

## Learning from Complaints:

It is important that learning from complaints is shared and improvements acted upon as soon as possible.

Senior management should take an active interest in complaints and review the information gathered on a regular basis. A key role in managing complaints is to ensure that organisational learning from complaints is captured and reported. Line managers should ensure that the learning gained from complaints is communicated to all relevant staff.

Analysis of complaints outcomes will provide opportunities to improve service delivery, whether in response to highlighted faults or as a proactive measure to increase efficiency and consequently service user satisfaction. It is also important to communicate learning externally. The organisation should communicate what it has done in response to complaints.

		Self Assessment score		
	Learning from Complaints	Yes = 1 No = 0		Evidence
1	The organisation learns from the complaints it handles.			
	<ul style="list-style-type: none"> <li>The organisation has, and follows a process to conduct a root cause analysis of every upheld complaint.</li> <li>The organisation has a process / system in place for ensuring that 'lessons learned' are appropriately actioned and the root cause of the individual complaint is effectively addressed</li> <li>Learning from root cause analysis is shared across the organisation and used to inform service improvements</li> </ul>			
2	Systems are in place to record, analyse and report on complaints outcomes, trends and actions taken.			
	<ul style="list-style-type: none"> <li>Systems are in place to record, analyse and report on complaints outcomes, trends and actions taken</li> <li>Lessons learned reports are prepared, showing the outcomes of complaints</li> </ul>			
3	The organisation responds to key themes from complaints as identified through its analysis of complaints outcomes.			
	<ul style="list-style-type: none"> <li>Key themes are identified and documented</li> <li>Senior managers agree improvement actions based on key themes</li> <li>The organisation can demonstrate improvements made as a result of key themes being identified</li> </ul>			
4	Where appropriate, remedial action is taken to ensure no reoccurrence of matters leading to a complaint, or to improve service delivery.			
	<ul style="list-style-type: none"> <li>The organisation has a process in place for ensuring that all required actions identified as an outcome of individual complaints investigation are completed</li> </ul>			

		<b>Self Assessment score</b>		
	<b>Learning from Complaints</b>	<b>Yes = 1 No = 0</b>		<b>Evidence</b>
5	Senior managers ensure improvements required as a result of complaints are implemented within the required timescale.			
	<ul style="list-style-type: none"> <li>• The organisation has a process for ensuring that all required actions identified from complaints outcomes, are recorded and actioned within an agreed timescale</li> <li>• System reports notify senior managers when improvements actions become overdue</li> <li>• Senior managers sign of improvement actions when complete</li> </ul>			
6	In addition to communicating the decision on the complaint to the customer, the outcome(s) are also fed back to relevant staff.			
	<ul style="list-style-type: none"> <li>• There is a process in place that requires complaints outcomes to be communicated to staff involved in the complaint</li> <li>• The organisation can demonstrate, through internal quality checks that complaints outcomes are fed back to relevant staff</li> </ul>			
7	Complaints outcomes are shared across the organisation.			
	<ul style="list-style-type: none"> <li>• The organisation prepares and shares throughout the organisation, lessons learned reports (or similar) detailing the outcomes of complaints received and where appropriate the improvement actions taken in response to the complaint</li> </ul>			
8	The organisation looks for opportunities to learn from complaints outcomes identified in other organisations and sectors, and shares learning across different service areas and across the sector.			
	<ul style="list-style-type: none"> <li>• Lessons learned are shared across the sector, for example at complaints surgeries at sector network meetings, and the minutes reflect this</li> <li>• The organisation can demonstrate that it actively benchmarks its complaints handling performance against others to identify and drive service improvements</li> <li>• The organisation is an active member of a complaints handling network and attends at least 75% of meetings held by the network pa</li> </ul>			
9	The organisation analyses complaints information to identify outcomes, trends, themes and patterns and uses this information to inform changes in working practices and service provision and the training provision for staff.			
	<ul style="list-style-type: none"> <li>• Records are available to demonstrate the outcomes of this analysis and the actions taken specifically in relation to changes in working practices, service provision and staff training</li> <li>• Records are available to demonstrate the outcomes of this analysis and the actions taken</li> </ul>			

		<b>Self Assessment score</b>		
	<b>Learning from Complaints</b>	<b>Yes = 1 No = 0</b>		<b>Evidence</b>
10	Complaints are discussed at team meetings.			
	<ul style="list-style-type: none"> <li>Complaints, and the organisational learning derived from complaints feature as a documented agenda item in team, management and senior management team meetings, and the minutes reflect this.</li> </ul>			
11	Complaints are discussed at management team meetings.			
	<ul style="list-style-type: none"> <li>Complaints, and the organisational learning derived from complaints feature as a documented agenda item in team, management and senior management team meetings, and the minutes reflect this.</li> </ul>			
12	Customers are advised when service improvements are made as a result of a complaint made by them.			
	<ul style="list-style-type: none"> <li>The organisation has a process to advise the complainant when improvements actions been implemented as result of a complaint made by them</li> <li>The organisation can demonstrate, though internal quality checks that complainants are notified when service improvements are made as a result of a complaint made by them</li> </ul>			
13	The organisation publicises at least on a quarterly basis complaints outcomes, trends and actions taken.			
	<ul style="list-style-type: none"> <li>Complaints outcomes, trends, themes and patterns are published on the organisation's web site on a quarterly basis, or more frequently</li> <li>The organisation publishes on its web site, in newsletters and in other publications case studies of complaints explaining the nature of the complaint, the action taken to resolve the complaint and the changes to service provision that have resulted</li> </ul>			
14	Senior management review the information gathered from complaints and consider whether services could be improved or internal policies and procedures updated.			
	<ul style="list-style-type: none"> <li>Senior management team meeting agendas and minutes reflect complaints as a discussion topic and the outcome of that discussion</li> <li>Records show service improvements based on senior managers analysis of complaints performance</li> </ul>			
15	The organisation can demonstrate that improvements are made to how complaints are handled on the back of monitoring performance.			

		Self Assessment score	
	<b>Learning from Complaints</b>	Yes = 1 No = 0	<b>Evidence</b>
	<ul style="list-style-type: none"> <li>Evidence of an approach to implementing service improvements as a result of complaints is readily available, for example lessons learned meetings/briefings and publicly reported examples of improvements on the back of complaints</li> </ul>		
16	The organisation has a process to advise senior managers when improvements actions have been implemented or become overdue.		
	<ul style="list-style-type: none"> <li>The organisation has a process for ensuring that all required actions identified as an outcome of the complaint investigation, are completed and signed off by an appropriate senior manager</li> <li>The organisation has a process for ensuring that all required actions identified from complaints outcomes, are recorded and actioned within an agreed timescale</li> <li>System reports notify senior managers when improvements actions become overdue</li> <li>Senior managers sign of improvement actions when complete</li> </ul>		
<b>Learning from Complaints score</b>			

		Standard score	Self assessment score
1	<b>Organisational Culture</b>	21	/21
2	<b>Accessibility</b>	11	/11
3	<b>Process and Procedure</b>	20	/20
4	<b>Quality</b>	08	/08
5	<b>Learning from Complaints</b>	16	/16
6	<b>Complaints Handling Performance</b>	09	/09
	<b>Total</b>	<b>85</b>	<b>/85</b>