

Healthcare Improvement Scotland complaints and feedback report

2022-2023

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www.healthcareimprovementscotland.org

1. Introduction

Healthcare Improvement Scotland (HIS) listens to the experience and receives the feedback of those using our services. We are committed to ensuring stakeholder complaints, compliments and feedback shapes the work that we do. We have a responsibility to routinely collect and learn from members of the public and health and social care staff. As a National Board, HIS works with a wide range of stakeholders:

- Health and Social Care Partnerships
- NHS Boards
- Scottish Social Services Council
- Care Inspectorate
- Scottish Council for Voluntary Organisations
- Scottish Government
- service users, patients, carers and members of the public
- third sector organisations, and
- professional organisations and regulators

Our complaints and feedback procedure aims to ensure all forms of complaints and feedback are used to address the issues raised in a person centered way, supporting staff as they work to resolve issues quickly, thoroughly and impartially.

HIS works to the Scottish Public Services Ombudsman's definition of a complaint:

'An expression of dissatisfaction by a person about the organisation's action or lack of action, or about the standard of service provided by or on behalf of the organisation.'

A complaint may relate to:

- an inadequate standard of service
- difficulty in communicating with the organisation
- treatment by, or attitude of, a member of our staff
- operational and procedural issues
- our failure to follow the appropriate process, and
- dissatisfaction with our policy.

This includes complaints about the Death Certification Review Service (DCRS) which is hosted by HIS and has its own complaints officer.

Complaints about services provided by an independent healthcare provider and registered with Independent Health Care (IHC), are investigated under a separate process as part of the IHC complaint process:

https://www.healthcareimprovementscotland.org/our_work/inspecting_and_regulating_care/independent_healthcare/ihc_complaints_procedure.aspx

This report focuses on performance in relation to the handling of complaints received against HIS in 2022-2023, in line with the NHSScotland Model Complaints Handling Procedure (MCHP), and is structured around nine key performance indicators. This is supported within HIS by the HIS Model Complaints Handling Toolkit.

2. Learning from complaints

Under the HIS Complaints Process, the Investigator appointed by the respective Director is required to investigate the elements of feedback or a complaint, and identify what improvements to processes and procedures should be considered by the team. These are communicated to the complainant so they are able to understand what improvements are being put into place. They are also passed on to the relevant team, with the understanding that the team and directorate will look to implement these changes or improvements.

Key learning from complaints received this year are as follows:

- Review and improve Healthcare Improvement Scotland's Complaints Processes.
- Review and improve escalation processes to ensure timely and equitable communication between services and the complainant.
- Action plans to be developed for teams with a focus on:
 - improving communication, and
 - provide clarity and training on complaints process.

The HIS Model Complaints Handling Procedure states that when a need for improvement has been identified teams must:

- develop an action or improvement plan
- ensure the action needed to improve services is prioritised for implementation
- designate an officer (or team) as the 'owner' of the issue, with responsibility for ensuring the action is taken
- set a target date for the action to be taken
- update the designated individual, so they can follow up to ensure that the action is taken within the agreed timescale
- ensure, where appropriate, that performance in the service area is be monitored to show that the issue has been resolved, and
- ensure that our staff learn from complaints.

The HIS Complaints Team continually review and develop processes further to ensure key learning from complaints has been taken on board, and improvements put in place. The Complaints Team also continue explore how to engage with complainants to understand their experience following the completion of the investigation.

3. Complaint process experience

The Complaints Team reviewed the HIS Model Complaints Handling Process in 2022, the updated process has now been in use for one year. The team are now reviewing the feedback from stakeholders ensuring key feedback from this review, including strengthening content around the process to ensure it is trauma informed and supports staff through the complaints process is embedded into future update of the Complaints Process.

Continual Staff experience and feedback is essential to the redesign of the process, which is based on the Scottish Public Service Ombudsman's Model Complaints Handling Procedure.

4. Staff awareness and training

Complaints processes, templates and training materials are available for all staff on the HIS Intranet. The Complaints Team have continued in the roll out of complaints awareness and training sessions.

In addition to this, the HIS Complaints Team has engaged extensively, and has re-engaged with those who have actively been part of the process over the last year. Following a review of this the Complaints Team will engage with internal Community Engagement to ensure that the process developed is person centred. It is important to note that while small amendments can be made, the core process is set by the SPSO.

Training for Complaints Investigators continues, and the team liaise with our Organisation Development & Learning team regarding Learnpro modules at induction and as mandatory training.

5. The total number of complaints received

In 2022-23 HIS received twenty eight complaints, including two from the Death Review Certification Service (DCRS.) Following work to increase the awareness of complaints and the

complaints process, the organisation has seen an increase in the number of complaints this year

Number of complaints received by Healthcare Improvement Scotland	28
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6. Complaints closed at each stage

Number of complaints closed by the NHS Board	Number	As a % of all NHS Board complaints closed (not contractors)
5a. Stage One	21	75
5b. Stage two – non escalated	1	3.5
5c. Stage two - escalated	6	21.5
5d. Total complaints closed by NHS Board	28	100

7. Complaints upheld, partially upheld and not upheld

Stage one complaints

	Number	As a % of all complaints closed by NHS Board at stage one
6a. Number of complaints upheld at stage one	8	38
6b. Number of complaints not upheld at stage one	12	57
6c. Number of complaints partially upheld at stage one	1	5
6d. Total stage one complaints outcomes	21	100

Stage two complaints

	Number	As a % of all complaints closed by NHS Boards at stage two (non-escalated)
Non-escalated complaints		
6e. Number of non-escalated complaints upheld at stage two	1	100
6f. Number of non-escalated complaints not upheld at stage two	0	0
6g. Number of non-escalated complaints partially upheld at stage two	0	0
6h. Total stage two, non-escalated complaints outcomes	1	100

	Number	As a % of all escalated complaints closed by NHS Boards at stage two
Escalated complaints		
6i. Number of escalated complaints upheld at stage two	2	33.3
6j. Number of escalated complaints not upheld at stage two	2	33.3
6k. Number of escalated complaints partially upheld at stage two	2	33.3
6l. Total stage two escalated complaints outcomes	6	100

8. Complaints closed in full within the timescales

	Number	As a % of complaints closed by NHS Boards at each stage
8a. Number of complaints closed at stage one within 5 working days.	21	75
8b. Number of non-escalated complaints closed at stage two within 20 working days	5	18
8c. Number of escalated complaints closed at stage two within 20 working days	2	7
8d. Total number of complaints closed within timescales	28	100

9. Number of cases when an extension is authorised

	Number	As a % of complaints closed by NHS Boards at each stage
9a. Number of complaints closed at stage one where extension was authorised	0	0
9b. Number of complaints closed at stage two where extension was authorised (this includes both escalated and non-escalated complaints)	0	0
9c. Total number of extensions authorised	0	0

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