



Patient Experience Network National Awards 2020 – Measuring, Reporting and Acting

Complaints with Compassion

Project Leads:

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About Our Organisation



- Based in the heart of Nottingham
- Provide services to over 2.5 million residents
- Provide specialist services for a further 3-4 million people across the region
- One of the largest employers in the region (almost 17, 000 staff)
- 90 wards with around 1700 beds
- National and international reputation for many specialist services
- At the forefront of many research programmes and new surgical procedures
- We are teaching trust and have strong relationships with The University of Nottingham and other universities across the East Midlands
- We play a vital role in the education and training of doctors, nurses and other healthcare professionals



TRUST
EMPOWERING
AMBITIOUS
MINDFUL

NURTURING
UNITED
HONEST

VALUES

We Listen
We Care

About Our Complaints and Patient Experience Team

- We sit within the Nursing Directorate - accountable to the Chief Nurse.
- We work closely with the Medical Directorate Quality Governance Team (Safety and Effectiveness) to improve experience, quality and safety across the organisation.
- We have established a robust annual operational workplan for delivery which is benchmarked against the national Patient Experience Improvement Framework and CQC key lines of enquiry.
- We support services and teams to de-escalate and resolve concerns and complaints at the first point of contact.
- We are responsible for complaints management – overseeing and supporting local investigations and responses.
- We gather, analyse and monitor experience of care data through patient, family and carer feedback using multiple methods e.g. 4C's Feedback, PALS, FFT, National Surveys, Online Feedback and Patient Stories.
- We facilitate shared learning workshops in direct response to feedback and support service improvement and change.
- We have adopted the Quality, Service Improvement and Redesign (QSIR) model in patient experience to drive continuous quality improvement and to support reflective learning.

Our Complaints Improvement Journey

- Consultation with patients and staff (September to December 2019)
- Developed a Complaints Quality Improvement Plan focussing on:
 - Improving overall quality of response letters with a focus on letter writing
 - Improving documentation and creating a complaints investigation report
 - Improving local training offer and developing Complaints with Compassion Workshops



Listening to feedback about current complaints processes including service user involvement



Mapping complainants journey and thinking about ways processes could be improved



Identifying 'quick wins' and longer term ambitions



Development of documents, templates and supporting guidance



Complaints Quality Improvement Plan 2020/21 detailing operational delivery of changes

We Set Out To:

- **Listen** to the views of patients, families, carers and staff and to better understand their experiences of local complaints processes.
- **Map the journey** and explore ways systems and processes could be improved.
- **Identify 'quick wins'** and long term ambitions for service quality improvement.
- **Develop documents**, templates, guidance, resources and tools to improve the quality of our documentation and to achieve standardisation in our approaches.
- **Create a Complaints with Compassion Quality Improvement Plan.**

The Complaints with Compassion Quality Improvement Plan focussed on the following areas for delivery:

1. Improving the overall quality of response letters with a focus on letter writing.
2. Improving our documentation and creating a standardised complaints investigation report for use in all areas.
3. Improving our local training offer and developing Complaints with Compassion Workshops for delivery.

What We Did...

- Reviewed all internal processes and re-launched Standard Operating Procedure so everyone was clear on their role and responsibilities to facilitate and support local resolution of complaints and concerns.
- Created a process flowchart so everyone can understand each step of the Complaint Investigation Process.
- Developed and introduced a Habitual and Vexatious Complainants Policy to ensure escalation of aggressive, persistent and unreasonable complainants.
- Introduced internal escalation processes with weekly engagement in the safety Incident Review Meetings with a focus on high risk complaints.
- Introduced quality standards for the production of response letters.
- Delivered co-produced letter writing workshop to Complaints and PALS staff.
- Delivered Complaints with Compassion Training (offered to all staff).
- Delivered bespoke sessions at team meetings to go out and reach as many clinical staff as possible.
- Piloted new Complaints Investigation Report templates and guidance which led to revised documentation being launched in all areas for use from the 1 April 2021.
- Continued to improve our local systems and processes based on feedback and quarterly Peer Review.

Our Achievements...

- **Improved overall quality of complaint responses** - we are getting compliments from people about the response to their concerns expressing their satisfaction
- More efficient **internal quality checking** processes
- Decrease in **re-opened** complaints
- **300+ staff trained** in investigating and responding to complaints with compassion
- Improved **investigation report documentation** and supporting guidance
- Improved documentation, templates and **resources for all staff**
- **Standardised, high quality documentation** in use across all areas
- Improved **reporting of learning actions** and outcomes following complaint investigation
- Increased **staff engagement**
- Improved **patient, family and carer experience** of the complaint local resolution process
- Generated **interest from other trusts to attend our training** and pinch with pride
- **Opportunity to share our improvement** journey at a national level (NHS Complaints Summit, HOPE Network and PENNA)

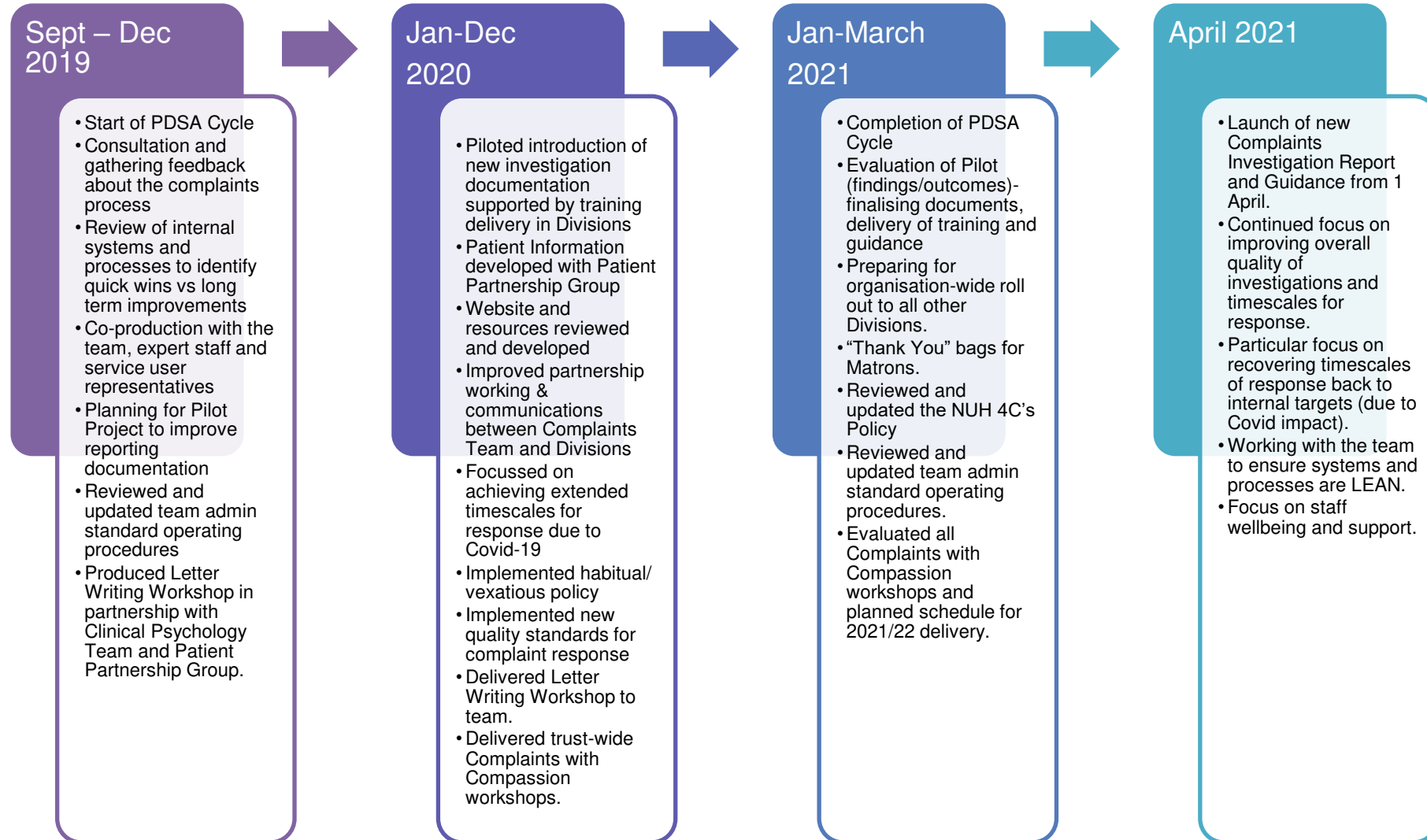
What makes this initiative special?

- Partnership working
- Utilising the expertise of Complaints and PALS staff
- Co-production with patient representatives
- A focus on self compassion and compassion for others
- Bringing psychological theory into complaints resolution
- Strengthening existing foundations to achieve excellence
- Keeping patient and staff experience at the heart of our approach and decision making
- Adopting a quality improvement model and methodology in complaints management



We're not done yet...

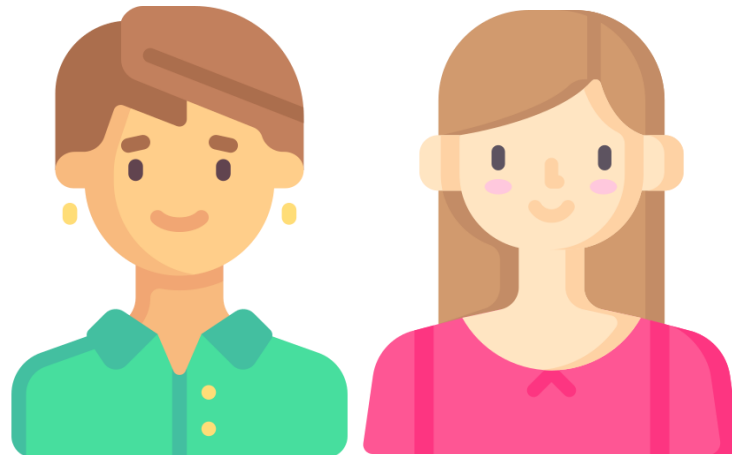
Timeline of our QI Journey: September 2019 to April 2021



Complaints with Compassion Video

Let's hear from **Helena** and **Laura**

www.youtube.com/watch?v=OCRVXve5UAo





Investigating and Responding to Complaints with Compassion



Thank You – Any Questions?