

**SERVICE MODEL - CONSIDERING AND RESPONDING TO FEEDBACK INCLUDING DECIDING WHETHER TO REVIEW OUR DECISION**

**Purpose Statement** - To understand the feedback provided to us and to use the feedback provided to us; including where appropriate considering whether a review of a decision may be needed.

METHOD		
Objective	Actions	Behaviours/Working Practices
Positive Feedback	<ul style="list-style-type: none"> <li>• Capture all positive feedback. Ask for permission, should we want to use it in one of our publications.</li> <li>• Thank the individual for providing the feedback and explain how we will use it.</li> <li>• Ask for specific information about what made using our service a positive experience to further develop the service we provide, and explain how we will use the feedback.</li> <li>• Forward feedback to the appropriate person or team to ensure learning is obtained.</li> </ul>	<ul style="list-style-type: none"> <li>➤ I will make contact by telephone as soon as possible to explain what happens next.</li> <li>➤ I will provide tailored advice about how we deal with feedback and what checks we make to decide whether to review our decision (if dissatisfied with outcome).</li> <li>➤ I will check the complainant has understood our service and knows what to expect from contacting the Customer Care team.</li> <li>➤ I will clearly explain what information I need and why.</li> <li>➤ I will take time to make sure I understand the feedback listening carefully and checking my understanding.</li> <li>➤ I will see if there is an opportunity to resolve the issues quickly and effectively.</li> <li>➤ I will capture the key details of each item of feedback by checking information and making further enquiries to ensure I understand the feedback being provided.</li> <li>➤ I will clearly explain every decision we make on feedback given to us.</li> <li>➤ I will capture key data about the contact and accurately record what action we took and any decision we make.</li> <li>➤ I will ensure I keep an accurate audit trail of every action/decision taken.</li> <li>➤ I will consider the adherence to the Service Model in all cases.</li> <li>➤ I will clearly identify cases that can be fast tracked to the Review Team.</li> <li>➤ I will provide a tailored service, making reasonable adjustments as needed.</li> </ul>
Complaints about our Service on an on-going case	<ul style="list-style-type: none"> <li>• Decide who is best to handle this complaint; either the Line Manager of the caseworker or the Customer Care team and agree decision with caseworker's Line Manager.</li> <li>• Direct any requests to change case owner to the Line Manager in the first instance.</li> <li>• Customer Care will always handle complaints about any delay in allocating cases.</li> <li>• The Customer Care Officer will complete an analysis of the feedback which will:                             <ul style="list-style-type: none"> <li>○ explain why the person is unhappy with the service we have provided, the impact on them and what they want as a remedy;</li> <li>○ explain what evidence has been taken into account (usually always speaking to the staff member and the person providing the feedback);</li> <li>○ provide consideration of whether the Service Model was followed and how this impacted on the experience for the person making the complaint; and</li> <li>○ propose a decision, recommend any redress and how we are to explain this to the person making the complaint;</li> <li>○ Where appropriate, suggest possible learning from the feedback.</li> </ul> </li> <li>• Contact the person who has complained, ideally by telephone, with details of our decision and any action to be taken. Ensure there is a clear audit trail of our contact.</li> </ul>	
Complaints about our Service on a completed case.	<ul style="list-style-type: none"> <li>• This type of complaint is always handled by the Customer Care Team.</li> <li>• The Customer Care Officer will complete an analysis of the complaint which will:                             <ul style="list-style-type: none"> <li>○ explain why the person is unhappy with the service we have provided, the impact on them and what they want as a remedy;</li> <li>○ explain what evidence has been taken into account (usually always speaking to the staff member and the person providing the feedback);</li> <li>○ provide consideration of whether the Service Model was followed and how this impacted on the experience for the person making the complaint.</li> <li>○ propose a decision, recommend any redress and how we are to explain this to the person making the complaint; and</li> <li>○ where appropriate, suggest possible learning from the feedback.</li> </ul> </li> <li>• Contact the person who has complained, ideally by telephone, with details of our decision and any action to be taken. Ensure there is a clear audit trail of the call.</li> </ul>	

<p>Complaints about our Decision, including methodology.</p>	<ul style="list-style-type: none"> <li>• Customer Care will consider a request to review any decision that has been made on a case such as whether to investigate, whether to uphold and the amount/type of any redress.</li> <li>• A review will only be considered where evidence is shown that: <ul style="list-style-type: none"> <li>○ Our decision was based on evidence that contained inaccurate facts, and which might change our decision; or</li> <li>○ There is new and relevant information that was not previously available and which might change our decision; or</li> <li>○ We have overlooked or misunderstood parts of the complaint or did not take account of relevant information, which could change our decision: or</li> <li>○ Any review would be beneficial to confirming our original decision on specific complaints including those which are high profile or high risk.</li> </ul> </li> <li>• A Customer Care Officer will complete an analysis of the complaint which will: <ul style="list-style-type: none"> <li>○ set out any relevant background before contact with the Customer Care Team including the substance of the complaint and our assessment/investigation decision;</li> <li>○ explain why the person is unhappy with the decision and the evidence they have provided;</li> <li>○ analyse the complaint against the relevant criteria;</li> <li>○ Provide consideration of how the Service Model was followed and how this impacted on the experience for the person making the complaint: and</li> <li>○ propose whether to accept or decline the complaint for review and how we will inform the person providing the feedback;</li> </ul> </li> <li>• If the Customer Care Officer considers a review should be carried out, this will be forwarded to the Corporate Casework Team for their considerations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ I will look after the information I am entrusted with and be fully compliant with our records management policies.</li> <li>➤ I will take a planned and proactive approach to managing my workload to the required standards.</li> <li>➤ I will gather information efficiently, timely and proportionately.</li> <li>➤ I will clearly explain to the complainant what I am doing to respond to their feedback and how long this will take</li> <li>➤ I will proactively give updated, realistic timeframes to all the parties.</li> <li>➤ I will make prompt decisions and be proactive in my approach.</li> <li>➤ I will clearly explain decisions and how they were reached giving full answers to address feedback and the action we have taken (if appropriate).</li> <li>➤ I will look after the information I am entrusted with and be fully compliant with our records management policies.</li> <li>➤ I will ensure we identify learning arising from feedback where appropriate that will help us improve PHSO's services.</li> </ul>
<p>Post review correspondence</p>	<ul style="list-style-type: none"> <li>• Customer Care will read and consider any post review correspondence to determine whether there is more to add or explain about the decision.</li> <li>• Customer Care will consider how best to address any flaws in the review.</li> <li>• If the correspondence adds nothing new to the case, Customer Care will write to the person who sent the correspondence to explain that no further action will be taken.</li> <li>• An accurate audit trail of any consideration of post review correspondence should be recorded on the Case Management System.</li> </ul>	
<p>General Feedback on PHSO</p>	<ul style="list-style-type: none"> <li>• Customer Care should discuss any general feedback about PHSO with the Head of Customer Care or the Customer Care Team Manager who will decide should respond.</li> </ul>	

Risk Assessment	<ul style="list-style-type: none"> <li>• Risk should be monitored and reviewed throughout the time Customer Care are considering feedback.</li> <li>• A formal risk assessment should be done when deciding not to uphold a service complaint or proposing to carry out a review of our decision.</li> <li>• Consider whether any of the following 7 risk categories are relevant to the case: <ul style="list-style-type: none"> <li>○ <i>Risk to physical and/or mental well-being of staff</i> - this includes anything which could cause harm or unwarranted stress to PHSO staff.</li> <li>○ <i>Risk to professional standing of staff</i> - for example, the threat by a complainant or organisation to refer a person employed by or contracted to PHSO to their professional regulator.</li> <li>○ <i>Risk to complainant, stakeholders and third parties</i> - one example are the threat of suicide or self-harm or threats to others.</li> <li>○ <i>Risks associated with the potential impact of our decision</i> - One example could include cases which we have identified as strategic or systemic and so may have a significant impact externally and/or the complaint has a finding of avoidable death.</li> <li>○ <i>Risks to our ability to carry out our function</i> - One example could include cases where we do not get the cooperation we need from an organisation or person using our service.</li> <li>○ <i>Other</i> - This is included for any risk factor not captured elsewhere.</li> <li>○ <i>None identified</i> - for cases where we have fully considered risk in relation to the information available and decide that no risk is currently present.</li> </ul> </li> <li>• Consider flagging potentially 'high risk' cases: <ul style="list-style-type: none"> <li>○ Potentially avoidable death</li> <li>○ Cases concerning wider public interest issues</li> <li>○ Cases regarding serious failures.</li> </ul> </li> </ul>	
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Outcomes produced

i) Feedback Case created  
ii) Decision on whether to uphold a Service Complaint and (if necessary) any Redress to be offered; or  
iii) Explanation of why we will not be reviewing a complaint; or  
iv) Proposal to review a decision sent to Review Team

Service Standards	Quality Assurance
<p><b>Customer Care Officer</b></p> <ul style="list-style-type: none"> <li>• Holding a caseload of 20 as a minimum.</li> <li>• Complete 75% in 20 working days from allocation.</li> </ul> <p><b>Quality</b></p> <ul style="list-style-type: none"> <li>• 98% of cases meet outcome requirements.</li> <li>• 80% of cases sampled meet method requirements.</li> </ul> <p><b>Customer Care Manager</b></p> <ul style="list-style-type: none"> <li>• Manage the delivery of 75% of cases closed or passed on in 20 working days from allocation.</li> <li>• 100% of required quality sampling completed.</li> <li>• 80% of cases sampled meet requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Care Quality Assurance process. Sets out what decisions need to be approved and at what level.</li> <li>• Line manager open casework sampling. Creates a chance to intervene on a case if needed/appropriate at the earliest opportunity.</li> <li>• Central sampling. Associate quality assurance caseworkers and a central team sample closed cases.</li> <li>• Thematic sampling . Occasionally, we will commission an in-depth review of specific areas of casework this will be completed by the associate quality assurance caseworkers or the central team.</li> </ul>

- No case leaves the office that does not meet outcome requirements.
- Minimum of 90% QA sampling agrees with Managers sampling.
- Manage caseloads to minimise queue, ensure caseloads are maintained across the team.

**Head of Customer Care**

- As above
- No cases over 8 weeks.

- Casework risk assurance. Ongoing oversight by Assistant Directors and regular reporting.

**What Good Looks Like**

- Ensuring complainants get an answer on their feedback from PHSO promptly and in line with service standards.
- Ensuring that we give full consideration to any feedback and explain what we have done with it.
- Ensuring we give full and final answers to any outstanding matters to draw complaints to a close.
- Gathering learning from all feedback received to ensure continuous improvement of the service we provide