



## **Concerns, Complaints and Feedback Annual Report 2015/16**

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## **Feedback, Comments, Concerns and Complaints Annual Report 2015/16**

### **Background**

1. The Patient Rights (Scotland) Act 2011 and supporting “*Can I help you?*” guidance places a responsibility on NHS bodies to prepare and publish an annual report on feedback, comments, concerns and complaints; summarising what action has been taken to improve services or show where lessons have been learned as a result of feedback, comments, concerns and complaints received over the year.
2. Boards are required to publish these annual reports and details of the publication must be sent to Scottish Government, The Scottish Health Council, Healthcare Improvement Scotland and the Scottish Public Services Ombudsman (SPSO).

### **Introduction**

3. NHS Health Scotland (NHS HS) receives feedback from a number of different channels. Feedback is sought and received both by individual teams and at a corporate level. Feedback and comments can be initiated by us, for example asking a delegate to complete an evaluation form following an event, or come directly from the member of the public/service user completing a comments form on our website, contacting a member of staff or leaving a comment or ‘tweet’ on a social media site. We also receive complaints and concerns in writing, by email and by phone through our formal complaints process.

### **Complaints and Concerns**

4. Over the year from April 2015 to March 2016 NHS Health Scotland received one complaint. This related to the information available on the Immunisation Scotland website about the flu vaccine and was ‘not upheld’. In responding to the complaint we did not require to use any alternative form of dispute resolution and the complaint was responded to within the target of 20 working days.
5. We also offered some additional information to two members of the public contacting us with their concerns about Group B Strep in new born infants and the screening programme for Abdominal Aortic Aneurysm (AAA).
6. NHS Health Scotland regularly receives complaints and concerns about services provided by other NHS organisations or health bodies. Some of those contacting us say they were unsure where to go to complain, or they have contacted us thinking we are NHS Scotland. In 2015/16 we responded to 114 complaints/concerns intended for other health bodies, compared with 129 complaints/concerns received in

2014/15 and 55 in 2013/14. Processes are in place to redirect complainants to the appropriate organisation to respond to their complaint or concern and we have information available on our website to inform complainants of local NHS contact details.

## **Feedback and Comments**

### **Phone/ email**

7. We receive feedback and comments via phone or corporate inboxes such as the General Enquiries or Webmaster (for technical support) inboxes. Individual teams also use team inboxes to seek and receive stakeholder and customer feedback. Comments and feedback to inboxes are usually answered within two working days.

### **Social Media**

8. At a corporate level, we monitor for feedback through our social media channels. Feedback and comments are included in our internal public affairs weekly review. All thematic comments and feedback are directed to relevant teams.

### **Websites**

9. An important channel through which we receive comments and feedback is the [Your Comments](#) form on the NHS Health Scotland website. Feedback and enquiries are redirected to Health Scotland's General Enquiries mailbox; complaints are forwarded to NHSHS's Governance Manager. Since April 2015 we received 159 form completions, most of which were complaints or concerns intended for other NHS organisations.
10. Feedback and comments relating to our website are received via direct email links or online feedback forms on NHS HS sites. Comments and feedback applicable to the website are actioned directly, jointly with internal teams who own the relevant content.

### **The Net Promoter Score**

11. We have limited consistent or comprehensive data on the perceptions of our customer of our products and services. In 2015/16, we started rolling out a Net Promoter Score approach to gathering data. The NPS is an internationally recognised benchmark for customer satisfaction. Scores range between -100% and +100%. Any rating over 50% is considered excellent.
12. In the summer of 2015 we surveyed customers of 15 of our products and services. We identified the products and services from our corporate priorities and used the Net Promoter Score approach to ask them how likely they would be to recommend that product or service to someone else. 549 customers responded:

- They were very pleased with the product or service – our aggregate NPS was 47%
  - Half of them said they would definitely recommend them to others (i.e. 277 rated us 10/10)
  - 63% said they would recommend us to a friend or colleagues (i.e. rated us 9/10 or 10/10)
13. Some individual teams also use the NPS with external stakeholders and customers. For example, the Healthy Working Lives award achieves an NPS in excess of +60%. Customers have stated that the HWL award has helped them “create a healthier, more productive workforce”.

### **Feedback forms, surveys and focus groups**

14. Forms and surveys are a major channel for the organisation to seek feedback from our stakeholders and customers. Below are examples of areas where we capture feedback via these channels.

#### Events

15. The total number of delegates who received an invitation to evaluate one of our events in 2015/16 is 910. Of those, we received 271 responses. An average of 88% rated our events positively. (Positive ratings are defined as: ‘Good’, ‘excellent’ or ‘would recommend’.)
16. We are currently in the process of reviewing our events function. One outcome of the review is that we will have a generic events feedback form across the organisation. This will ensure that we have more robust feedback data on our events available for 2016/17. (Rating of our events is also reported via our annual impact assessment report.)

#### Healthyliving Award

17. Healthyliving award provide feedback forms to all newly awarded sites. Between April 2015 and March 2016 – 352 feedback forms were issued (one with each started pack). 49 have been returned (14%). From the respondents, rating 1=poor and 5=excellent over 7 questions (700 options), the overwhelming majority of ratings fell between 4 and 5; with only two ratings at 3.
18. We have a process in place to address ratings of 3 or below. Where comments are directed to a particular area, we follow these up with the named contact with a view to improving our practice.

#### Healthy Working Lives award

19. For each Healthy Working Lives (HWL) award issued, the customer receives a feedback survey to complete. The survey gathers feedback on the support received

to achieve an award, the way the programme is delivered and the impact of the award. The customer does not need to provide their name or any other details unless they choose to. However, if clients do leave their name and contact details, the HWL award manager will follow up any comments.

20. The survey results are held in the HWL database anon, and we run reports periodically and analyse results. The HWL award team receive the individual survey results as they are submitted, allowing the programme to act on any suggestions/recommendations in a timely manner.

#### Learning Workforce Development

21. Learner feedback forms are issued at the end of each learning session, for 2015-16 we received 15,000 feedback forms (consistent with 2014/15). All feedback is collated, analysed and reported through the relevant channels. Periodically, we seek feedback from our partners through surveys or focus groups. These have enabled us to make improvements to our products and services.

#### External Stakeholder Survey

22. NHS Health Scotland's self-assessments against the European Foundation for Quality Management (EFQM) framework told us that we do not have data at an organisational level which tells us whether our products and services meet and/or exceed the needs and expectations of our stakeholders, or what is important to them. As mentioned above, we do consistently gather feedback in some areas of the organisation, which tells us customers are happy with the products/services we are delivering to them.
23. Because we have not had an organisational approach to systematically gathering feedback, we have been unable to tell how we are viewed externally in terms of our organisational reputation and our products and services. For example, are we producing the resources our customers want and need from us, so they can take the most important actions needed to reduce health inequalities and improve health? Is the quality of our work improving in the eyes of our stakeholders?<sup>1</sup> The quality of our outputs helps us to predict the impact they are likely to have. Therefore being unable to measure quality also means we are unable to predict our impact.
24. To build on the work mentioned in paragraph 11-13, we are now working on a Stakeholder Feedback Survey to be issued in October 2016 to our key stakeholders. The aim of this survey is to establish a more coordinated approach to gathering feedback and better manage this activity throughout the organisation, so we can

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<sup>1</sup> Quality is defined by the extent to which a product meets or exceeds the needs and expectations of the person or people who use or are meant to use it, according to the Chartered Quality Institute (<http://www.thecqi.org/Knowledge-Hub/Resources/Factsheets/Introduction-to-quality/> retrieved 13 January 2015).

remove duplication and avoid some of our stakeholders receiving more than one survey from us.

25. An internal group will be set up and an external research agency commissioned in July to help us design the survey. It is likely there will be a set of core questions with additional tailored questions designed for different stakeholder groups to ensure the questions are relevant for them. It is intended that a findings report with recommendations and an implementation plan will be available by the end of September 2016.

### **Comment cards**

26. For some of our products and services, we make use of comment cards. For example, the Healthliving award programme provides comment cards for all award holding sites as a means of gathering customer feedback. (These are less well used than the feedback forms.)
27. Where the feedback raises a question regarding adherence to the award criteria this is followed up by contacting the individual to better understand the comment. If the feedback then takes the form of a complaint, the complaints process is followed through.

### **Peer review**

28. We work with subject matter experts who provide peer review feedback to validate the quality of products and services, for example our learning resources.

### **Spiceworks**

29. Spiceworks is a tool to help manage enquiries, comments and feedback from different sources, this has been successfully rolled out across several teams in NHS HS. Spiceworks manages enquiries from all Learning Workforce Development team websites through one channel. The system is checked daily with immediate response to enquiries. In cases where enquiries are referred to another staff for action, a response is usually received within one to two working days.
30. For our Marketing and Digital Services function, Spiceworks will be piloted in 2016/17 for management of customer feedback on the new Health Scotland website.

## Learning from Feedback and Comments

31. The table below details examples how NHS HS functions used feedback to prompt improvement actions and learning.

Function	Feedback	Action
Healthyliving award	We contacted sites where they had commented on finding 'the guidance pack a bit daunting' or 'not easy to follow'.	This feedback was fed into the process of updating our guidance folder. As a result we now have a more accessible and user friendly pack.
Healthyliving award	From our experience, complaints have very often reflected a lack of understanding on the award criteria from the customer's perspective.	We reviewed the negative feedback we received and developed a new customer facing poster to clearly state the main award criteria. Over the last 6 months we have not received any negative feedback or complaints from customers.
Publishing Services	Error found in ABI materials.	Captured on the corporate log. Changed procedures to ensure that if text has to be re-created it is given a thorough proof read.
Publishing Services	Error found in Bowel screening materials. Printer had imposed the pages in the wrong order so pages 3 and 4 were swapped and the reading order didn't flow correctly.	Changed our procedures to ensure we get to see an imposed (as opposed to single pages) proof from the printer.
Publishing Services	Mix up in database for Fit For Work distribution on behalf of NHS NSS. Two databases were merged, and as a result wrong GP names were attached to some practices (35 out of 969 affected).	We introduced an additional check point to quality assure data when merging spreadsheets.
Digital Services	Broken link in When to Immunise section of	Contacted relevant NHS HS staff to clarify where the link should be sending, then

	Immunisation Scotland website. (05/04/16)	contacted the person to apologise and let them know we had fixed it.
Digital Services	Link on healthscotland.com Equalities pages sending to wrong guidance on ScotPHN website. (10/03/16)	Fixed the link and responded to the person to let them know.
Digital Services	Link sending to wrong place in Vaccines and Diseases section of Immunisation Scotland website. (17/02/16)	Contacted relevant NHS HS staff to clarify where the link should be sending, then contacted the person to apologise and let them know we had fixed it.
Learning Workforce Development	“I would not have any part of the site come up as "pop-ups". Many people struggle to load the site on work or home PCs as they do not understand the general pop-up blockers and how they must go around to access the course” (Virtual Learning Environment user survey 2015)	We have now limited popups within the VLE. Many of our eLearning modules launch as pop-ups to avoid moving users away from the landing page where reference material might be. We have put clear advice on how to disable pop-up blockers within the course page and increase the accessibility of these modules.



## Appendix: Examples of stakeholder and customer feedback

### Publishing

Examples of feedback from the Resources Officers conference held with representatives from 14 territorial boards in October 2015:

*"I thought the Conference was well organised, with excellent speakers and in my opinion invaluable! I particularly enjoyed the session about the changes to Ready Steady Baby and Ready Steady Toddler and the other REHIP publication."* Louise Hutton, Information and Resources Officer NHS Fife.

*"Thank you for a well organised seminar which make the best use of available time through the day. It was a good opportunity to hear what other boards are doing whilst enabling me to network with colleagues from other boards and Health Scotland. It is always great to get update on publications especially when there are changes which will impact on the delivery of our service."* Donna McColl, Publications and Resources Officer NHS GG&C.

E.C. of Alcohol Focus Scotland commented that the infographics supporting the Monitoring and Evaluating Scotland's Alcohol Strategy annual report, particularly the '22 people die a week' and 'on-trade/off-trade split' – had been really effective at an international level. (Feb 2016)

### Learning Workforce Development

*"I just want to let you know how much we all appreciate your very valuable and generous contribution to SPPA. The two of you make quite a team! I was so impressed with the way the two of you made the session very enjoyable and relaxed and hugely interesting right from the word go! I was very sorry to have to leave as I would have very much like to have completed the course along with the other 14 members of SPPA staff."*

*"I would like to stress how relevant and worthwhile this course is for our work and how much we appreciate you tailoring a course especially for SPPA staff. I would welcome and look forward to further partnership developments with Play@Home"*

### Healthyliving Award

*"Excellent information and help when required."* JH, Sodexo.

*"Excellent to get (the award) and easy to achieve, assessor was great"* JW, Entier.

*"Overall a good team and good to work with."* IJ, Baxterstorey

*"Big thank you, it was painless."* BMcF, Eurest

*"I can find all the information quick. Very Clear. It was (also) a really nice experience to join the healthyliving award ceremony on 2<sup>nd</sup> March."* ET, Sodexo.

## Healthy Working Lives Award

*“Most impressed with the quality of the resources and support from our HWL adviser. Many thanks.”*

*“The support received from our advisor was invaluable. We now wish to work towards our silver award and are confident we will receive the support to enable this.”*

*“The programme is well thought out, excellently maintained and advice has always been first class. Would definitely recommend. Thank you.”*