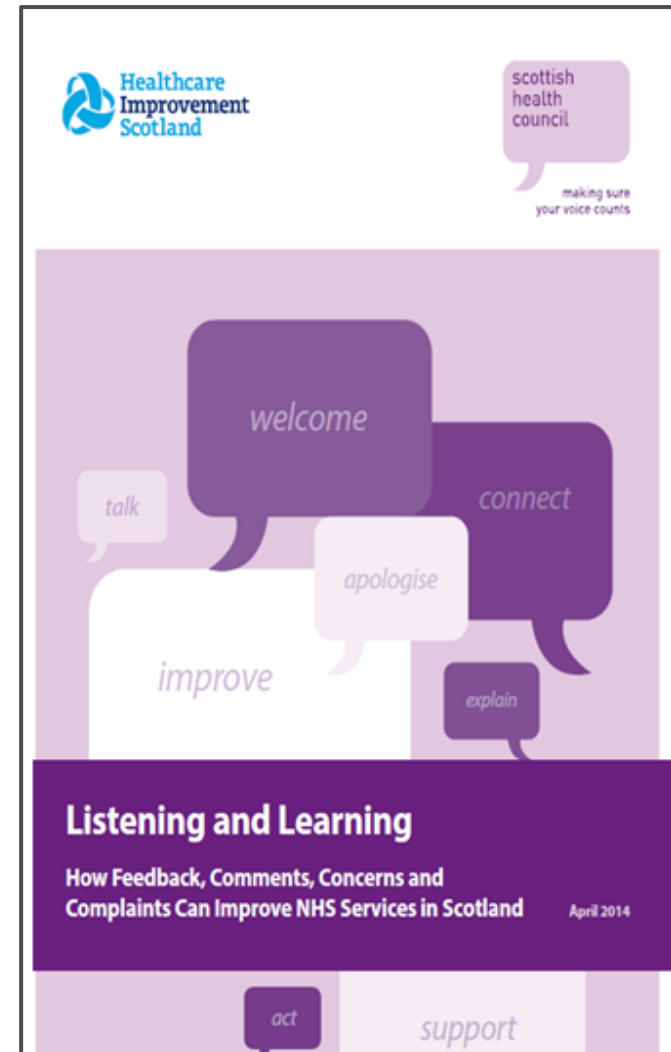
NHS Model Complaints Handling

- the background to our work
- our approach to developing the CHP
- the procedure – in detail (current and new)
- exercise
- emphasis on early resolution
- worked examples.

NHS Model Complaints Handling

Listening and Learning....

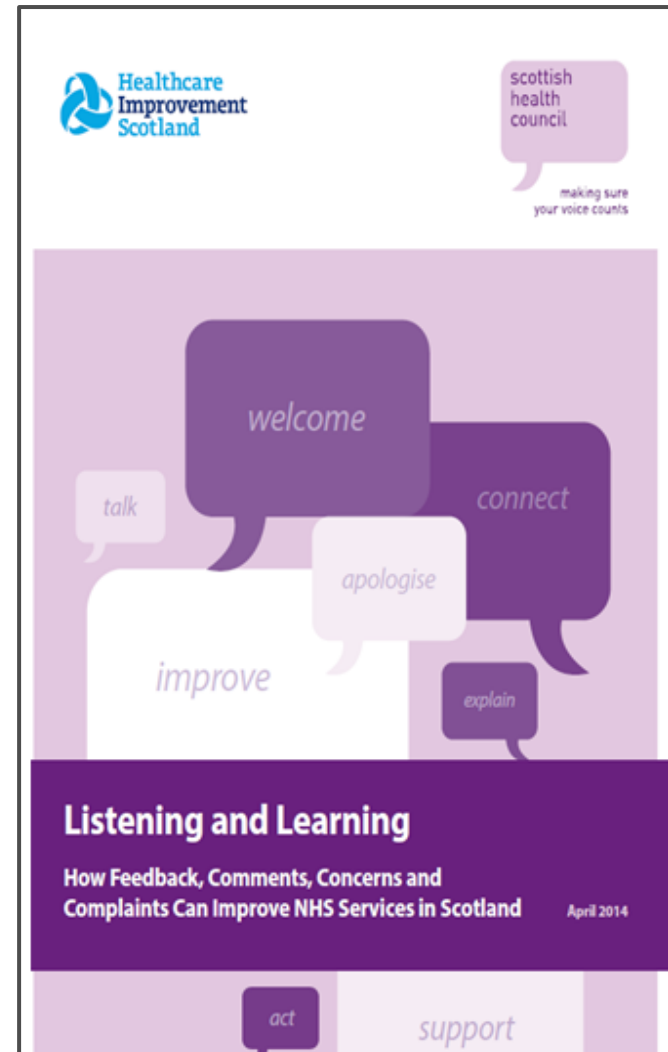
- barriers
- a fear of repercussions
- inconsistency
- lack of focus on ER
- a lack of confidence.



NHS Model Complaints Handling

Listening and Learning recommendations

- a model NHS CHP
- definitions
- encourage early resolution
- encourage front line ownership
- focus on learning and improving
- review complaints National Dataset.

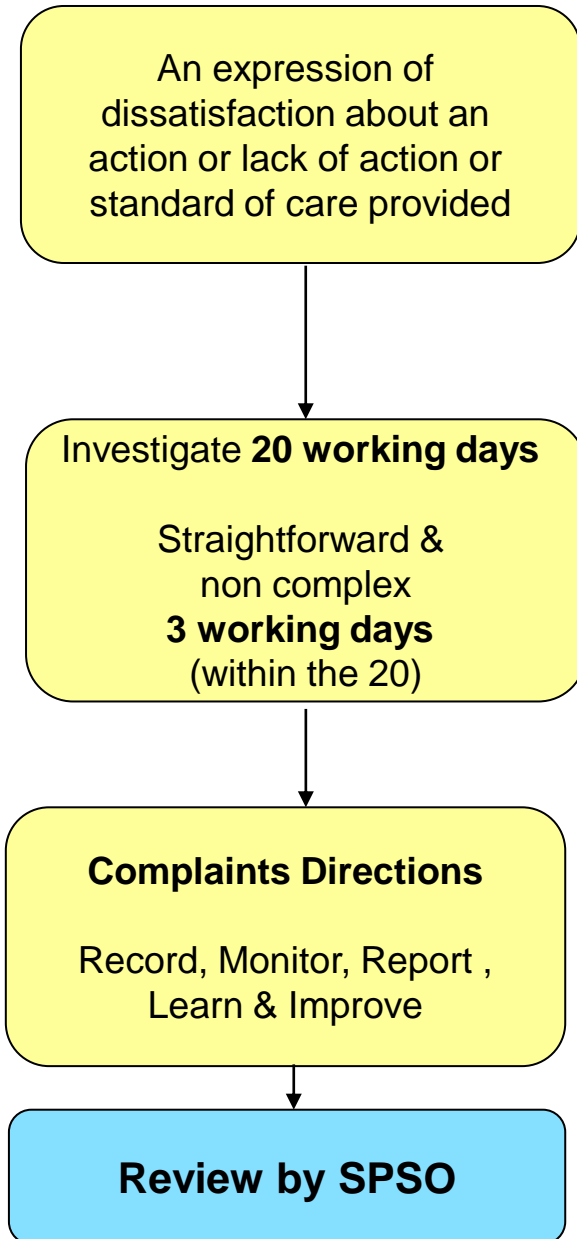


NHS Model Complaints Handling

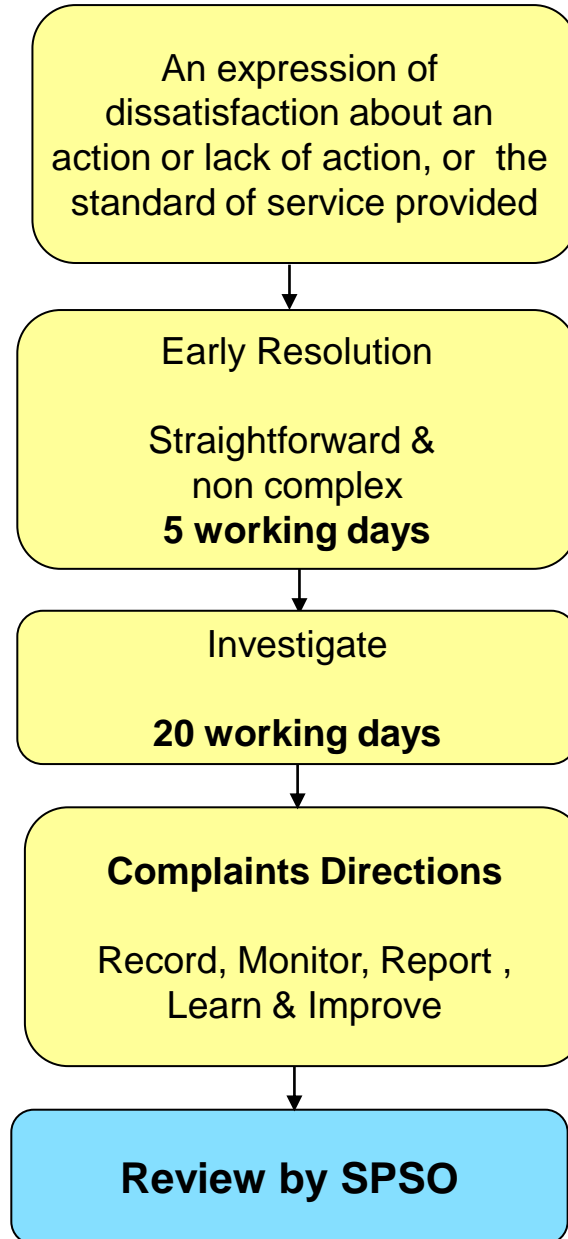
- project managed through a partnership approach:
- project Steering Group
- three working groups:
 1. Develop CHP and associated products
 2. Data recording and reporting – the KPIs
 3. Awareness and training to support implementation.

NHS Model Complaints Handling Procedure

Previous procedure



New procedure



- The definition of a complaint **has not changed**.
- Timescales have been extended to focus on early resolution wherever possible.
- The need to conduct a thorough, robust investigation **remains unchanged**.
- The legislative requirements around recording, monitoring, reporting, learning & improving **remain unchanged**.

Quick, Simple Process

The NHS Model Complaints Handling Procedure

Early Resolution 5 working days

For issues that are straightforward and easily resolved, requiring little or no investigation.

‘On-the-spot’ apology, explanation, or other action to resolve the complaint quickly, in five working days or less, unless there are exceptional circumstances.

Complaints addressed by any member of staff, or alternatively referred to the appropriate point for **Early Resolution**.

Complaint details, outcome and action taken recorded and used for service improvement.



Investigation 20 working days

For issues that have not been resolved at the frontline or that are complex, serious or ‘high risk’.

A definitive response provided within 20 working days following a thorough investigation of the points raised.

Ability to extend the timescale exists in CHP.

Responses signed off by senior management.

Senior management/Board has an active interest in complaints and use information gathered to improve services.



Independent External Review Ombudsman

For issues that have not been resolved.

Complaints progressing to the Ombudsman will have been thoroughly investigated by the service provider.

The Ombudsman will assess whether there is evidence of service failure, maladministration and issues in respect of clinical judgement. The Ombudsman will also assess how the complaint has been handled by the service provider.

**AS THE FATHER
SEES**



**AS THE CHILD
SEES**



**AS THE MOTHER
SEES**



Exercise

Video 1:

https://youtube.com/watch?v=KB_ITKZm1Ts

Video 2:

https://youtube.com/watch?v=IGQmdoK_ZfY

‘Inattentional blindness’ or ‘Perceptual blindness’

Daniel J Simons

“The concern of your brain is not to see the actual nature of reality, but to represent the reality to you in such a way that it suits your needs.”

Abhijit Naskar

What is suitable for Early Resolution?

- issues are relatively straightforward
- potentially easily resolved
- little investigation required
- face to face and telephone resolution – building empathy
- on-the-spot apology (where appropriate)
- no requirement to write to patient (but may do so).

Scenarios to follow

Group discussion

- Imagine you are the person receiving the complaint in each scenario, what points do you need to consider?
- What further information do you require?
- Can you attempt to resolve at stage 1? If not, why not?
- How will you respond?

Example A

Lucy calls the medical centre and asks to speak with the Practice Manager. She says she is unhappy because she took her mother to her appointment at the practice last week and was unable to find parking as there were no disabled spaces left, which was very inconvenient for them as her mother has mobility issues. She says her mother told her that during her appointment, the nurse took several attempts to draw blood. Lucy says her mother now has a bruise on her arm where they drew blood and Lucy wants to complain about the nurse that administered the injection.

Example B

Matthew attends the practice and approaches reception staff. He says he and his wife received letters in the post yesterday from Practitioner Services stating that they have both been removed from the practice list. Their 18-month old daughter has also been removed from the practice list. He is very unhappy as he feels the practice have not explained why they have removed his family from the list and he feels that they have been treated unfairly. He says he made a complaint to the practice one month ago and he feels their response is to take his family off their list.

Example C

Susan writes a letter to the Practice Manager to complain about her recent visit to the practice. She says she was running late as her bus was delayed and she apologised to staff when she arrived for her appointment. She says she was told to 'sit down and wait' in a brusque manner and that she had to wait another 30 minutes before she was seen. She also says that when she asked for a glass of water, she was given a plastic cup which she found difficult to hold as she has reduced movement in her hands. She would like staff to be more empathetic to those who arrive late through no fault of their own and for staff to be more sensitive to those who have mobility issues, and make appropriate adjustments.

Example D

Heather's 14 year old son, Ben, has an appointment at the practice and she is in attendance with him. During the appointment, Heather tells the GP that she has raised concerns previously about Ben's medication with other doctors but she doesn't feel any action has been taken. She believes that he needs something stronger as his condition isn't improving. She says she feels she has to make a complaint otherwise nothing will be done about it.

True or False

- Day 1 is when you start to consider the complaint
- Only details of the person who is complaining and the nature of the complaint need to be recorded
- Complaints don't always need a written response
- Anonymous complaints do not need to be recorded
- Complaints can cover more than one organisation
- In cases where extensions apply, you only need to request authorisation from the appropriate senior manager and then you can continue to look into the matter

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