



Learning Forms Guidance

Service User feedback is a valuable source of information on how services are performing. A key objective of the revised *Your Service Your Say, The Management of Service User Feedback* policy, is to encourage feedback, learn from it and share this learning across hospital and community health sectors.

Valuing feedback is a cornerstone of the *Your Service Your Say Complaints* policy and process. Managers, at all levels, should encourage and assist all staff in understanding and using feedback as an essential source of information to support on-going improvements to services.

Linking complaints with learning and improvement is an important way of assuring safety and quality of care. According to Don Berwick, an international leader in patient safety and healthcare quality, “*in the discovery of imperfection lies the chance for processes to improve*”. Berwick also said: “*the best way to reduce harm is to embrace wholeheartedly a culture of learning*”.

While there is a necessity to learn and improve as a result of feedback, there must also be a focus on the learning arising from complaints investigations, and making meaningful service improvements as a result. This learning may not only be identified from the recommendations made on completion of a complaints investigation, but may also be identified at any stage within the complaints process itself. This focus on organisational learning is a vital way for Hospital Groups, Community Healthcare Organisations and National Services, to encourage a culture of welcoming feedback and complaints and using these as a positive driver for service improvement and delivery as well as informing resource allocation.

In 2015, the Office of the Ombudsman, in their ‘*Learning to Get Better*’ report, looked at how the HSE handles complaints across public hospitals. In particular, it looked at how well the HSE listens to the feedback and whether the HSE is learning from this to improve the services provided. The report identified that there was often a difficulty in getting internal feedback on the outcome of complaints; leading staff and public to believe that nothing happens as a result of complaining. This report outlined the need for a focus on *sharing the learning* when it comes to complaints.

The report also recommended that complaint outcomes, which lead to service improvements and changes in procedures, should be shared among both staff and public. A key focus within the revised *Your Service Your Say* policy is learning from complaints and also ensuring procedures are implemented to assist in sharing this learning. The Ombudsman also published an updated report in 2018 - *Learning to Get Better: Progress Report*.

Complaints Managers are appointed in each Hospital Group, Community Healthcare Organisation and within National Services, to champion the feedback process and to co-ordinate the learning from individual complaint investigations and reviews to ensure that this is communicated across services and to both staff and the public. One platform used to enable this is the Complaint Managers Governance and Learning Forum. This forum is a formal network of Complaints Managers and other professional bodies, for example, Office of the Ombudsman and the Ombudsman for Children. The Forum is designed to ensure learning and best practice is shared throughout the organisation. The Forum supports the Complaints Managers’ role of ensuring that lessons learned from complaints are used to improve the service and that those lessons are shared with peers.

A number of forms have been developed to assist staff in capturing any learning they encounter while responding to/investigating a complaint and subsequently enabling this learning to be shared within the organisation. An explanation summary on *how to and who should* complete these forms is outlined below:

Learning at the Point of Contact



HSE Point of Contact Complaint Resolution and Escalation Form

Resolution Section: To be completed by any staff member who has resolved a service user's complaint at point of contact.

Purpose: All HSE staff must aim to resolve complaints they receive at first point of contact, if possible. Feedback (comments, compliments and complaints) may be given to any member of staff. It is therefore important that all staff welcome feedback and are supported to respond appropriately to this. It is important that all staff see feedback as an opportunity to improve local services. Any staff member resolving a complaint at the point of contact should document the complaint on this form. *The Point of Contact Complaint Resolution and Escalation Form* should be made available to all staff so that any staff member can record the complaint and the action taken to resolve it in the Resolution Section. Recording these complaints ensures that trends and learning can be identified and shared.

Where do I get this form? The Point of Contact form (POC) can be requested from your local Complaints Manager or downloaded from:

www.hse.ie/yoursay

Who is the form sent to on completion?

The Point of Contact Complaint Resolution and Escalation Form should be given to your Line Manager so that they can, in turn, identify trends and share any learning as appropriate.

Escalation Section: To be completed by Line Managers who are unable to resolve a complaint at the point of contact.

Purpose: If the Line Manager is unable to resolve a complaint at the point of contact they should complete the Escalation Section of the Point of Contact Complaints Resolution and Escalation Form with the Service User and escalate the matter, with the consent of the Service User, to the relevant Complaints Officer.

Who is the form sent to on completion?

The Point of Contact Complaint Resolution and Escalation Form is sent to the relevant Complaints Officer. The Line Manager should also keep a copy securely so that they can identify trends and share any learning as appropriate.



THE LINE MANAGER IS TO HIGHLIGHT TRENDS AND ANY LEARNING IDENTIFIED TO THE SERVICE MANAGER

Complaints Officers/ Review Officers and Learning

HSE Your Service Your Say Complaint Learning Notification Form

To be completed by: Complaints Officers and Review Officers, **only** in cases where learning has been identified from a complaint that was concluded either informally or after a formal investigation has taken place.

Purpose: Where a Complaints Officer/ Review Officer considers there is learning from a complaint that was concluded either informally or formally at Stage 2 or Stage 3, the Complaints Officer /Review Officer must complete a Complaint Learning Notification Form. This form should be completed **only where** the Complaints Officer/ Review Officer identifies learning. This form should be anonymised. The learning identified may also have relevance for the wider organisation.

Who is this form sent to on completion?

The anonymised Learning Notification Form is sent to the relevant Complaints Manager who will circulate as appropriate.



Complaint Managers and Learning

HSE Your Service Your Say Complaint Learning Summary Casebook

To be completed by: Complaints Managers at the end of each quarterly period to highlight learning generated following receipt of the **Learning Notification Forms** from Complaints Officers and Review Officers.

This form can also be used to record learning arising from positive feedback received.

Purpose: The purpose of the anonymised Learning Summary Casebook is to capture and share those complaints where there is learning for the organisation. The casebook should contain brief summaries of complaints received and how they were concluded/resolved, outlining any resulting service improvements.

The Learning Summary Casebook also allows for learning to be identified from compliments so that services can benefit from the sharing of good practice.

Who receives the Casebook? Learning Summary Casebooks should be made universally available



OVERVIEW OF FORMS FOR CAPTURING LEARNING



The **HSE Anonymised National Feedback Learning Casebook** developed by casebook submissions from Complaint Managers is **published online on a quarterly basis** by the National Complaints Governance and Learning Team and circulated to staff throughout the HSE.

Complaints Managers will also share these casebooks at the National Complaints Managers Governance and Learning Forum. The Forum supports the Complaints Managers' role of ensuring that lessons learned from complaints are used to improve services and that those lessons are shared with peers.

To view published casebooks from HG's, CHO's and NAS please go to:

<https://www.hse.ie/eng/about/qavd/complaints/hse-complaints-casebook/>

NOTE: CASES CAN ALSO BE USED TO DEVELOP LOCAL LEARNING CASEBOOKS WHICH CAN BE SHARED LOCALLY AS APPROPRIATE!

WHAT IS THE MAIN DIFFERENCE BETWEEN

THE LEARNING NOTIFICATION FORM AND THE **LEARNING SUMMARY CASEBOOK**?

- ~ The **LEARNING NOTIFICATION FORM** is used to record any local learning identified by Complaints Officers and Review Officers.
- ~ The **LEARNING SUMMARY CASEBOOK** is used as a platform to share cases where organisational learning has been identified.



NGGLT have created a webinar – Learning from Complaints which outlines why learning from complaints is so important and provides you with an overview of some of the initiatives that have been put in place across the HSE to facilitate learning from complaints:

To access this webinar go to the Discovery Zone in HSELand!

Learning Forms and Casebooks

POINT OF CONTACT COMPLAINT RECEIVED

Received by any staff member who will try to resolve immediately or escalate to Line Manager to resolve within two working days.



POINT OF CONTACT RESOLUTION AND ESCALATION FORM

Resolution Section: Completed by any staff member (including Line Manager) who has resolved a service user's complaint at point of contact & forwarded to Line Manager for identification of trends /learning.
Escalation Section: Completed by Line Manager when unable to resolve a complaint at the point of contact (within two working days) & forwarded to Complaints Officer. Line Manager to keep a copy to identify trends.

Complaints Officer / Review Officer
Informal Resolution or Formal investigation



LEARNING NOTIFICATION FORM

Completed by Complaints Officer & Review Officer if learning is identified during their investigation.

Complaints Manager



ANONYMISED LEARNING SUMMARY CASEBOOK

Completed quarterly by Complaints Manager.
National Feedback Learning Casebook Published Quarterly.

OVERVIEW OF FORMS FOR CAPTURING LEARNING



Appendices (see email attachments for Forms)

- Appendix 1 Point of Contact Complaint Resolution and Escalation Form
- Appendix 2 Anonymised Learning Notification Form
- Appendix 3 Complaints Manager Anonymised Learning Summary Casebook Template

Note: These forms are available for download at:

<https://www.hse.ie/eng/about/gavd/complaints/ysysguidance/appendices/hse-learning-forms-and-guidance.html>

HSE Point of Contact Complaint Resolution & Escalation Form



Complaint Resolution Complaint Escalation

Is the complainant a: Service User Relative Other Please Specify

Brief Description of Complaint

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Date: DD/MM/YYYY

Time (please use 24 hour clock format):

Is any part of this complaint reportable? * Yes No

If yes, please escalate to your Line Manager immediately. *Reportable may cover safeguarding, incidents, Trust in Care, etc.

Who was involved? (Please list all persons involved including staff member(s))

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Briefly describe how the complaint was address including any action taken:

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Was the complainant satisfied? Yes No*

*If No, is the complaint to be escalated? Yes No

**FORM TO BE COMPLETED BY STAFF MEMBER WHO RESOLVED THE COMPLAINT AT POINT OF CONTACT.
FORM TO BE RETAINED BY LINE MANAGER.**

Staff Name: _____ Service Location: _____

Contact Tel: _____ Email: _____ Date: _____

PLEASE COMPLETE SECTION BELOW ONLY WHERE COMPLAINT IS FOR ESCALATION TO COMPLAINTS OFFICER

What outcome does the complainant wish to result from their complaint?

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To be completed by the complainant:

Date: _____ Name: _____ Send to Complaints Officer: Yes No

For Line Manager: Briefly describe why complaint could not be resolved at point of contact?

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Incident Report Filed: Yes No N/A

Line Manager Name: _____ Service Location: _____

Contact Tel: _____ Email: _____ Date: _____

FORM TO BE COMPLETED BY STAFF AND GIVEN TO LINE MANAGER. WHERE COMPLAINT IS FOR ESCALATION, FULL FORM TO BE COMPLETED BY LINE MANAGER AND SENT TO COMPLAINTS OFFICER FOR YOUR SERVICE YOUR SAY COMPLAINTS. LINE MANAGER TO RETAIN COPY FOR RECORDS AND LEARNING PURPOSES.

HSE Your Service Your Say

Anonymised Learning Notification Form



Complaint Investigation Review

Completed: Q1 Q2 Q3 Q4

Location: CHO and Service Area
 Hospital and Directorate
 National Service

Complaint Category	<input type="text"/>	Sub Category	<input type="text"/>	Issue	<input type="text"/>
Complaint Category	<input type="text"/>	Sub Category	<input type="text"/>	Issue	<input type="text"/>
Complaint Category	<input type="text"/>	Sub Category	<input type="text"/>	Issue	<input type="text"/>

Complaint Status: Upheld Partially Upheld Not Upheld

Background to Complaint

Investigation

Outcome and Learning

Please forward the Anonymised Learning Notification Form to your Complaints Manager

Name: Complaints Officer Review Officer

Email: Tel/Mobile:

Occurrence or Reference Number:

Complaints Manager Name: Date:

HSE Your Service Your Say

Anonymised Learning Summary Casebook



Complaints Manager

Complaint Investigation Review Compliment

Completed: Q1 Q2 Q3 Q4

Location: CHO and Service Area
 Hospital and Directorate
 National Service

Feedback Category	<input type="text"/>	Sub Category	<input type="text"/>	Issue	<input type="text"/>
Feedback Category	<input type="text"/>	Sub Category	<input type="text"/>	Issue	<input type="text"/>
Feedback Category	<input type="text"/>	Sub Category	<input type="text"/>	Issue	<input type="text"/>

Complaint Status: Upheld Partially Upheld Not Upheld

Background to Complaint / Compliment (delete as appropriate)

Investigation / Nature of Positive Feedback (delete as appropriate)

Outcome and Learning