

Making an impact



Kerry Flinn and Alison Bennett
SPSO Learning and Improvement Unit

Three steps

1

What do you need to do to put things right?

Choose the remedy

First assess the 'level' of fix required and then determine the actual fix.

2

Who needs to know?

Share the learning

When and how to share the lessons learned?

3

Has it worked?

Measure the impact

Evaluate the fix – did it work and did it work as you intended?

Our journey so far...

Feedback from
customers

Feedback from
organisations

Feedback from
colleagues



Analysing SPSO
recommendations

Applying academic
literature

Feedback from organisations

47% local authorities (15)
47% of health boards (9), and
100% of water providers (2)
completed a survey about SPSO
recommendations and organisations'
learning from complaints



We surveyed all NHS boards, local authorities and some water providers when we sent them the Ombudsman's annual letter.

Feedback from organisations

Where SPSO could improve:

- **Effectiveness of SPSO recommendations in preventing repeat service failures**

15.4% of organisations surveyed said that SPSO recommendations were totally effective.

84.6% said that they were slightly or mostly effective

Where organisations could improve:

- **Learning from SPSO cases**

30.8% of organisations surveyed were totally satisfied that they learn from SPSO findings and recommendations

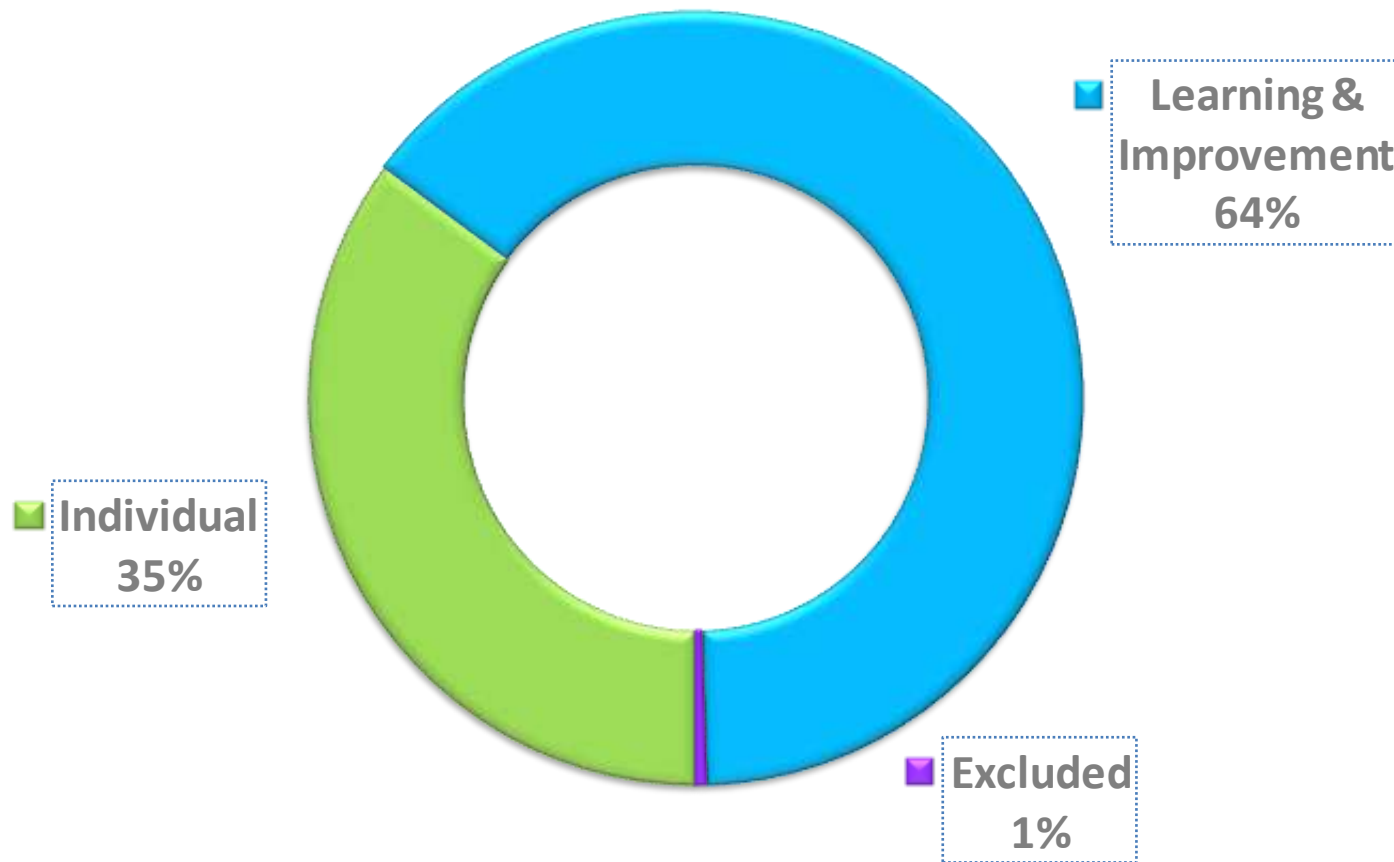
69.2% were slightly or mostly satisfied

We want to improve, and also help organisations learn. By making our work more effective, we hope that we can assist organisations to learn more effectively too.



Analysis of SPSO recommendations:

1. breakdown of 2015/16 SPSO recommendations by type



Choose the type of intervention

The Hierarchy of Intervention Effectiveness

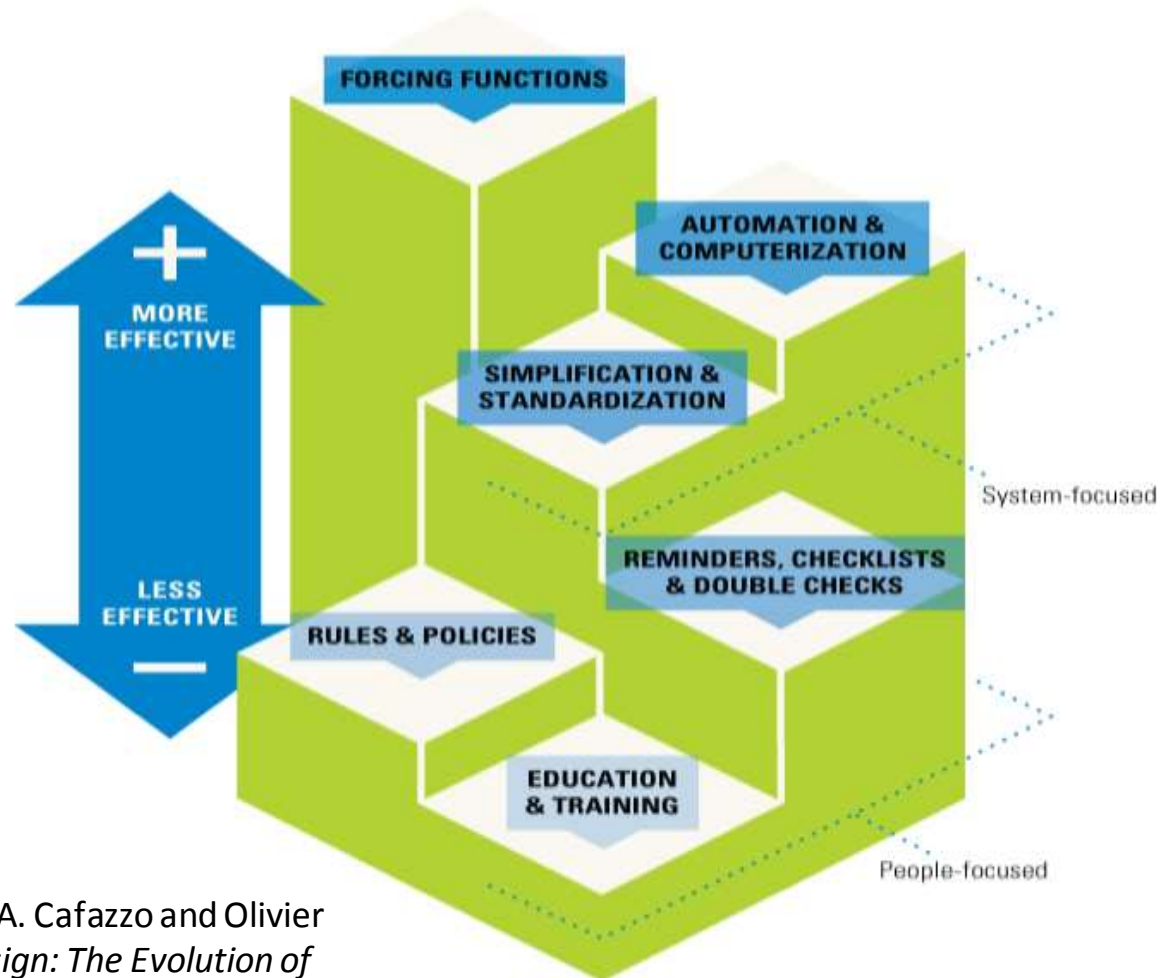
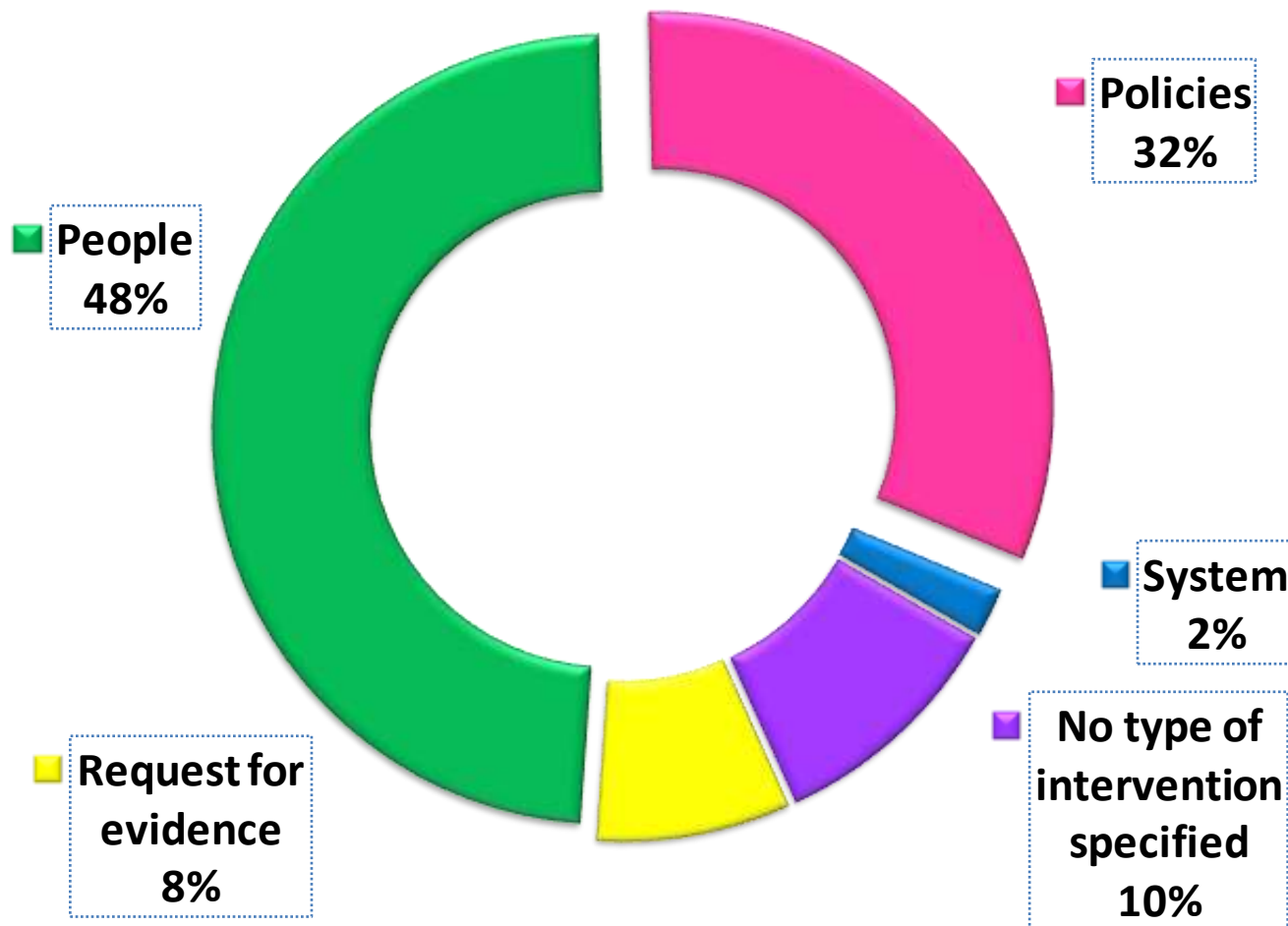


Diagram taken from: Joseph A. Cafazzo and Olivier St-Cyr, *From Discovery to Design: The Evolution of Human Factors in Healthcare* Healthcare Quarterly, 15 (Special Issue) April 2012: 24-29

Analysis of SPSO recommendations:

2. breakdown of “learning and improvement” recommendations by intervention type



What will fix the problem?

People

- 1. staff reminder
- 2. formal reflection for learning & improvement
- 3. training

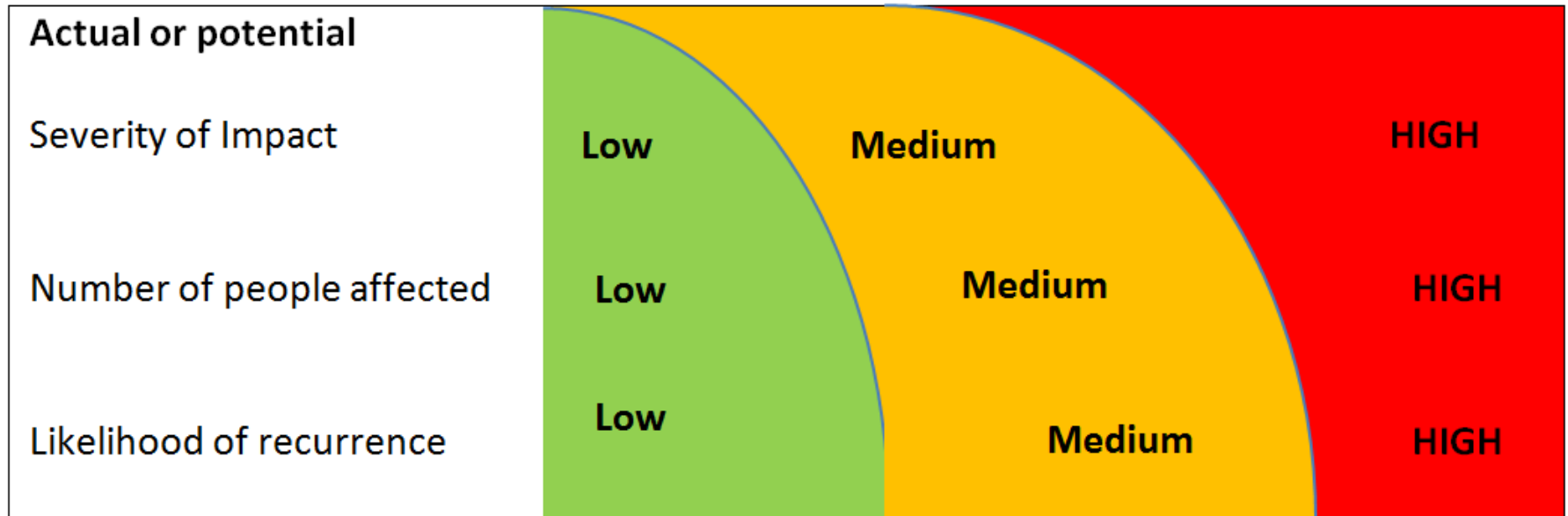
Policies

- 1. reflect on policy
- 2. audit policy
- 3. amend / write new policy

Systems

- 1. checklist
- 2. automation / computerisation
- 3. forcing function (something that stops the problem from happening, eg destroying old versions of forms)

Assess the need for change



- Decision on type of investigation e.g. superficial, or in-depth
- Decision on amount of resource needed for investigation
- Decision on what level of fix is required e.g. people, policy or process

“A just culture is a culture of trust, learning and accountability” Sidney Dekker

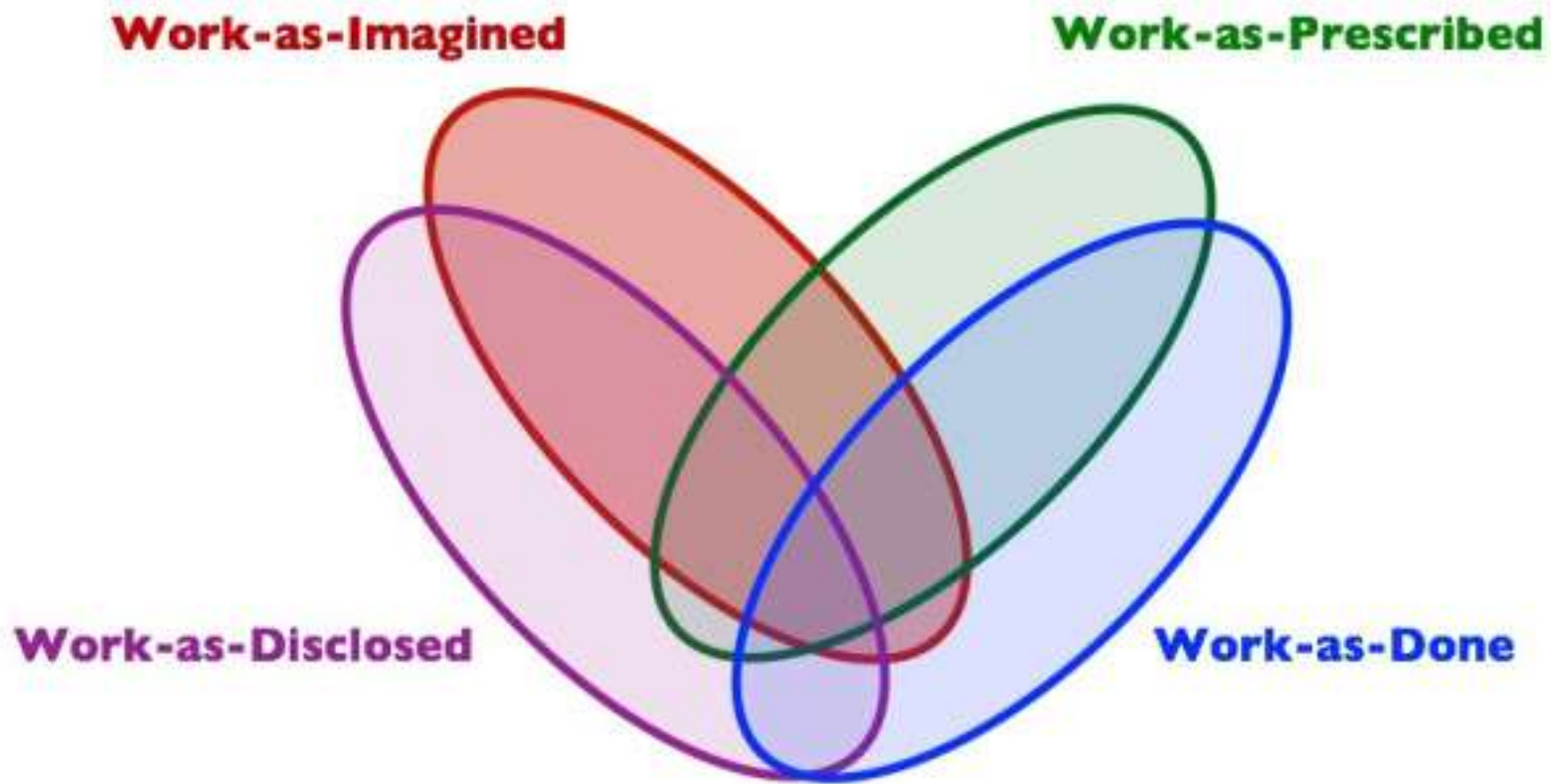
Retributive Just Culture asks:

1. Which rule is broken?
2. Who did it?
3. What should the consequences be for them?

Restorative Just Culture asks:

1. Who is hurt?
2. What do they need?
3. Whose obligation is it to meet that need?

“Failure is rich in learning opportunities. It shows us that the world is different from the way we imagined it to be.” Matthew Syed



Adapted from Steven Shorrock

<https://humanisticsystems.com/2016/12/05/the-varieties-of-human-work/>

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Where next?

Feedback from
customers

Feedback from
organisations

Analysing SPSO
recommendations

Applying academic
literature

Feedback from
colleagues



New SPSO recommendations template

- ✓ Outcomes-based, rather than process-based
- ✓ Providing more specific advice to organisations about the evidence we need to see to sign off a recommendation as complete
- ✓ Linking specific findings to recommendations for learning and improvement
- ✓ Providing an opportunity to record feedback (positive and negative) to organisations

The new template is included in your delegate pack. We're keen to get your feedback.

Step 2: Sharing the Learning

Valuing Complaints

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Valuing Complaints is the SPSO's **Complaints Standards Authority (CSA)** website. It provides a centre for best practice in complaints handling. It contains information to help support improvement in public sector complaints handling, including: model complaints handling procedures (CHPs) for Scotland; implementation and compliance guidance; and best practice and training resources.

Tools for handling complaints

Model Complaints Handling Procedures (CHPs) for each public service sector, developed by the CSA and partners and stakeholders.



Training

The SPSO's Training Unit provides both direct delivery and e-learning training solutions for public sector complaint handlers.



Recent updates

- [Complaints and governance](#)
- [Complaints Procedures](#)
- [Tools for handling complaints](#)

Learning & improving

The improvement framework helps organisations assess the efficiency and effectiveness of their complaints handling arrangements.



Complaints and governance

Complaints should be considered as part of your organisation's overall governance and assurance arrangements.



Quick Links

- [Complaints Handlers' Networks](#)
- [Conference 2017](#)
- [SPSO Leaflets](#)
- [About](#)

Complaints Standards Authority

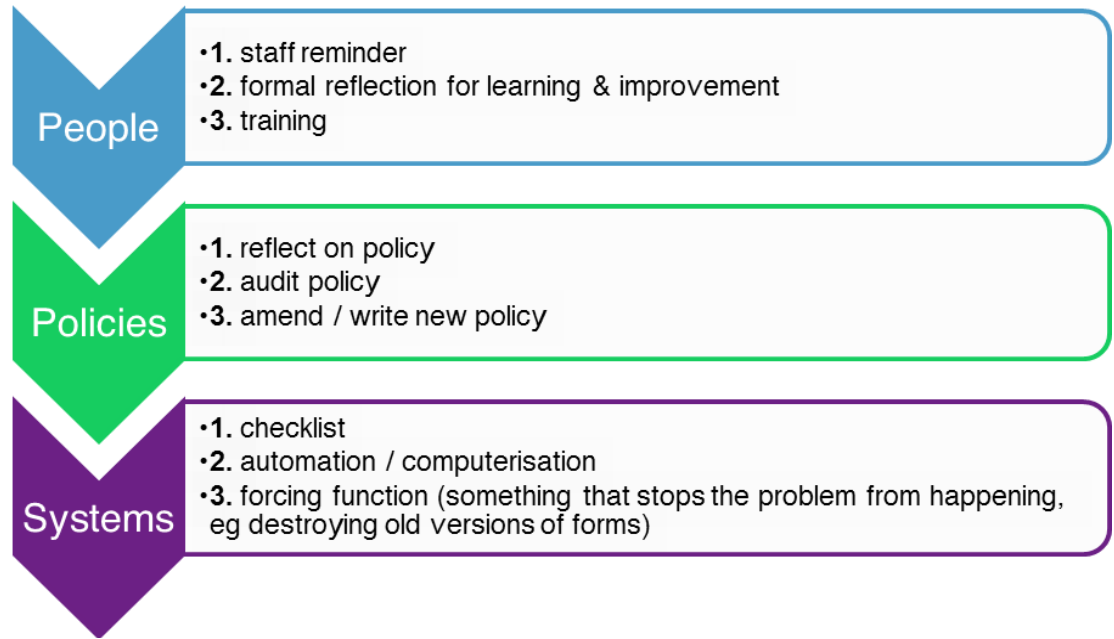
Post: SPSO, 4 Melville Street, Edinburgh. EH3 7NS.

Tel: 0800 377 7330 (Monday, Wednesday, Thursday and Friday 9am-5pm; Tuesday 10am-5pm)

www.valuingcomplaints.org.uk

Activity

Look at the case studies provided and assess what you would do to put things right.



Actual or potential	Low	Medium	HIGH
Severity of Impact	Low	Medium	HIGH
Number of people affected	Low	Medium	HIGH
Likelihood of recurrence	Low	Medium	HIGH



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