HERITAGE CARE POLICIES, PROCEDURES & GUIDELINES

SA3 – COMMENTS & COMPLAINTS

1. POLICY

1.1 Heritage Care aims to provide a high standard of service at all times and recognises that there may be occasions when people wish to comment and complain about the service they receive, or the staff who provide or organise the service. By ensuring that comments and complaints are listened and responded to, Heritage Care can ensure that its services are person-centred and respond effectively to the needs of the individuals they support.

1.2 Every effort will be made to resolve any difficulties experienced by people using services, their relatives, carers or other agencies as quickly and effectively as possible. Heritage Care strives to provide an honest and open service and all comments and complaints will be handled without prejudice and in confidence, as far as is reasonably practical.

1.3 Anyone concerned about the wellbeing of a person using a Heritage Care service, or the standard of a service provided by Heritage Care, should make a comment or complaint. This includes people using services themselves, their relatives, friends or advocates; agencies contracting services from Heritage Care; other support services (for example day services) and members of the public.

1.4 The comments and complaints procedure should not be used by an individual employee in relation to his or her own treatment at work. Heritage Care has a range of policies and procedures that deal with standards of behaviour at work. These include:

- HR8 Grievance Procedure
- HR9 Disciplinary Procedure
- HR16 Harassment Procedure
- HR24 Recruitment & Selection Procedure

However, if a staff member wishes to complain about the standard of a service provided to a person using the service, they should do so through the normal line management structure in accordance with this policy or through Heritage Care's Confidential Reporting Procedure (SA2).

1.5 The following guidance and procedure is relevant to the collection of all comments as well as complaints.

2. PROMOTING COMMENTS & COMPLAINTS

Receiving comments and complaints from interested parties should be an **active** process on behalf of staff and management within each individual service and across Heritage Care. This requires the development of an open culture and the use of a variety of different pathways to receive comments and complaints.

2.1 Creating an Open Culture

The receipt of comments and complaints is a necessary process for a service to reflect and improve the support it provides. Every effort will be made by the Charity and its individual services to ensure that an open culture exists.

It is therefore important to recognise that the number of comments and complaints received by a service cannot alone be used to determine the quality of the service. It is the efforts made to respond and resolve the issues raised that is the better measure of quality.

There are a number of methods that can be used to facilitate comments and complaints:

2.1.1 *Organisation-wide Methods*

a) Comments and Complaints Cards

Heritage Care provides comments and complaints cards. These are a way for people who use services or other interested parties to send a written comment or complaint to an appropriate person. They can be used to communicate with a Manager of the service, or to someone more senior within Heritage Care. It is the Manager's responsibility to ensure that cards are readily available within a service.

b) Accessible Website

Heritage Care's main website (www.heritagecare.co.uk) and accessible website (www.heritage.cswebsites.org) explain how to complain, including the contact details of external agencies. Visitors to the website can comment or complain directly through the website using the comment and complaints button. This comment is sent to the Executive Administrator and then forwarded to the relevant Area Manager.

c) Quality Assurance Exercises

From time to time, Heritage Care will conduct quality assurance exercises throughout the Organisation or in specific service areas. These are designed to gather opinion

on a variety of topics. These can involve staff, people who use services and other interested parties and may be conducted through a variety of methods, such as postal or internet surveys and conferences. Annual surveys are conducted within each Division, such as in Older People's Services. In addition, many Local Authorities will also conduct care audits and quality reviews for services in a specific area.

Information and feedback gathered during these processes will be shared throughout the Organisation, including with people who use services and their carers.

2.1.2 *Service Specific Methods*

Methods used to facilitate comments and complaints within services should suit the needs and abilities of those using the service and so will vary according to the service provided. They may include any or all of the following:

- Regular tenant and/or relative meetings.
- Comment and compliment books/boxes.
- Surveys (these may be in conjunction with other organisations).
- Available comments and complaints cards (Appendix A).
- Contacts with external agencies such as local advocacy groups. Details of local advocacy groups can be found at: www.actionforadvocacy.org.uk

2.2 Pathways to Receive Comments and Complaints

Services should not rely solely on traditional written and verbal forms of comment or complaint. It is the responsibility of the service to facilitate and respond to comments and complaints made through a number of different pathways.

2.2.1 *Individualised Communication*

Each individual who uses a service from Heritage Care will have different ways in which they communicate about the service they receive.

The ways in which an individual communicates should be documented clearly in the individual's support notes (person-centred plan or communication passport). This should include reference to the ways in which an individual shows like and dislike or exerts control. This communication does not have to be verbal and may include reference to behaviours or actions. This information should be used to process comments and complaints in the same way that a verbal statement would be used (see Section 3).

2.2.2 *Care Review*

Regular reviews of person centred plans (PCP) provide an excellent opportunity to record the comments and complaints of people who use services. Any issue, barrier to progress or request for change that is identified during this review process should be treated as a comment or complaint and recorded/responded to in accordance with the procedure outlined below.

It is important that the care review is person-centred in its approach. It should focus on how well the service is meeting the needs and wants of an individual. There are a number of ways this can done and each service may have a different method or routine they use to review care and support. This may include monthly, 3, 6 or 12 monthly reviews, PCP summary feedback and circles of support.

2.2.3 *Physical Intervention*

In accordance with the Prevention of Challenging Behaviour Policy (DC11 / RC11), every person who uses a service, their carers and other interested parties have the right to comment or complain about the use of physical intervention.

2.3 Information to be Provided to Individuals Using Services

When a person first begins to be supported by Heritage Care they should be given the following information in an appropriate format (see Appendices B & C). In many cases, this will form part of the service's Statement of Purpose.

- How to raise a comment or complaint.
- Who to contact within Heritage Care when making a comment or complaint, including the process of appeal.
- Details of external agencies to contact relevant to that service. These could include any or all of the following: Care Quality Commission (CQC), Local Authority, Supporting People, Landlord, Housing Ombudsman or Local Government Ombudsman (see Appendix D).
- A comments/complaints card and details of Heritage Care's websites:
  Main: www.heritagecare.co.uk
  Accessible: www.heritage.cswebsites.org
- Any service-specific information (local advocacy services, house meetings, user forums).

This information should also be supplied to the individual's main circle of support and recapped at their annual review.

2.4 **Information to be Displayed Within Each Service or Registered Location**

If appropriate, the following information should be displayed in a communal area:

- How to raise a comment or complaint.
- Who to contact within Heritage Care when making a comment or complaint, including the process of appeal (poster available from Loughton Office – see Appendix E).
- Details of external agencies to contact relevant to that service. This could include any or all of the following: CQC, Local Authority, Supporting People, Landlord, Housing Ombudsman, Local Government Ombudsman.
- Comments/complaints card and details of Heritage Care's websites:
  Main: www.heritagecare.co.uk
  Accessible: www.heritage.cswebsites.org
- Any service specific information (residents/relatives meetings, local advocacy services etc.)

2.5 **Complaints About Other Organisations**

There may be occasions when Heritage Care, a person using a service or another interested party wish to complain about a service provided by an organisation other than Heritage Care. In these circumstances, it is the responsibility of the Manager to establish the complaints procedure of the other organisation. In circumstances where Heritage Care is concerned that another organisation's action or inaction may constitute abuse, the staff and Manager should follow Heritage Care's Safeguarding Vulnerable Adults Procedure (SA1).

3. PROCEDURE

Section 3 outlines the procedure to be followed when a comment or complaint is received. This procedure is based on the following principles:

3.1 A person using a service or other interested party does not have to make a formal complaint in order for this procedure to be invoked. This procedure should be used by front line staff in response to day to day comments and issues raised in other ways, such as in paragraph 2.2 above.

3.2 It is the front line member of staff's duty to respond to any issue or complaint by following this procedure. This will either involve solving the issue satisfactorily or processing the issue to the next stage. Their reaction should never be to abdicate responsibility.

3.3 Comments or complaints that indicate possible abuse should be dealt with through the Safeguarding Vulnerable Adults Procedure (SA1) **not** the

Comments & Complaints Procedure. A comment or complaint should be treated as possible abuse issue if:

- The act (or inaction) appears to have caused significant harm or distress to a person using a service. This means any act which has resulted in temporary or permanent impairment/deterioration in a person's physical or emotional health or development.
- The act (or inaction) would have resulted in significant harm or distress to a person using a service had it not been reported.

If an issue is pursued using the Comments and Complaints Procedure but an investigation suggests abuse may have occurred, then the issue should be referred to SA1.

3.4 Within any support service there will be routine issues and comments which arise throughout the normal process of care. These issues would not normally be treated as complaints as long as the following conditions apply:

- It can be solved immediately by the staff on duty.
- The individual is satisfied with the outcome.
- It has not been reported previously on more than three occasions.

In these situations, the first stage of the process is all that is necessary. An issue should be considered a complaint, and moved to further stages of the procedure if:

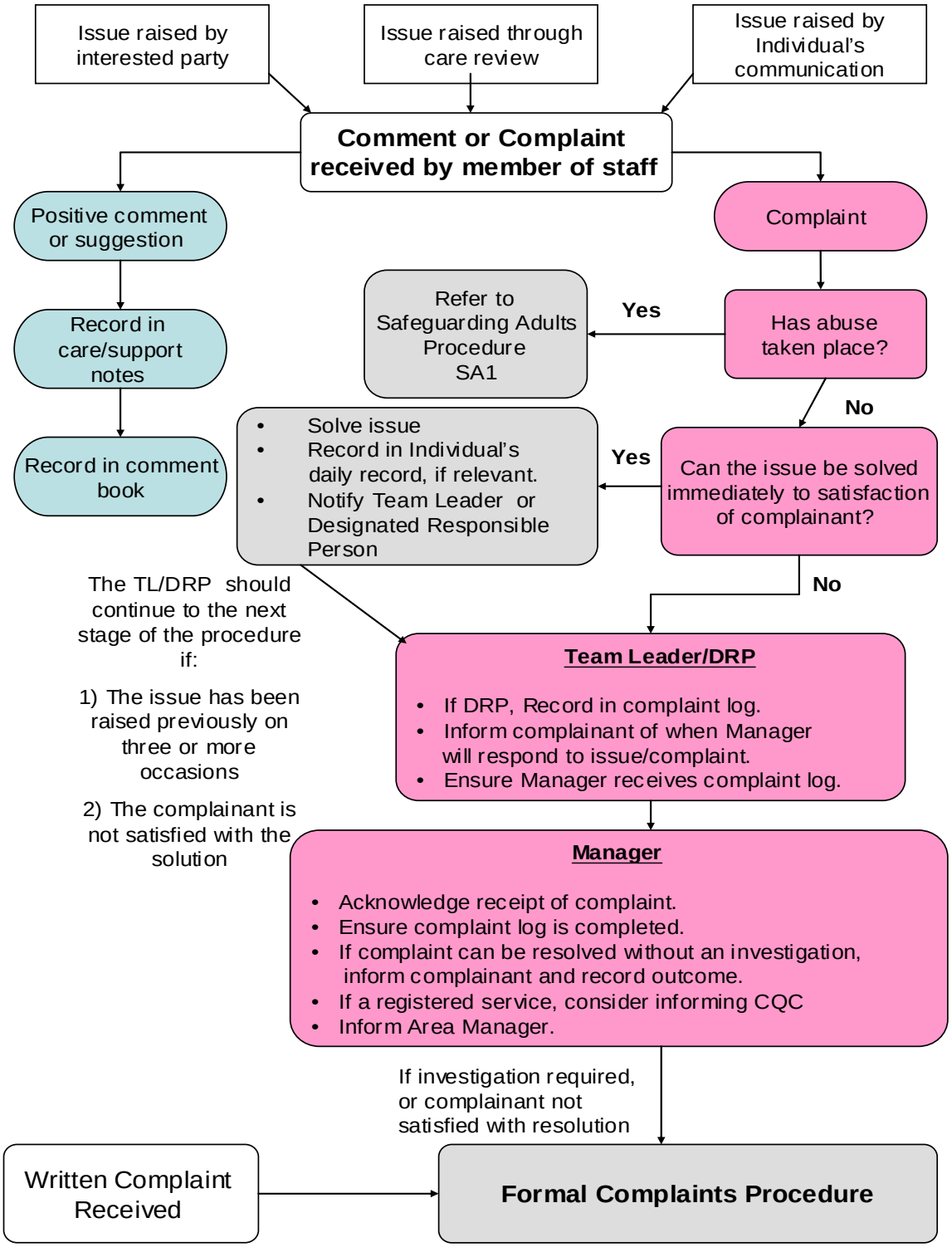
- The problem cannot be solved immediately by the staff on duty.
- The issue has been raised or recorded in care notes on more than three occasions in the last month.
- The individual has reported the issue previously but nothing was done.
- The individual wishes the issue to be formally recorded as a complaint.

3.5 In response to comments and complaints, the Manager and Area Manager will consider the following and record the outcomes in the Comments & Complaints Log (see Appendix F):

- Action required to resolve the issue.
- Service or organisational change required to prevent a repeat of the issue.
- Whether other users of the service might have been affected by the issue.

Services working with people with complex needs or limited communication may often have to devote time to establishing the nature of an issue as well as finding a resolution. (For example, in response to a change in behaviour indicating unhappiness, a process of trial and error is often required to work out exactly what has caused the unhappiness.) It is recognised that this will often be a lengthy process. Actions taken to establish the nature of an issue are evidence of attempts to find a solution.

AT ALL STAGES OF THE PROCESS, EVERY EFFORT SHOULD BE MADE TO COMMUNICATE IN A WAY APPROPRIATE FOR THE COMPLAINANT



Formal Written or Verbal Complaint

Complaint received by service or named Area Manager?

No →

Executive Administrator

- Acknowledge complaint.
- Forward complaint to the appropriate Area Manager.

Yes ↓

Area Manager
(tasks may be delegated to SLM or Manager at the Area Manager's discretion)

- Record the complaint in the service complaint log.
- Provide written acknowledgement to the complainant within five working days detailing: the process of investigation; their right to appeal and external agencies they can contact.

→ **Investigation**

Investigations should not take more than fifteen working days. If this is not possible, the complainant must be informed and told the reason why.

Once Investigation is Completed

- Provide a written reply to the complainant within 28 days of the complaint being made. This should detail the outcome of the investigation, actions to be taken in response and details of the process of appeal. This may include an acknowledged apology if appropriate.
- Ensure the outcome and actions are recorded in the complaints log.
- Forward a copy of the investigation, outcome and proposed actions to the Executive Administrator who will maintain a central register.

Appeals Process

If a complainant is dissatisfied with the outcome of an investigation they may complain in writing to the relevant Director of the service or the Chief Executive

→ **Director**

- Acknowledge receipt of the complaint in writing, including a timescale for the outcome of the investigation.
- Formally investigate appeal and respond to the complainant in writing, according to the stated timescale.

↓ **Chief Executive**

In the event of an appeal against the outcome of a Director's investigation the Chief Executive will conduct an appeal as stated above.

→ **The Chief Executive's decision is final**

↓ If the complainant is not satisfied with the outcome and actions taken by Heritage Care they can contact one of the other external agencies if they have not already done so; or they may raise their concerns with the Local Government Ombudsman.

4. MONITORING THE PROCEDURE

4.1 Area Managers and Supported Living Managers (SLMs) will be responsible for monitoring the comments and complaints log during their regular visits.

4.2 On a quarterly basis, the Manager/SLM will complete a summary of all complaints and compliments received by their service(s) (see Appendix G) and submit it to their Area Manager and the Executive Administrator. This will present an overview of the issues raised through the Comments & Complaints Procedure and Safeguarding Vulnerable Adults Procedures, any actions taken and outcomes identified.

4.3 The Executive Team will be responsible for reviewing this summary information and any information received through other sources as part of performance review systems. This information will be made available to the purchasers of Heritage Care services through contract agreements as appropriate.

4.4 There are a number of issues that Area Managers and the Executive Team should consider when reviewing comments and complaints:

- It is not the number of complaints that indicates the quality of a service, but the effort applied to resolving them.
- Are services identifying comments and complaints through a variety of sources, as outlined in Section 2 of this policy?
- How person-centred is the resolution of comments and complaints? Resolutions should focus on how the service can adapt to individuals, rather than how to fit the individual into the routine of the service.
- Are there any patterns of comments/complaints within a service/area or across the Organisation?
- What organisational change is needed to prevent further issues?
- Are there any examples of good practice in responding to complaints that could be shared throughout the Organisation?

4.5 The CQC, and in some instances Contract Managers, may request that the service supplies a summary of all complaints made during the preceding 12 months and action taken.

5. STAFF AWARENESS

5.1 Managers are responsible for ensuring that all staff, including administration and ancillary staff, are made aware of this policy and procedure as part of their induction training. This includes corporate staff.

5.2 All staff teams should revisit these procedures at regular intervals through team meetings and supervision, with particular reference to Section 2, and consider how to encourage and facilitate comments and complaints with the users of their particular service.

5.3 Managers will be informed of this policy and procedure, and their associated responsibilities, as part of their induction programme.

This document can be made available in other languages, Braille, audio, large print or any other formats to meet individual needs on request.

APPENDIX A – COMMENTS & COMPLAINTS CARD

If you would like to comment or complain about any services that you receive from Heritage Care you can write below, moisten the edges, fold the card in two, and then send it to the address overleaf. No stamp needed.

Your Name: _____

Address: _____

_____

Telephone: _____

Name of Service (if applicable): _____

I am: A person using a Heritage Care service ☐ Relative ☐
Advocate ☐ Other ☐

My Comment / Complaint is: _____

_____

FOLD ALONG THIS LINE & MOISTEN EDGES

_____

_____

_____

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_____

FOLD CARD IN TWO & MOISTEN EDGES

FOLD CARD IN TWO & MOISTEN EDGES

Chief Executive: Kim Foo
Heritage Care
Connaught House
112 – 120 High Road
LOUGHTON
IG10 4ZZ

RESPONSE SERVICE
Licence No. ANG11405

FOLD ALONG THIS LINE & MOISTEN INSIDE EDGES

Comments & Complaints

Supporting Independence and Choice

HERITAGE CARE
CONNAUGHT HOUSE
112—120 HIGH ROAD
LOUGHTON
ESSEX IG10 4HJ

Tel: 020 8502 3933
Fax: 020 8502 3543
Website: www.heritagecare.co.uk

Heritage Care is registered under the Industrial & Provident Societies Act 1965—27739R

Got a Problem?
If you are unhappy with the service you receive tell us straight away so that we can put it right.
Heritage Care©
Supporting independence and choice
www.heritagecare.co.uk

We want to know if you are unhappy with your service.

How to make a complaint:

1. **Speak to the staff on duty**
2. **Contact the Manager of your service**
3. **Contact Heritage Care**

By telephone: 020 8502 3933

By website: www.heritagecare.co.uk

By letter: Chief Executive Kim Foo, Heritage Care, Connaught House, 112-120 High Road, Loughton, IG10 4HJ

When you contact us we will:

- Acknowledge receipt of your complaint
- Investigate your concerns. This should not take more than 15 days.
- Provide you with a written reply to your complaint within 28 days. This should explain the outcome of the investigation and any proposed actions.

You can also contact external agencies to complain.

- The Care Quality Commission (Tel: 03000 616161)
- Your Local Authority's Adult Social Care Department
- Supporting People

Any complaint will be taken seriously

Heritage Care

Supporting independence and choice

www.heritagecare.co.uk

Comments and Complaints

Are you…?

Happy or **Unhappy**

Do you have any suggestions or ideas?

© Say It Works Ltd.

Tell us if you want to change something about……

The way your staff help you:

The food you eat:

The things you do:

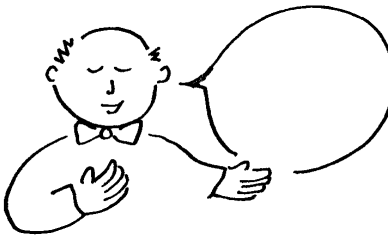
The places you go:

Tell us if someone upsets you:

or hurts you:

How to make a comment or complaint:

Tell your staff



Insert Picture of Key Worker or Staff Team

Tell the Manager:

Telephone:

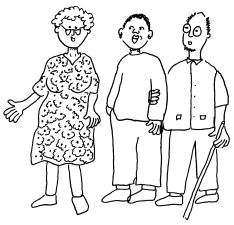
Insert Picture of Manager or Team Leader

Tell the Area Manager:

Telephone:

Insert Picture of Area Manager

You can ask your family, friends or an advocate to help you make a comment or complaint



What will happen next?

Heritage Care will listen to what you have to say and try to make things better.

If things do not get better, you should tell us so that we can try again.

If you are still not happy with what we do you can contact one of the people below or the Local Government Ombudsman

<u>Comments and Complaints Department</u>
Heritage Care
Connaught House
112-120 High Road
Loughton, Essex
IG10 4HJ

Tel: 020 8502 3933

www.heritagecare.co.uk
www.heritage.cswebsites.org (accessible)

Kim Foo
Chief Executive

You can also contact people who don't work for Heritage Care:

Local Authority Adult Services	CQC	Supporting People
	03000 616161 enquiries@cqc.org.uk	

If you are paying for your own care or support and you are not happy with what we have done about your complaint you can contact the Local Government Ombudsman.

APPENDIX D – CONTACT DETAILS AND SOURCES OF HELP

Contact Details of Care and Support Provider:

Heritage Care Connaught House 112- 120 High Road Loughton Essex, IG10 4HJ Tel: 020 8502 3933 Fax: 020 8502 3543 general.enquiries@heritagecare.co.uk	**Chief Executive:** Kim Foo kim.foo@heritagecare.co.uk **Director of Learning Disability Services:** Alison Thompson alison.thompson@heritagecare.co.uk

Contact Details of Heritage Care Area Manager: (postal address is same as above)

Contact Name:	
Telephone No:	
E-mail:	

Contact Details of Care Quality Commission (CQC):

National Helpline	Tel: 03000 616161	E-mail: enquiries@cqc.org.uk
Address: City Gate Gallowgate Newcastle Upon Tyne NE1 4PA		

Contact Details of Local Authority (Adult Social Services):

Address:	Tel:	E-mail:
Safeguarding Adults contact if different from above:		

Contact Details of Landlord (if relevant)

Name:	Tel: Fax:	E-mail:
Address:		

Contact Details of Housing Ombudsman (if relevant)

Name:	Tel: Fax:	E-mail:
Address:		

Contact Details of Supporting People Local Office (if relevant)

Name:	Tel: Fax:	E-mail:
Address:		

Contact Details of Local Government Ombudsman

Name:	Tel: Fax:	E-mail:
Address:		

Other Sources of Help:

Residents and Relatives Association Advice and support for older people living in residential care	**Helpline:** **020 7359 8136**	**Email**: info@relres.org
Action on Elder Abuse	**Helpline:** **0808 808 8141**	
Respond Helpline: Advice for people with learning disabilities experiencing abuse	**Helpline:** **0808 808 0700**	

APPENDIX E – COMMENTS & COMPLAINTS POSTER

APPENDIX F – COMMENTS & COMPLAINTS LOG

Comment / Complaint (delete as applicable) **Date:**…….…… **Log Reference:** 0000

Name of Person Making Comment/Complaint: ……..

Address: ……..……...……**Telephone:** …….....

Name of Person using the Service (if different from above): …….

Name of Service: …….…….

Name of Person Receiving Comment/Complaint: ……**Role in Relation to Person Using the Service:**…….....

Details of Comment/Complaint (continue on a separate sheet and attach) …….

……...

……...

……...

……...

……...

Action Taken and by whom (continue on a separate sheet and attach) ……...

……...

……...

……...

……...

……...

Outcome: Any change in practice, policy or procedure? …….....…….....

…….....

SUMMARY OF COMPLAINTS & COMPLIMENTS

SERVICE: ..... QUARTER TO: ..... COMPLETED BY: ……..

LOG NO.	DATE OF COMPLAINT/ COMPLIMENT	COMPLAINT/ COMPLIMENT TYPE (Enter Code)	SHORT SUMMARY OF COMPLAINT	OUTCOME (Action taken/required and learning identified)	DECISION (Enter Code)	RESOLVED WITHIN TIMESCALE (Enter Code)
COMPLAINTS						
COMPLIMENTS						

CODES FOR COMPLETION OF COMPLAINTS & COMPLIMENTS SUMMARY

COMPLAINT TYPE:

1 Abuse involving Staff
2 Abuse involving Service Users & Others
3 Poor Personal Care
4 Poor Care Practice (exc. Personal Care)
5 Poor Care Practice – Particular Carer
6 Poor Communication
7 Medication
8 Staffing Levels
9 Staff Attitudes
10 Meals & Nutrition
11 Activities
12 Cleanliness of Rooms
13 Loss/Damage of Personal Property (inc. Money)
14 Maintenance of Property/Housing Services
15 Finance Issue
16 Corporate Service (Central Support)
17 Other

COMPLIMENT TYPE:

1 Staff
2 Organisation
3 Service (Whole Scheme)
4 Premises
5 Other

DECISION:

U Upheld
P Part Responsibility Accepted
N Not Found

RESOLVED WITHIN TIMESCALE:

A 1 week
B 1 – 2 weeks
C 2 – 3 weeks
D 3 – 4 weeks
E More than 4 weeks/Ongoing

HERITAGE CARE POLICIES, PROCEDURES & GUIDELINES

SA3 SUMMARY – COMMENTS & COMPLAINTS

AREA MANAGERS/MANAGERS, TEAM LEADERS and DRPs/SHIFT LEADERS

YOU MUST:	AREA MANAGERS/ MANAGERS	TEAM LEADERS	DRPs/SHIFT LEADERS
Ensure comments cards are easily available within your service(s).	✓	✓	
Ensure details of the Comments & Complaints Procedure (including contact details of external agencies) are displayed within the registered service(s) and registered office(s).	✓		
Ensure each person using the service upon admission has details of the procedure in an appropriate format as determined by the pre-admission assessment (including contact details of external agencies), and that this information is reviewed regularly.	✓	✓	
Ensure all staff, as part of their induction, are informed of their duties when responding to comments and complaints.	✓	✓	
Ensure each person using the service has their care and support reviewed regularly and all comments, barriers, or requests for change are recorded as comments and complaints.	✓	✓	
Immediately attempt to solve all problems or issues raised by people using the service or their friends/family/visitors.	✓	✓	✓
If a comment or complaint indicates that abuse may have occurred follow the Safeguarding Vulnerable Adults Procedure (SA1).	✓	✓	✓

YOU MUST:	AREA MANAGERS/ MANAGERS	TEAM LEADERS	DRPs/SHIFT LEADERS
Record a comment or complaint in the complaint log if: • It cannot be solved immediately by the staff on duty. • The issue has been raised previously on three or more occasions. • The issue has been reported previously but nothing was done. • The individual wishes it to be recorded.	✓	✓	✓
Review care notes and ensure any issues raised on more than three occasions are treated as complaints.	✓	✓	
If a formal (verbal or written) complaint is made: • Acknowledge receipt of the complaint. • Inform the Area Manager and decide if an investigation is required. If not, resolve issue, record in complaint log and inform the complainant. • If a registered service, consider if a Reg. 37 is needed.	✓	✓	
If an investigation is required: • Provide written acknowledgement to the complainant within 5 working days detailing: the process of investigation the right to appeal and the contact details of external agencies. • Complete investigation within 15 working days. • Provide a written reply to the complainant within 28 days of the complaint being made. This should detail the outcome of the investigation, action taken in response, an apology if appropriate. • Forward a copy of the investigation, outcome and proposed action to the Executive Administrator.	✓		
Refer any appeals to the Executive Administrator.	✓		

YOU MUST:	AREA MANAGERS/ MANAGERS	TEAM LEADERS	DRPs/SHIFT LEADERS
On a quarterly basis, complete a summary of all comments and complaints received by their service(s) and submit it to their Area Manager and the Executive Administrator.	✓		
On request by the CQC or Contract Manager, supply a summary of all complaints made during the preceding 12 months and action taken.	✓		

YOU SHOULD:	AREA MANAGERS/ MANAGERS	TEAM LEADERS	DRPs/SHIFT LEADERS
Develop an open environment within the service that facilitates comments and complaints from people using the service, staff and visitors.	✓	✓	✓
Use a variety of methods to facilitate comments and complaints.	✓	✓	✓
Ensure advocacy services are engaged with people using the service wherever possible.	✓	✓	
Ensure that all care reviews are person centred in approach.	✓	✓	
Ensure that each individual's care plan or PCP contains information about how that person communicates their like/dislike.	✓	✓	
Ensure all staff understand their duties when responding to comments and complaints.	✓	✓	✓

SUPPORT WORKERS, CARE WORKERS and ALL STAFF

YOU MUST:	SUPPORT WORKERS	CARE WORKERS	ALL STAFF
Recognise individual communication from people using services and record in the care notes any instances where this indicates unhappiness or dissatisfaction with the service.	✓	✓	✓
Immediately attempt to solve all problems or issues raised by people using the service or their friends/family/visitors.	✓	✓	✓
If a problem cannot be solved, refer it to the shift leader/DRP or Manager immediately.	✓	✓	✓

YOU MUST:	SUPPORT WORKERS	CARE WORKERS	ALL STAFF
Record all positive comments made in care/support notes and comment book, if appropriate.	✓	✓	✓
Raise any concerns about the standard of service provided to individuals.	✓	✓	✓

CORPORATE STAFF

YOU MUST:	ALL STAFF	EXECUTIVE ADMIN-ISTRATOR	EXECUTIVE TEAM
Refer all comments or complaints to the complaints department via the Executive Administrator immediately.	✓		
Keep a central register of comments and complaints.		✓	
Acknowledge receipt of each complaint and refer it to the appropriate Senior Manager.		✓	
Review the summary of comments and complaints, considering: • Are services receiving comments through a variety of sources? • How person-centred is the collection and resolution of comments and complaints? • Are there any patterns to comments/ complaints? • What organisational change is required in response to comments and complaints?			✓