

Learning Forms Guidance

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

Valuing feedback is a cornerstone of the Your Service Your Say 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, 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 (comments, compliments and complaints), there must also be a focus on learning from the recommendations arising from complaints investigations, and making meaningful service improvements as a result. This focus on organisational learning is a vital way for 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 *Your Service Your Say* policy is learning from complaints and also ensuring procedures are implemented to assist in sharing this learning.

Complaints Managers, appointed locally, champion the feedback process and 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. The Forum supports Complaints Managers to share the lessons learned from complaints with peers who can use these to improve their services.

Another method for sharing learning is the publication of the [HSE Your Service Your Say National Anonymised Feedback Learning Casebook](#). The casebook presents both complaints and compliments and offer services an opportunity to reflect on service delivery, to understand the issues experienced by patients and service users, to examine the measures and initiatives used to address these and how such methods can be utilised in their area to address or prevent similar issues.

The HSE is committed to providing high quality and safe services. Listening to the experiences of those who use our services can provide unique insights into standards of care and offers opportunities to improve the quality and safety of health services in a way that will deliver measurable benefits for patients and service users.

Learning Forms

Forms have been developed to assist staff in capturing learning from handling complaints, either at the first point of contact or following a complaint investigation or internal review.

By formally recording learning it helps staff and services develop an understanding either of the factors that contributed or gave rise to a complaint or the good practice that should be supported and replicated. It also facilitates the sharing of that learning and so becomes a valuable source of information for other services to benefit from learning what works well or where there may be the potential for a similar complaint to arise.

All forms are available at: <https://www.hse.ie/eng/about/who/complaints/ysysguidance/>

An explanation summary on *how to & 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 feedback from service users. It is important that all staff see this 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. Recording these complaints ensures that trends and learning can be identified and shared.



Who is the form sent to on completion?

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

Escalation Section: To be completed by Line Managers where a complaint cannot be resolved at the point of contact.

Purpose: If the Line Manager is unable to resolve a complaint at the point of contact (within 48 hours) they should complete the escalation section of the *Point of Contact Complaint Resolution and Escalation Form* with the complainant and, if agreed, escalate the matter 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 to highlight trends and any learning identified to the service manager.

Complaints Officers / Review Officers and Learning

HSE Your Service Your Say Anonymised Complaint Learning Notification Form

To be completed by: Complaints Officers and Review Officers 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 valuable learning from a complaint that was concluded either informally or formally at Stage 2 or Stage 3, the Complaints Officer / Review Officer must complete an *Anonymised Complaint Learning Notification Form*. This form should be completed **only where** the Complaint Officer / Review Officer identifies valuable learning for the local service and 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 within their Health Region / National Service as appropriate.

The form is titled 'HSE Your Service Your Say Anonymised Learning Notification Form'. It includes sections for:

- Complaint Investigation: Internal Review, Complaint
- Completed: Q1, Q2, Q3, Q4
- State Location: Health Region, HSA Area, National Service
- Specify Community Service or Hospital and Directorate
- Complaint Category: Sub-category, Issue
- NCAT Classification: Severity, Harm, 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
- Form: Complaints Officer, Review Officer
- Email: Complaints Officer, Review Officer
- Discriminator Number or Reference Number
- Complaints Manager Name
- Date

Complaint Managers and Learning

HSE Your Service Your Say Anonymised Learning Summary Casebook

The form is titled 'HSE Your Service Your Say Anonymised Learning Summary Casebook'. It includes sections for:

- Complaint Investigation: Internal Review, Complaint
- Completed: Q1, Q2, Q3, Q4
- State Location: Health Region, HSA Area, National Service
- Specify Community Service or Hospital and Directorate
- Feedback Category: Sub-category, Issue
- NCAT Classification: Severity, Harm, Complaint Status: Upheld, Partially Upheld, Not Upheld
- Background to Complaint / Complaint (delete as appropriate)
- Investigation / Nature of Positive Feedback (delete as appropriate)
- Outcome and Learning
- Anonymised Learning Summary Casebook to be circulated as appropriate. Issue to national@hse.ie as appropriate for inclusion in the National Feedback Learning Casebook.

To be completed by: Complaints Managers at the end of each quarterly period to highlight learning generated following receipt of the **Anonymised Complaint Learning Notification Forms** from Complaints Officers and Review Officers. This form can also be used to record learning arising from positive feedback received.

Cases included in casebooks should detail the background to the case, how it was investigated and/or reviewed including the outcome and any resulting changes and/or service improvements. Similarly the background to any positive feedback received should be provided as well as the nature of the compliment and the benefit gained from this.

These should be compiled into casebooks that are local to the Health Region / National Service and circulated to staff and discussed as relevant with management.

Purpose: The purpose of local *Anonymised Learning Summary Casebooks* is to capture and share those complaints where there is valuable learning for services within the Health Region or National Service. Positive feedback should also be included so that services can benefit from the sharing of good practice.

Selected local cases should be forwarded by the Complaints Manager to NCGLT for inclusion in the National HSE Your Service Your Say Anonymised Feedback Learning Casebook, published quarterly.

National HSE Your Service Your Say Anonymised Feedback Learning Casebook

The national *HSE Your Service Your Say Anonymised Feedback Learning Casebook* is compiled by NCGLT from the forms submitted by Complaints Managers and details complaints that have been either informally resolved or investigated by a Complaints Officer or reviewed by a Review Officer as well as the compliments received that highlight good practice with relevant organisational learning.

View the [HSE Your Service Your Say National Anonymised Feedback Learning Casebook](#).

Presenting cases

Cases included in casebook detail the background to the case, how it was investigated and/or reviewed including the outcome and any resulting changes and/or service improvements. Similarly the background to any positive feedback received is provided as well as the nature of the compliment and the benefit gained from this for the service/organisation.

Who receives the Casebooks?

- a) **Local Health Region / National Service casebooks** should be circulated to staff, discussed at staff and management meetings and relevant learning implemented.
- b) The **National HSE Your Service Your Say Anonymised Feedback Learning Casebook** will be published online by the National Complaints Governance and Learning Team and also circulated to staff through the HSE All Staff broadcast. The casebook will also be circulated through the Patient and Service User Engagement office to the National Patient Forum, Patients for Patient Safety Ireland and the National Patient Representative Panel.

Managers should ensure that relevant learning is discussed with staff and applied to services as appropriate.

Complaints Managers also present individual cases at the Complaints Managers Governance and Learning Forum. The Forum supports the Complaints Manager's role of ensuring that lessons learned from complaints are used to improve services and that those lessons are shared with peers as well as highlighting areas of good practice for other services to adopt and benefit from.

WHAT IS THE MAIN DIFFERENCE BETWEEN THE *ANONYMISED LEARNING NOTIFICATION FORM* AND THE *ANONYMISED LEARNING SUMMARY CASEBOOK*?

The **Anonymised LEARNING NOTIFICATION FORM** is used to record any local learning identified by Complaints Officers and Review Officers.

The **Anonymised LEARNING SUMMARY CASEBOOK** is used for selected cases where there is wider learning for services within the Health Region/National Service and for cases with HSE wide relevance.

Below are just some examples of learning that could be captured on the *Anonymised Learning Notification Forms*. Casebooks are developed from these forms. The learning identified can be service specific, organisation wide or for national consideration. Further examples of learning are available from the [HSE Your Service Your Say National Anonymised Feedback Learning Casebook](#).

Examples of Learning:

Issue / Recommendation: Complainant felt that they were not supported at the Point of Contact. It was recommended that staff receive training on their role in the Point of Contact Complaint process.

Key Learning (wider service or organisation implication): Point of Contact complaints training should be completed by all current staff and by new staff when commencing in the area as part of their induction. The online HSeLanD module should be utilised pending training provided by Consumer Affairs. In addition, an annual training needs analysis should be conducted to identify the required relevant training for staff to attend or to complete on HSeLanD.

Issue / Recommendation: Clarification regarding a point of discussion was sought by a person following their attendance at a meeting but no minute of the meeting was taken so issue could not be verified. It was recommended that staff should be made aware of the need to record meeting minutes, how to do this and the importance of same.

Key Learning (wider service or organisation implication): Ensure staff and managers are familiar with the HSE Communications Toolkit and the guidance provided. Highlight this resource at induction. Ensure that key guidance documents are reviewed by staff. An annual training needs analysis should be conducted to identify the required relevant training for staff to attend or to complete on HSeLanD.

HSeLanD webinar on Learning from Complaints

The National Complaints Governance and Learning Team (NCGLT) have created a webinar, **Learning from Complaints**, which outlines why learning from complaints is so important and provides 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 section within HSeLanD.



Overview: 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 to be shared with Service Manager.

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.

Line Manager to highlight trends and learning to Service Manager.

Complaints Officer / Review Officer
Informal Resolution or Formal investigation



ANONYMISED COMPLAINT LEARNING NOTIFICATION FORM

Completed by Complaints Officers & Review Officers after each investigation / review where learning is identified.
Form sent to Complaints Manager who will bring trends / issues to the attention of relevant Service Managers

Complaints Manager



ANONYMISED LEARNING SUMMARY CASEBOOK

Compiled quarterly by Complaints Manager from Complaints Officers' and Review Officers' Anonymised Learning Notification Forms.

Complaints Manager to bring key learning to the attention of IHA/Health Region Management

Complaints Managers' Casebook to be made universally available.

Selected cases to be forwarded to National Casebook which will be published online quarterly by NCGLT