

COMPLAINTS TEAM

Q1 PROJECT -
HAMLETS

IMPROVING RESPONSE TIME - TOWER

BACKGROUND

The response time to complaints in Tower Hamlets was resulting in breaches. Staff allocated to investigating complaints, had to find time in their workload to complete investigations.

The quality and follow-up of recommendations arising from complaints were not occurring regularly and were not always SMART :

- Specific - Measurable – Assignable – Realistic -
- Understaffed – no dedicated Complaints Coordinator in Tower Hamlets

In Dec 2014, a QI initiative was formulated to change the process for the better....



Complaints investigation

AIM

PRIMARY DRIVERS

SECONDARY DRIVERS

CHANGE IDEAS

To increase the number of complaints responded to within the Trust's timeframe of 25 working days by 40% (target 87%). To ensure that the investigations are of a high quality and SMART recommendations are implemented within a period of 3 months in 75% of cases.

Responsiveness

Track process of investigation

Meet deadline for final report

Electronic alert system

Process mapping

Electronic alerts

Daily progress review

Creation of Complaints Investigator post

Investigating Officer training

Investigating Officer written guidelines

Quality of investigation

Identify suitable Investigating Officer

Training needs

Interview methodology

Formulation and implementation of recommendations

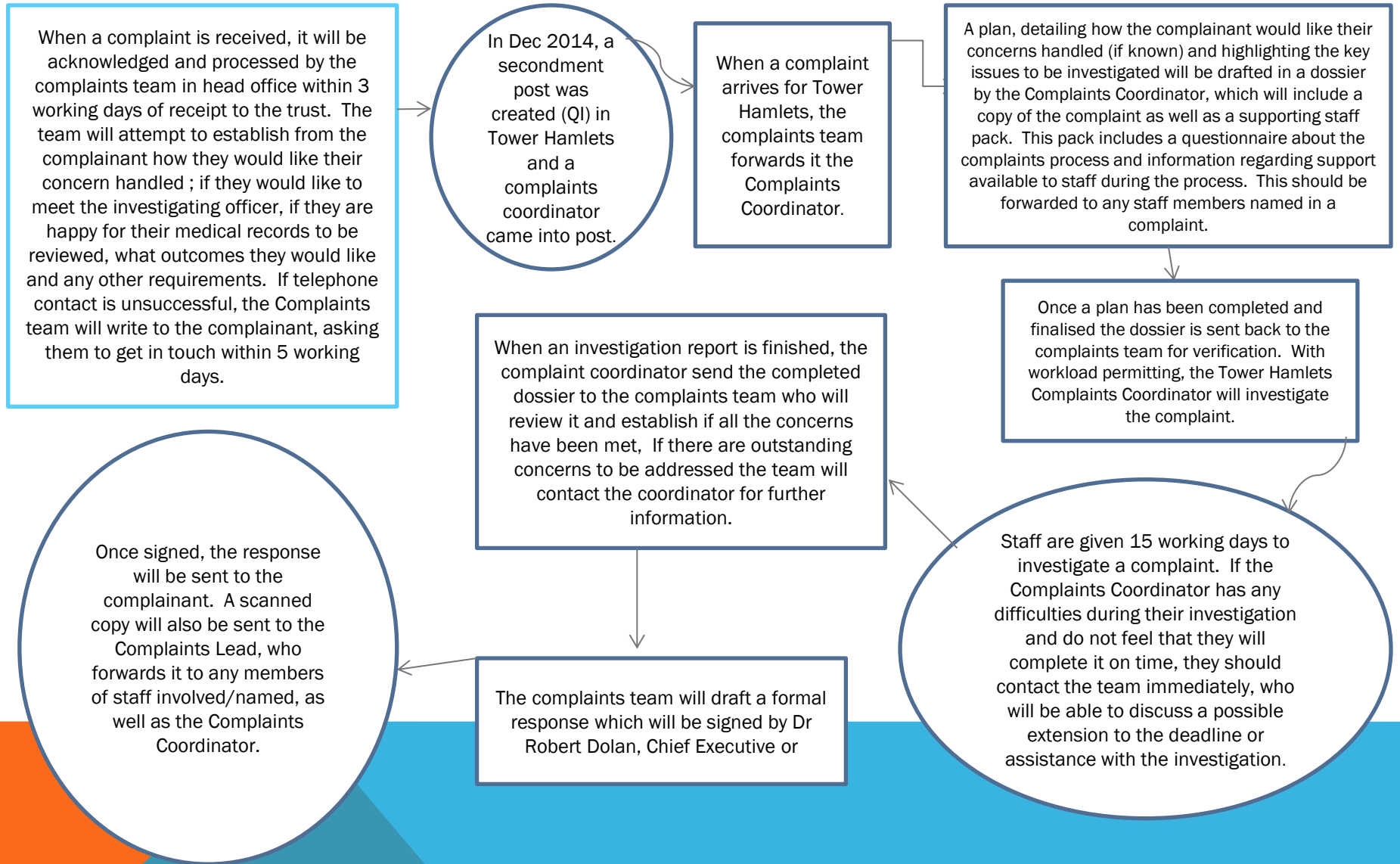
SMART recommendations

Implementation of recommendations

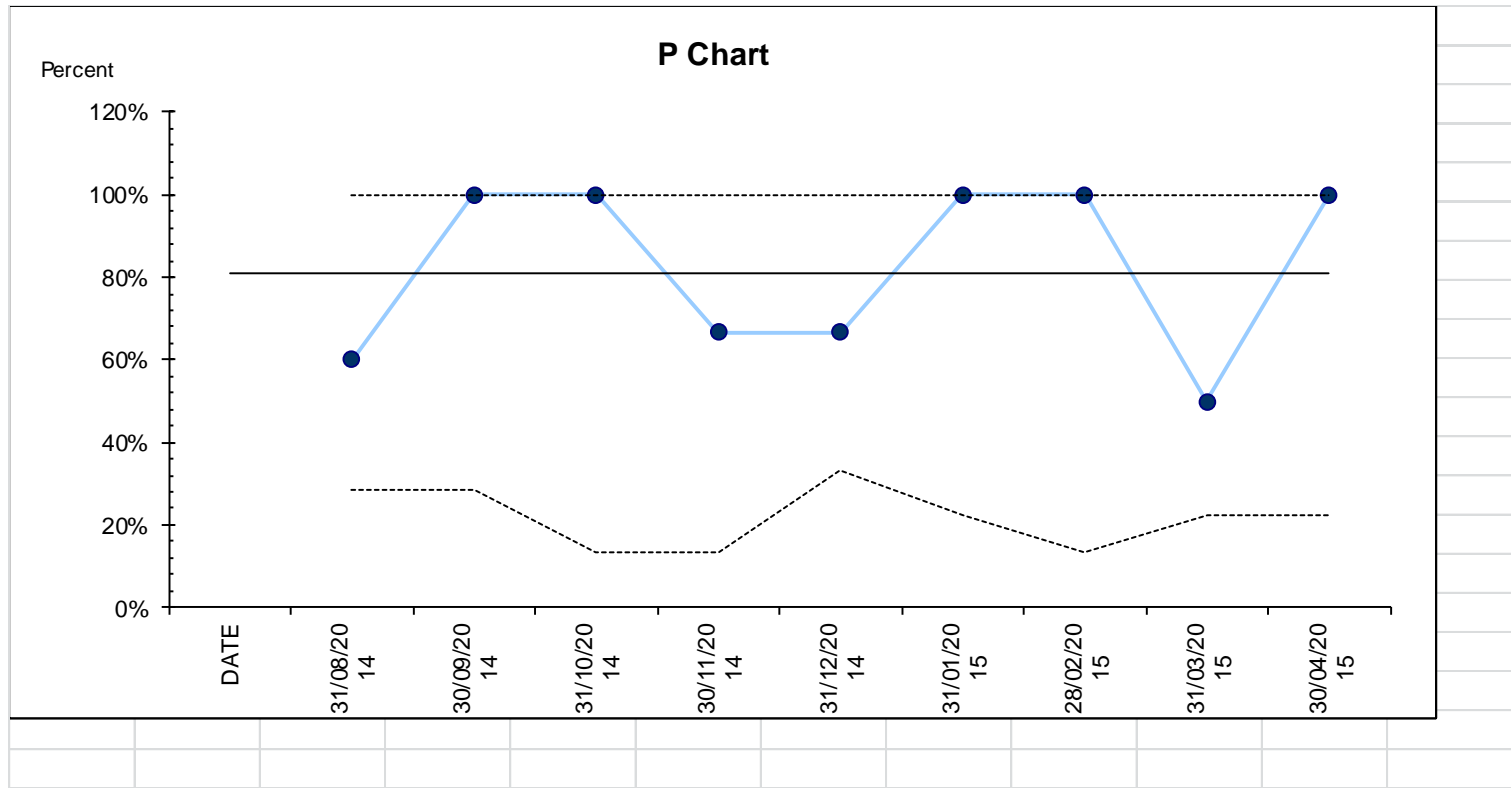
Electronic alerts

Complaints Investigator to review

COMPLAINTS - PROCESS MAPPING



P CHART



COSTINGS

These costings are based on....

Costings	Annual Cost	Daily rate (7.5 hours)	Annual Cost			
			No. of Complaints a week			
			1	2	3	4
Band 6 worker	43,523	167	8,705	17,409	26,114	34,818
Senior Psychiatrist (ST4-6)	66,000	254	13,200	26,400	39,600	52,800
Modern matron (band 8a)	61,766	238	12,353	24,706	37,060	49,413
Complaints Investigator Band 6 (0.6wte)	26,114					

SUMMARY

- The change idea was initially successful in eliminating breaches of waiting time due to the recruitment of the Complaints Coordinator in Tower Hamlets.
- There were 2 unfortunate breaches due to a staff changeover in the new post of Tower Hamlets Complaints Coordinator , thus demonstrating how essential the new post has proven.
- Over a 5 month period, we have completed 90 % of investigations and responses to complaints within 25 working days, unless there was an agreed extension.
- Since March, we have been free of breaches, however it is still too early to generate a “trend” or “shift”.
- The QI project has also proven cost-effective as it frees up senior clinical staff to focus on their own service areas.

WHAT'S NEXT...

- At present, the Complaints Coordinator works 3 days a week. In future we are looking at extending the role of Complaints Coordinator to include monitoring of recommendations.
- Broadening the scope of the post to Newham
- Improving the quality of the process by organising training for other investigators lacking experience who might step in from time to time when required