



NHS Highland Complaints Annual Report 2019/20

Contents

Introduction	Page 3
Indicator 1 – Learning from Complaints	Page 7
Indicator 2 – Complaints Process Experience	Page 14
Indicator 3 - Staff Awareness and Training	Page 17
Indicator 4 - Number of Complaints Review	Page 18
Indicator 5 – Complaints Closed at Each Stage	Page 19
Indicator 6 - Complaints upheld, partially upheld and not upheld	Page 20
Indicator 7 – Working Days to Response	Page 21
Indicator 8 – Complaints closed in full within the Timescale	Page 23
Indicator 9 – Number of cases where an extension was authorised	Page 24
Appendix C - Performance Indicator data collection	Page 25

Introduction

NHS Highland Feedback and Complaints Annual Report 2019-2020 is a summary of the feedback received by NHS Highland from 1 April 2019 to 31 March 2020. This includes a description of the lessons learnt and improvements made. A summary of the approaches taken to proactively gather feedback to inform and develop local services is also included in this report.

Encouraging and Gathering Feedback and Complaints

NHS Highland welcomes and encourages feedback from patients, carers and family members about the services we provide. Information about how to provide feedback is made available to patients, carers and family members via the NHS Highland website www.nhshighland.scot.nhs.uk/Feedback/Pages/welcome.aspx and the Feedback information leaflet for patients, relatives and carers both of which encourage individuals how to provide feedback and make a complaint. Sign posting to the Care Opinion website and complaints leaflets are advertised throughout all of NHS Highland patient areas.

NHS Highland gathers patient feedback in a number of different ways; this includes but is not limited to:

- Patients, carers and family members can provide feedback to any NHS Highland member of staff who will be happy to help them. Correspondence can be received via letter, email, telephone and in person. Alternatively they can contact the Feedback Team as follows:
 - NHS Highland Feedback Team
PO Box 5713
Inverness
IV1 9AQ
01463 705997
Nhshighland.feedback@nhs.scot
www.nhshighland.scot.nhs.uk/Feedback/Pages/welcome.aspx
- Patient feedback provided by other organisations
- Online feedback through Care Opinion www.careopinion.or.uk
- NHS Highland website
www.nhshighland.scot.nhs.uk/Feedback/Pages/welcome.aspx
- Feedback in the local press
- National patient experience surveys
- Letters and information from elected members of Parliament on behalf of patients and families.

Based on feedback received during 2019/2020 we know that the majority of our patients are happy most of the time with the care and treatment provided by NHS Highland. However, on occasion the care and treatment provided does fall short of the high standards we expect. When this happens it is very important that we hear

about it in order that we can learn from mistakes made and improve the way we do things in future.

NHS Highland has a dedicated centrally based Feedback Team which supports patients to provide feedback and make complaints. This provides a single point of contact, offers ease of access and a level of consistency for the patient or member of public. All NHS Highland staff are also open to providing front line resolution of complaints where applicable.

To support patients to provide feedback the Patient Advice and Support Service (PASS) is delivered by the Citizens Advice Bureaus in:

- Argyll and Bute
Riverside, Oban Road
Lochgilphead, Argyll
PA31 8NG
Tel: 01546 605 550
Tel: 01546 605556 (Direct)
- Inverness, Badenoch & Strathspey
29 Union Street
IV11LX
Tel: 01463 237 664
- Ross & Cromarty
Suie House
Market Square
Alness
IV17 0UD
Tel: 01349 885937 (Direct)
- Skye and Lochalsh Citizens Advice Bureau
The Green
Portree
IV51 9BT
01478 612032
- Lochaber Citizens Advice Bureau
Dudley Road
Fort William
PH33 6JB
Main number: 01397 705 311
Direct dial: 01397 709 098

At the bi-monthly Clinical Governance Committee complaint reports and SPSO reports are tabled on a quarterly basis. The SPSO report details the outcome of the SPSO investigation and what action the Board has taken.

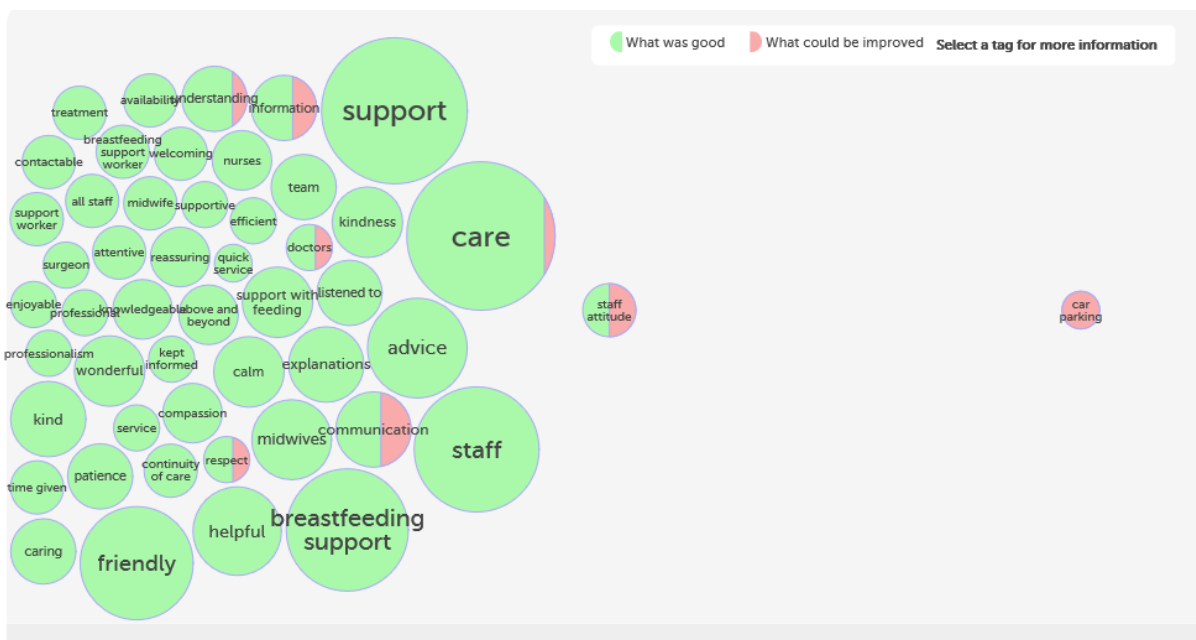
Care Opinion Report 1 April 2019 to 31 March 2020

NHS Highland received 112 stories within this timeframe with nearly 12,000 views. Not all the stories were about NHS Highland but were made by either NHS Highland residents attending NHS Highland or other Boards as well as visitors utilising NHS Highland's services.

Care opinion is proving to be a useful tool for learning and improving our services although we are not fully utilising the service due to ongoing review. Our figures have improved on last year with the majority of the stories being positive at 83% (60% previously) and levels of criticism of services ranging from 3% for minimal criticality, 8 % mild criticality, 5 % moderate criticality and no strong criticality. Changes are planned to services from 4 stories and we have responded to 92.9% of the stories (67% within a week). It is likely that more changes have been made or planned but that these have not been fed back to the writers or the forum.

NHS Highland has been reviewing the way it responds to Care Opinion stories throughout 2019/2020 and the process is still ongoing with discussions between the Board and Care Opinion as to how we can best utilise the system. NHS Highland continues to look at improving response times to patient stories and how the information is used to improve our services and feedback on the open forum.

Care Opinion Feedback for NHS Highland:

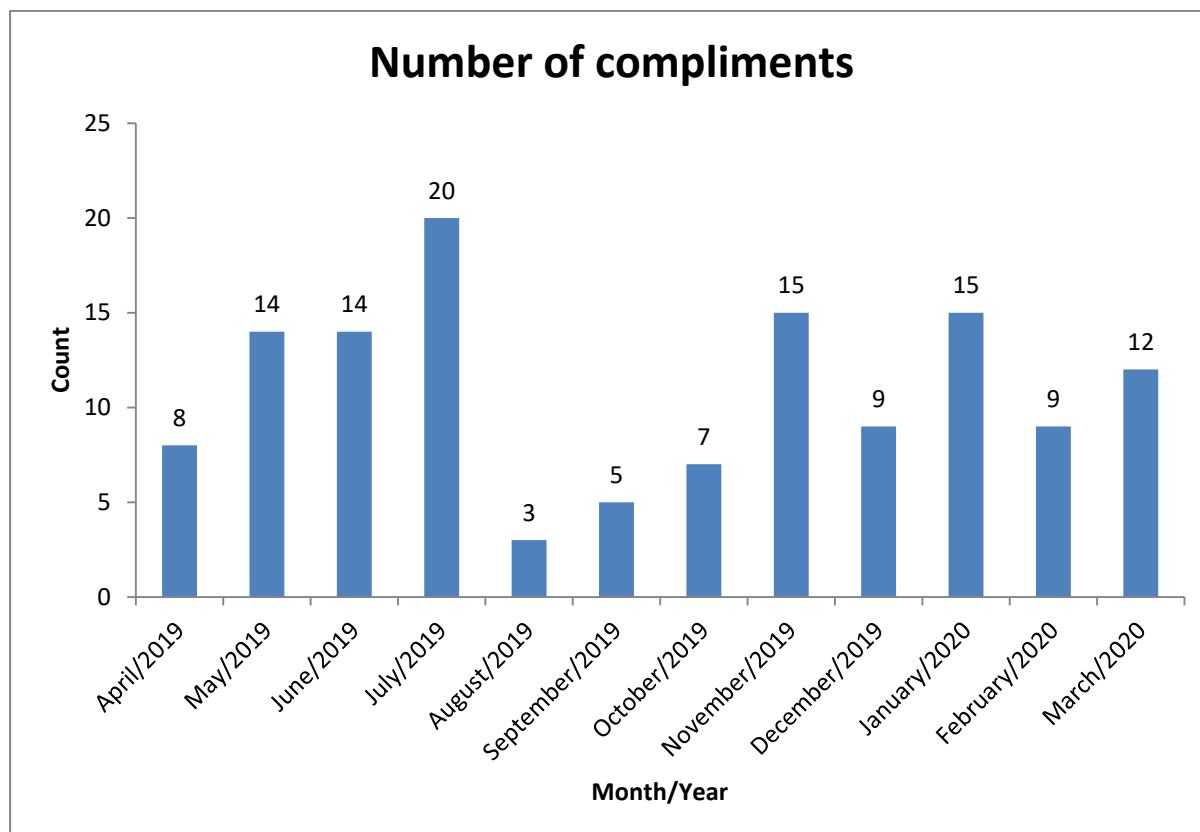


They told us that NHS Highland's services and staff are good but that there is room for improvement with regards care, communication, information and understanding. Car parking was highlighted as a particular aspect for improvement.

The biggest area for improvement continues to be communication (including provision of information and understanding) as although improvements have been made frustrations with these issues are still being reported. It is hoped that the review will provide a structure which will enable the stories to be updated with actions taken and full responses on Care Opinion rather than the issues being responded to in another forum.

Indicator One – Learning from Complaints

2019/2020 Compliments Received



During 2019-2020, 131 compliments were received by the Feedback Team. These compliments were forwarded to the staff involved and the Chief Executive. Examples are used in the Chief Executive's weekly communication with staff.

Comments

- "Thank you to all the plaster room staff for their kind and reassuring manner, their obvious expertise makes me feel relaxed in their care. Especially Xxx for applying plasters and Xxx for giving me advice over the phone when I was having circulation problems. I think the other nurse's name was Xxx."
- "I wanted to write to the management about the wonderful care and understanding I found at Raigmore. Both of my sons have required help from the SCBU nurses and doctors after both being preemies and having problems with weight or feeding. The SCBU nurses were the same for both: the nurses actually remembered myself and my husband after the first son."
- "We have had really good support from both our new General Practitioner (GP) (GP, dispensary, nurse practitioner and Nurse/Reception), Xxx & the MacMillan Service.....however the District Nurses were utterly exceptional. In particular Xxx & Xxx (my apologies but I don't know her surname). I simply can't praise them both enough. We received more support from Xxx, but Xxx's support also came at a critical time. I don't think either appreciate just how

much their sensitivity, care and support helped my mother (and father) but their support towards me was utterly invaluable. I could write a book on what their support meant to us & I would ask that their manager is made aware of this email (I will also be writing to them both in due course).”

- “After reading a very negative article written by the Inverness Courier last night regarding the maternity unit I thought I would let you know about my very positive experience.

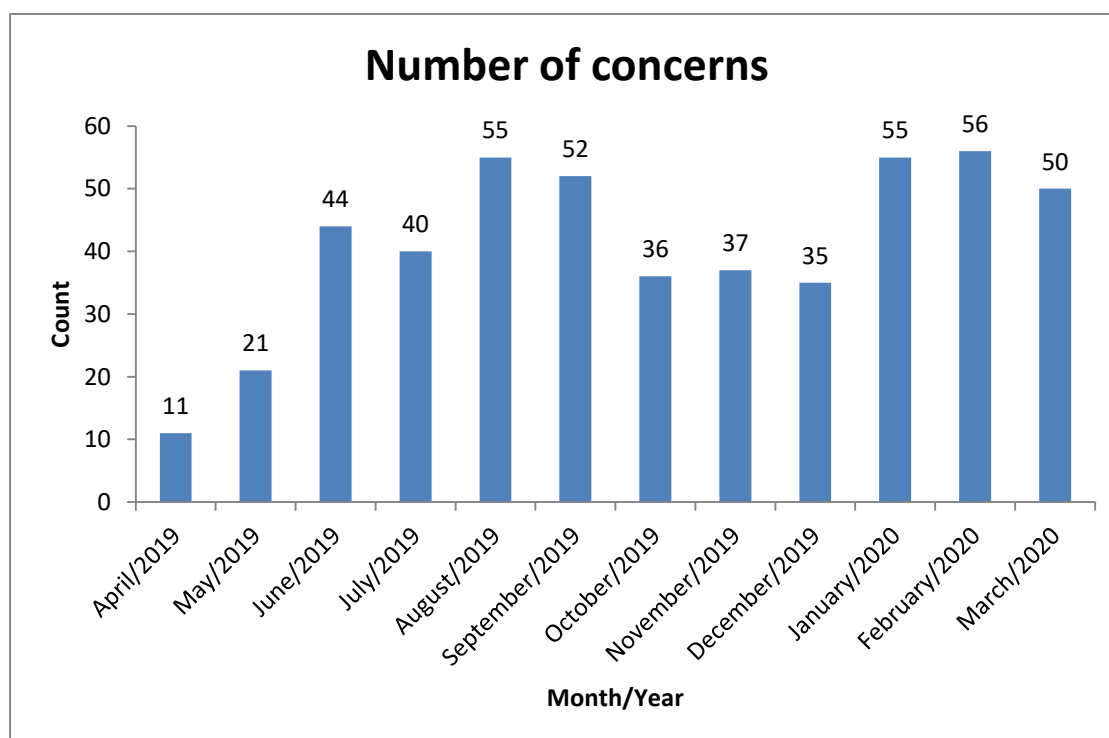
I arrived on Friday night in labour to Ward 9A for examination, I was in established labour so I was then transferred up to the labour suite where my husband was then allowed to join me. The midwives and student midwives, auxiliaries, domestic staff, they were all excellent and I couldn't thank them enough. At a time where it's so difficult for us as patients, staff and the NHS they did an excellent job.

I was very anxious about having to give birth during this global pandemic but as soon as I stepped in the door to 9A all that went away and I felt very at ease.

I know how important positive feedback is as an NHS employee, especially during this difficult time so a big thank you to all the obstetrics unit!”

- “I would like to let you know about how well I have been treated by the community nursing team and the team at Raigmore (Xxx & Xxx) who have all just cared for my recently inserted Peripherally Inserted Central Catheter (PICC line). I was in hospital to receive intravenous (IV) antibiotics as well as other investigations for my fractured leg. When all investigations had been carried out and the only thing left was for me to finish my antibiotic regime I thought I was going to be in hospital for at least another two weeks but thanks to the excellent work done by Xxx & Xxx inserting my PICC line then organising everything that the community nurses would need to look after it, I was allowed home. The attention to detail By Xxx & Xxx was immense and made sure that everything was available for me to receive the treatment at home. The care from the nurses that came every morning was first class and made the experience exceptionally easy. I have just had my PICC line removed and all without any problems or difficulty. If this service was not available, I would have been stuck in hospital for the sake of a 15-20 minute daily infusion. Please pass on my deepest heartfelt gratitude to all involved in my community care they really are “angels“.”

In 2019-2020, 492 concerns were received. Concerns were dealt with by the service in which the concern was raised.



Comments

- I will be on holiday from Germany and will need dialysis while I am in Scotland. Can you let me know how to do this?
Renal Unit phoned and they will contact patient with details
- I have been in contact with my local Medical Practice about gaining a shielding letter as I have significant health issues (see list of my conditions below) and financial issues as I was forced to retire early due to these health issues. Additionally, my husband is awaiting furlough payments (and it is exceptionally difficult to afford the standard of living at this point and to arrange for messages to be collected for us. My listed conditions XXX,XXX I would like a shielding letter
Request was forwarded
- It is entirely inappropriate that the outpatient reception is in the restaurant. It is too busy with queues for the café and for reception for people with mobility issues to navigate or for people with autism to cope. Make the café more separate.
Anon complaint – Passed to Service Manager and Estates for review
- I am concerned about the standard of driving by an NHS van driver. He was driving up the back of my car and overtook me in a dangerous place. I had my children in the car at the time. *Passed on to Estates who would be speaking with the driver*

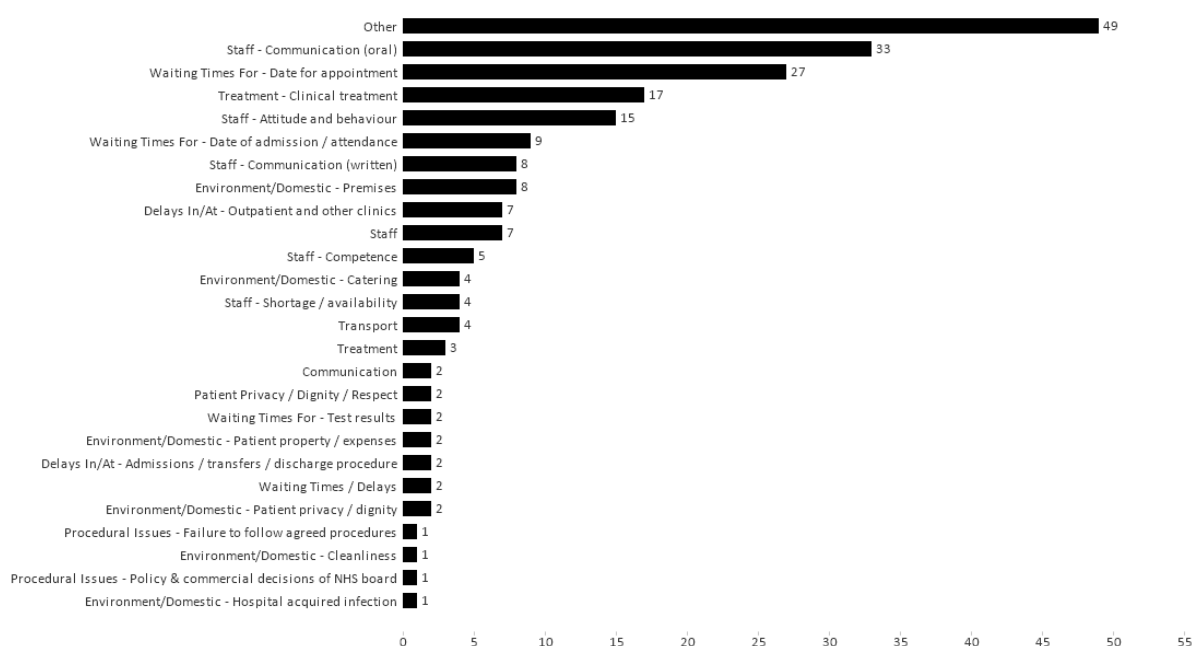
- I am concerned about the delay in receiving my electric wheelchair which would enable me to leave hospital and move into a suitable house which has been offered to me.

Passed on to Ward Manager to action

- Looking for General Practitioner (GP) practices to give carers letters to access shops at protected times for priority groups of COVID 19.

Passed on to Covid Silver Command to action

Stage 1 complaint Issues



The issues for Stage 1 Complaints

- I am following up from a letter from xxx regarding a referral to The Xxx Centre for a SCID-S Assessment. The Clinical Advisory Group was supposed to make a decision about whether or not to fund that, that - obviously - this was just as Coronavirus prep would have taken centre stage, so I didn't expect to hear anything for a while, but I was wondering when they may resume making decisions on funding requests

Passed to Operational Unit for update on funding issue
- I was not happy with the attitude and behaviour of the locum psychiatrist and do not want to see him again.

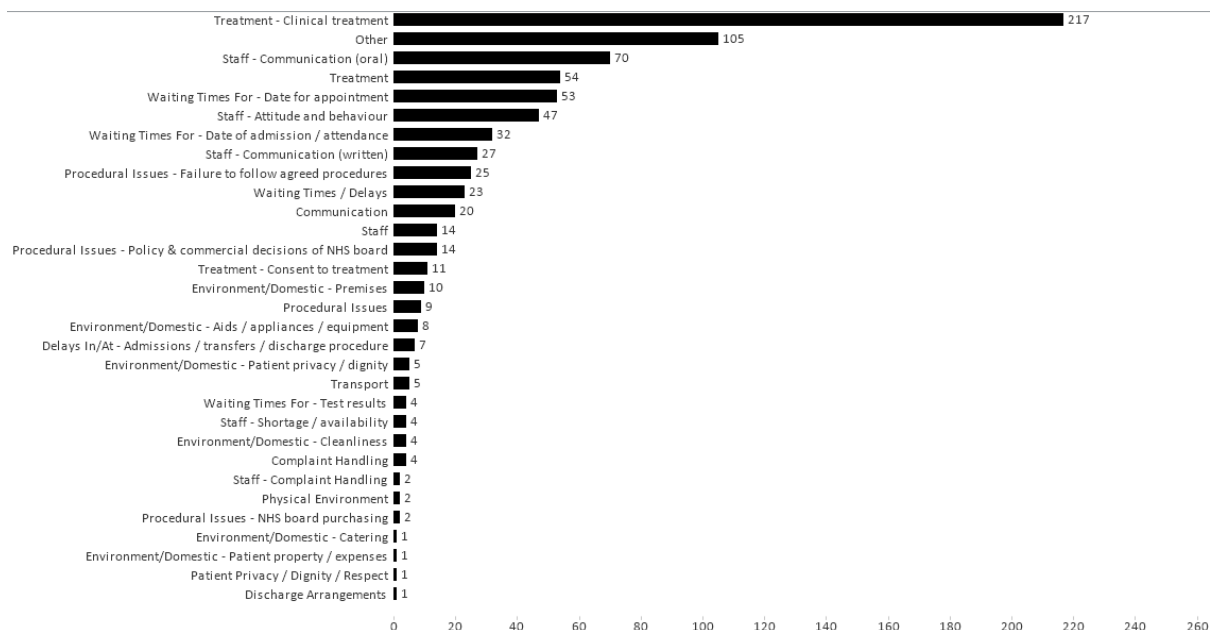
Informed that locum had left so this would not arise again
- Last week I was informed by my General Practitioner that NHS Highland would no longer allow my gloves and pads be available on prescription. How should I obtain them? And why was this decided?

*Some delay due to Covid-19 and also provider not on approved list.
Arrangements made for gloves and appropriate pads to be distributed*
- To date I have been delayed for 7 months before being placed on the waiting list for the local pain clinic (which I have been informed has a waiting list of 1 year).

After detailed correspondence with Greater Glasgow and Clyde Health Board they have informed me that the blame lies with Highland Health Board and that you have accepted the blame lies with you. This all happened pre-covid so there are no obvious excuses, as this delay is through no fault

of mine and I have been in chronic pain for all of that time, the least I would expect is to be moved to the front of the waiting list for the local pain clinic. I have attached some of the correspondence with Greater Glasgow and Clyde Health Board, as has been previously stated, this letter is a courtesy to you and I expect an honest reply and some form of satisfaction.
Apology given for delay. Explanation of process involving to Health Boards and date given

Stage 2 complaint Issues



The issues for Stage 2 Complaints

- The waiting time for you to be transferred from the Emergency Department to a ward; The lack of physiotherapy in hospital and in the community; The lack of a care package on discharge; and the delay in you receiving your shoulder brace

Apology given. Delay in admission to ward due to hospital capacity. Number of factors affect timing of physio treatments including the number of patients, dependency levels and staffing levels. Patient wished to go home and would wait for re-ablement. No apparent delay in receiving brace

- That you were discharged too early from Raigmore Hospital; That you were not given assistance on leaving the hospital; and The attitude and behaviour of a staff nurse

Apology. Explanation of why public transport is used following discharge.

Patient transport can only take one patient and this was booked.

Patient transport would be unable to drop off in a car park. Alternative arrangements made and taxi booked. No indication of being too weak to make own way home. Was independent on ward and observations were in normal range

- The care and treatment you received in Raigmore Hospital Emergency Department on 5 May 2020; That no x-rays were taken despite your injury; That you did not receive any pain relief; That you were not given any antibiotics; That no follow up care was arranged; and That no information about your treatment was sent to your General Practitioner
Apology. Standard practice not to give antibiotics for cover for friction burn injuries. Patient asked to return if any problems. Apology for not being given pain relief. Case reviewed and felt clinical treatment received was appropriate
- The care and treatment by Gastroenterology Department; The attitude and behaviour of gastroenterology staff; The delay in appointments affecting your mental health; and Why the delay in treatment has taken so long to get sorted out?
Letter advising that complainant spoke with consultant's secretary on four occasions. Call was passed to complainant's friend and had to be ended by secretary because friend was becoming aggressive and threatening. Complainant has since been reviewed by consultant on two occasions and I understand you are now on appropriate therapy.

All actions taken and improvements made as a result of complaints are recorded on datix. Example of actions taken/improvements made are:

- The Cataract booklets should be modified.
- Case Reviews
- Recruitment to key posts
- Patients will be informed on arrival and throughout stay of any clinic delays.
- A move to 'NHS Near Me' telehealth.
- Additional Obstetrics and Gynaecology clinics scheduled for July 2020
- New signage in Radiology Department asking patients to report to reception if they have not been seen.
- Patients seen at 'fast track' clinics are reviewed at the weekly Performance and Planning Group in order to express priority and progress
- Provision of equipment for staff working from home has been improved
- All staff to familiarise themselves with alternative transport options on patient discharge.
- A new child health review questionnaire has been developed by NHS Scotland for use by territorial health boards and School nursing teams which is compliant with GDPR
- Developed a benign gynaecology multidisciplinary team meeting and ensure named consultants are responsible for patient care and operative treatment. Interventional Radiology should be invited to attend this meeting when discussing high risk cases for consideration of uterine artery embolization (UAE) and pre-operative planning.

The Feedback Team are responsible for ensuring that actions are progressed.

Indicator Two - Complaint Process Experience

Complainant Experience Survey

Questionnaires were sent to 266 complainants across NHS Highland who had received a response to their complaint in the year from April 2019 to March 2020. They were asked to complete the questionnaire to gain feedback on their experience with the complaints service. This represents 31% of the total number of stage 1 and stage 2 complaints received. 73 responses were returned. Therefore the response rate was 27%. No feedback questionnaires were sent out in Quarter 4.

1. The overall handling of my complaint was satisfactory.

	Count		Count
Agree - To a great extent	4	Disagree - To some extent	18
Agree - To some extent	13	Disagree - To a great extent	32
Neutral (neither agree or disagree)	5	N/A	0

2. Finding information on how to submit a complaint was easy.

	Count		Count
Agree - To a great extent	10	Disagree - To some extent	11
Agree - To some extent	33	Disagree - To a great extent	3
Neutral (neither agree or disagree)	14	N/A	2

3. Making my complaint was easy.

	Count		Count
Agree - To a great extent	11	Disagree - To some extent	6
Agree - To some extent	34	Disagree - To a great extent	5
Neutral (neither agree or disagree)	17	N/A	0

4. Finding out information about the NHS complaints procedure.

	Count		Count
Agree - To a great extent	9	Disagree - To some extent	12
Agree - To some extent	31	Disagree - To a great extent	3
Neutral (neither agree or disagree)	16	N/A	1

5. The staff dealing with my complaint were professional, polite and courteous.

	Count		Count
Agree - To a great extent	14	Disagree - To some extent	6
Agree - To some extent	25	Disagree - To a great extent	8
Neutral (neither agree or disagree)	16	N/A	1

6. The staff dealing with my complaint listened and understood my concerns.

	Count		Count
Agree - To a great extent	9	Disagree - To some extent	10
Agree - To some extent	13	Disagree - To a great extent	12
Neutral (neither agree or disagree)	12	N/A	3

7. I was given an apology by the staff involved in dealing with my complaint.

	Count		Count
Agree - To a great extent	5	Disagree - To some extent	13
Agree - To some extent	22	Disagree - To a great extent	21
Neutral (neither agree or disagree)	7	N/A	2

8. My complaint was handled in a timely manner and I was informed of any delay.

	Count		Count
Agree - To a great extent	12	Disagree - To some extent	8
Agree - To some extent	21	Disagree - To a great extent	25
Neutral (neither agree or disagree)	7	N/A	0

9. All of my complaint points were answered and my response was easy to read and understand.

	Count		Count
Agree - To a great extent	6	Disagree - To some extent	8
Agree - To some extent	18	Disagree - To a great extent	26
Neutral (neither agree or disagree)	12	N/A	0

Comments

The Clinical Governance Facilitators who I dealt with in complaints handling team were great - professional, polite and consistent. The people who actually involved in resolving/answering/informing were without exception evasive and lacked any empathy or understanding.

Quality of care when given meets expectations however, promises made to improve the situation are failing to materialise.

I believe all boxes were ticked in regards to the response given but it wasn't really resolved. I'm sure the named people in my complaint felt that it was insignificant but unfortunately I still maintain that I was made to feel "stupid".

The outcome was very satisfactory.

Shame that you needed a complaints procedure.

The complaints facilitators kept in touch and apologized for the delay. However, the response from the Health Board did take an unnecessary long time to respond considering the points were laid out and straightforward to review. There was an apology for an obviously poor discharge arrangement, but the other points had not been properly acknowledged and left with the impression nothing will be changed as a result of highlighting the problems

My complaint was answered by one of the people involved in the process. Questions were half-answered. A number of incorrect replies were given.

I feel I have been given no option to reclaim all of the lost business caused by the negligence plus the pain and distress caused by having to lose a 20 year career unnecessarily.

I have no complaints with the feedback staff, all of whom showed patience, tact and empathy. My concerns never-the-less remain.

I had no telephone call or face to face contacts with staff regarding my complaint. I would have appreciated the offer of speaking with someone once my complaint was submitted. I sent an email to respond to the decision as I felt some points had not been properly understood but got no reply to this.

It was good to get my points addressed but what I felt was lacking in the procedure is information on how complaints are used in statistics in the future. Having my points acknowledged is pointless if change isn't a result.

At the Feedback Team, the Clinical Governance Facilitator did as good a job as she could. Overall; Not one single question I raised in my complaint was even acknowledged let alone answered. The SPSO are now investigating.

Changes that have been made as a result of complainant feedback:

- Response letter template changed to make it more empathetic
- Contacting complainants in order to explain process prior to logging complaint
- Discussing heads of complaint with complainant to ensure correct issues being investigated
- Clarifying needs of complainants
- Recording all calls in order to be sure of capturing heads of complaint
- Encouraging meetings with complainants with either Feedback Team or with Operational Unit when raising a significant number of issues

Indicator Three – Staff Awareness and Training

Training has been provided to new Service Managers and Consultants when they have had to deal with complaints for the first time and ongoing support offered. Assistance and support sessions are offered in Raigmore in order to go over the whole process and what the expectation is of investigators when receiving complaints.

Training has been offered to a wide remit of staff in rural hospitals encompassing complaints along with human factors and adverse events. This was taken up by Caithness General Hospital Staff in February 2020 and was provided to senior managers, consultants, junior doctors, nursing staff and students in February 2020. The same training was provided to Belford staff in January 2020 but there was a smaller uptake due to work demands.

Training sessions were delivered in February in Cowal and Bute.

Ad hoc 1:1 training has been provided Highland wide on request to new starts as well as refresher training.

Larger planned training sessions had been put on hold due to Covid-19 however these are now being planned via Teams and will commence later in 2020.

Indicators

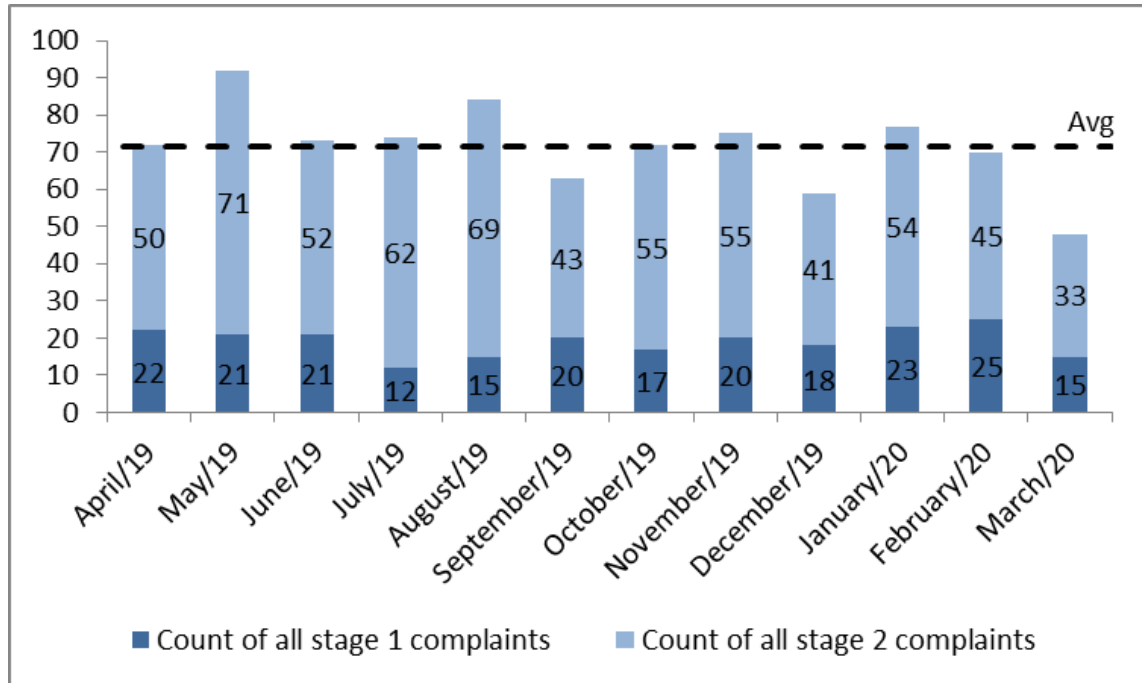
- Indicator four
 - The total number of complaints received
- Indicator five
 - Complaints closed at each stage
- Indicator six
 - Complaints upheld, partially upheld and not upheld
- Indicator seven
 - Working days to respond
- Indicator eight
 - Complaints closed in full within the timescales
- Indicator nine
 - Number of cases where an extension is authorised

Indicators

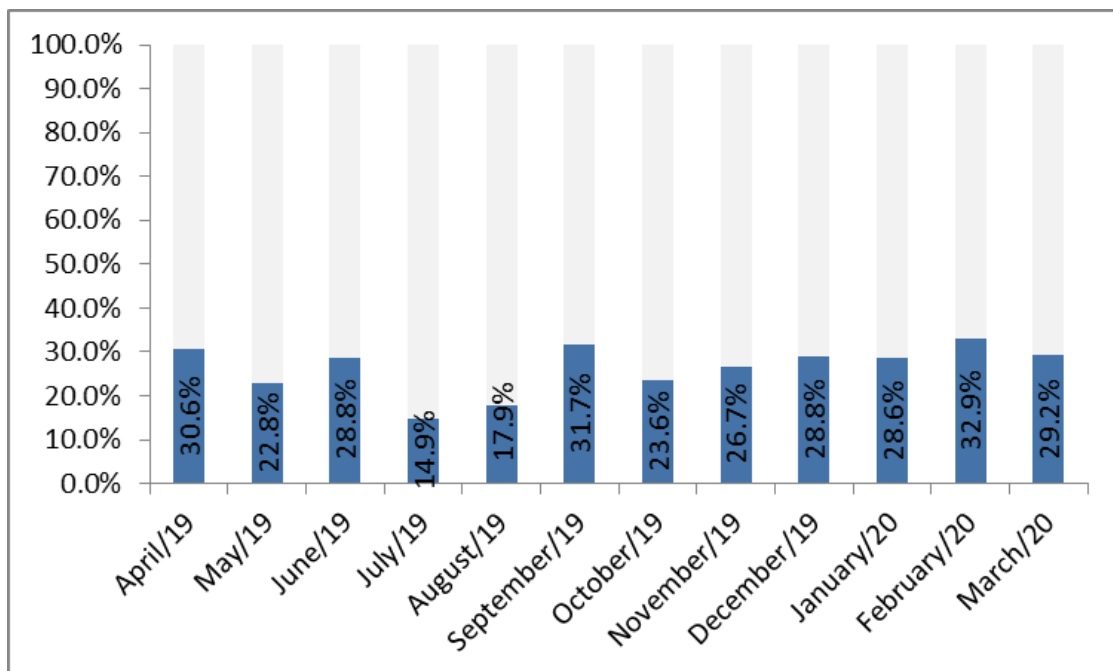
- **Indicator four – The Total Number of Complaints Received During 2019-2020**

229 Stage 1 – Average 19 per month

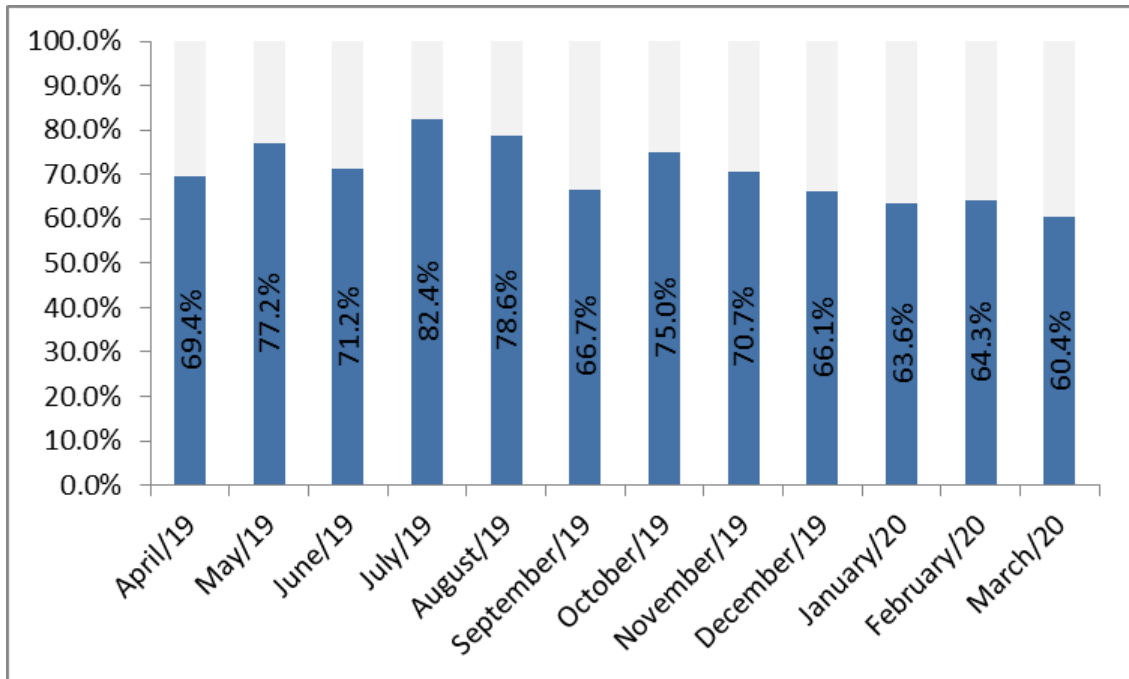
630 Stage 2 – Average 53 per month



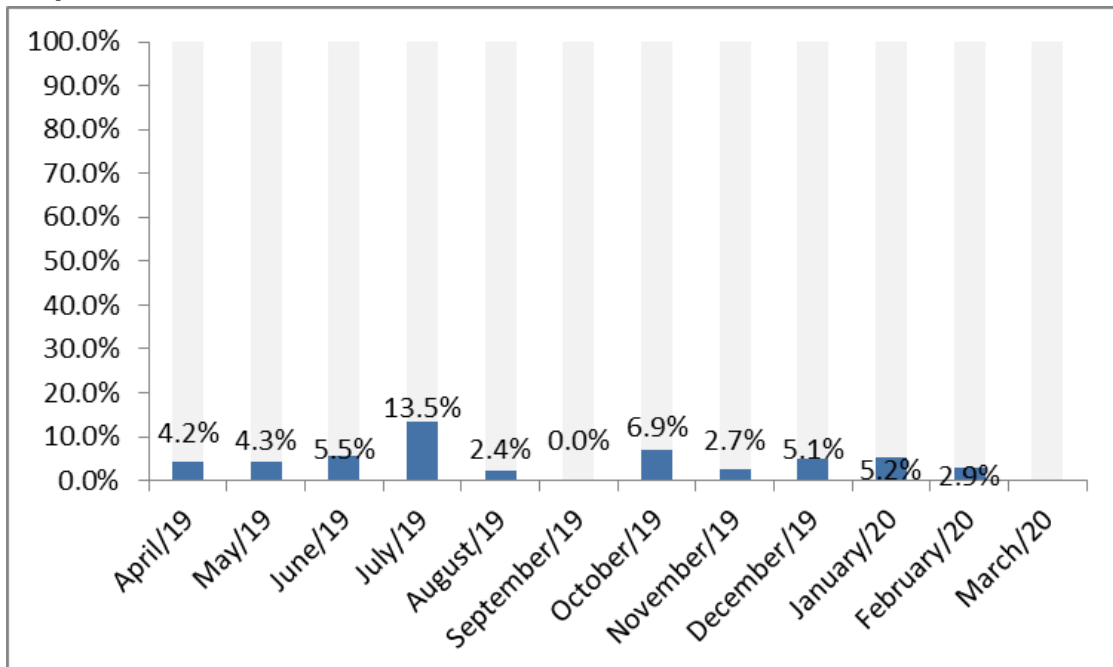
- **Indicator 5 - The number of complaints closed at stage one as % of all complaints**



The number of complaints closed at stage two as % of all complaints



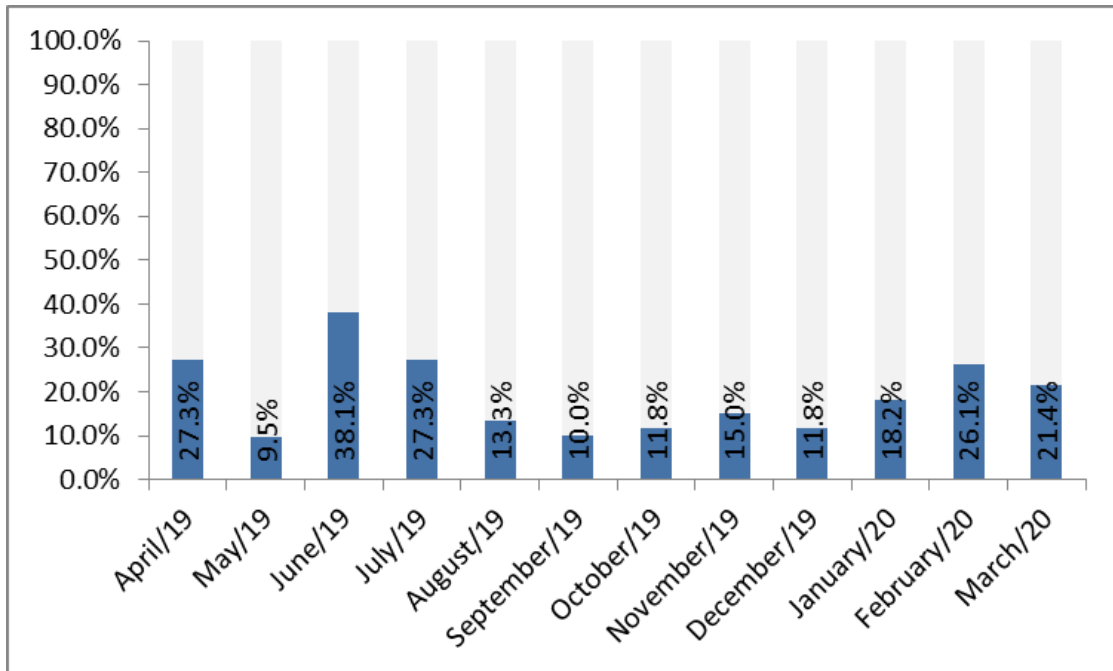
The number of complaints closed at stage two after escalation as % of all complaints



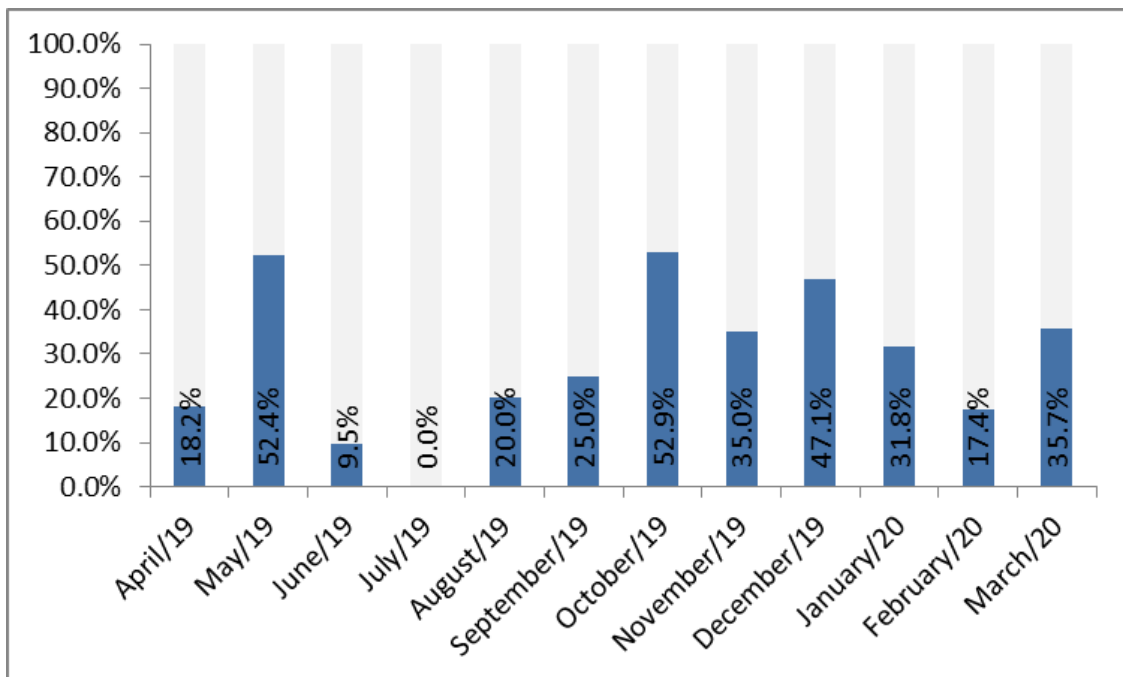
- Indicator six – Stage 2**

Complaints upheld, partially upheld and not upheld.

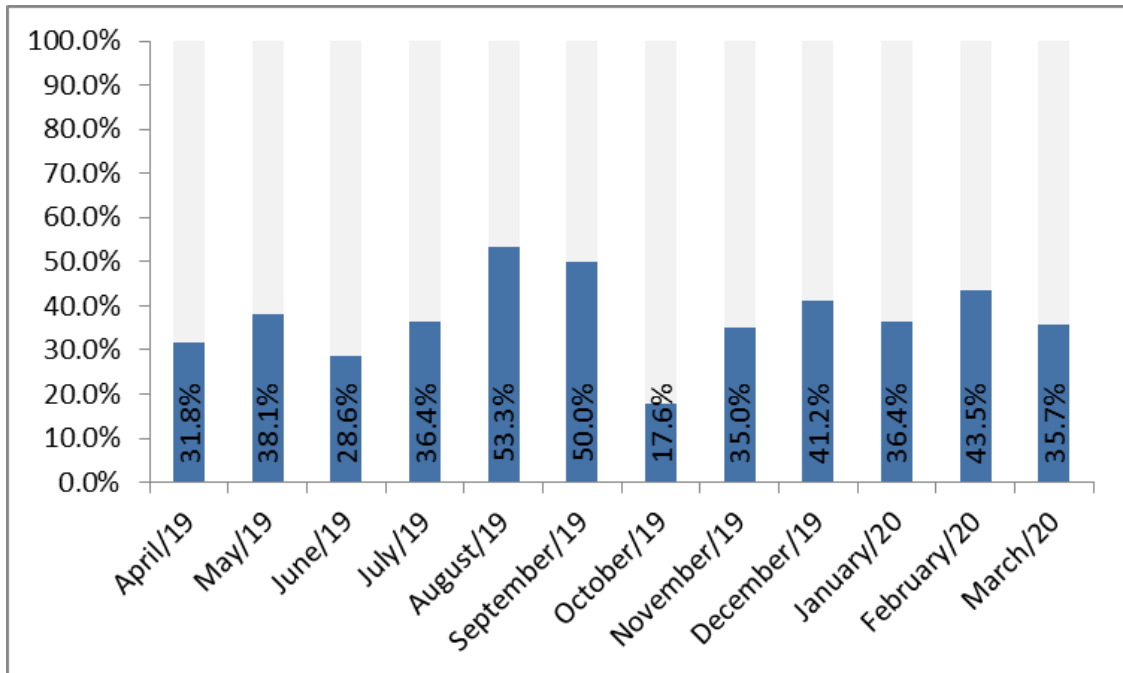
Not Upheld



Partially Upheld



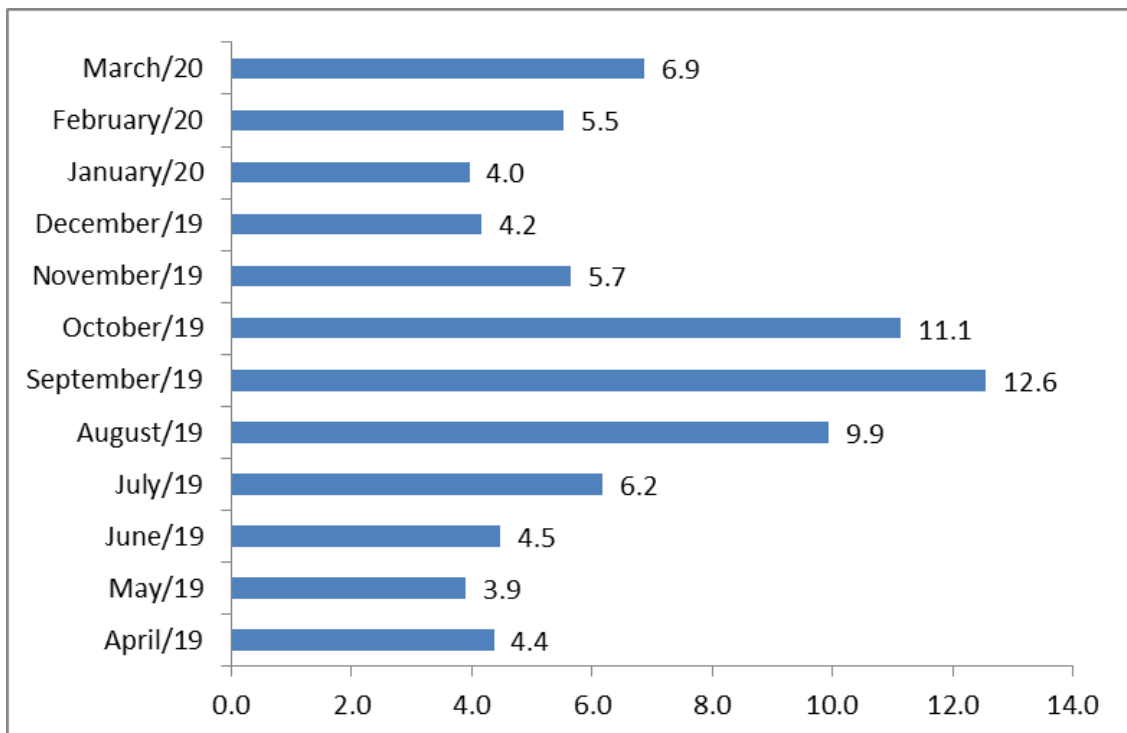
Upheld



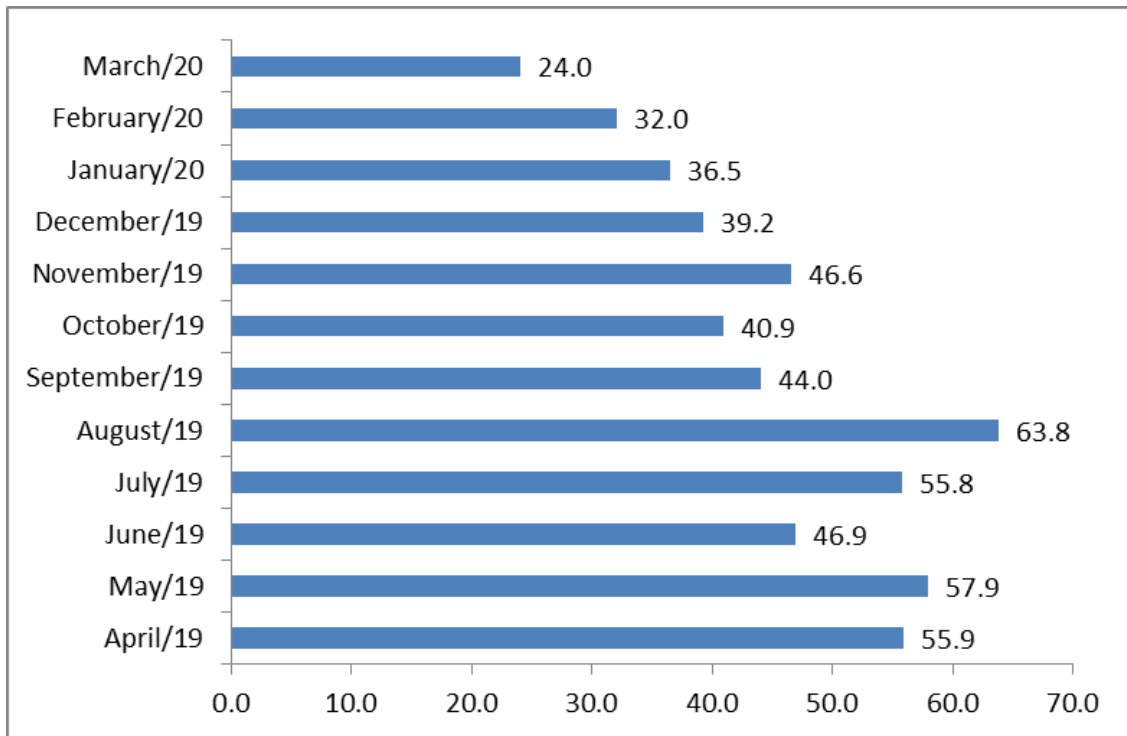
- **Indicator seven**

Average time in working days to respond.

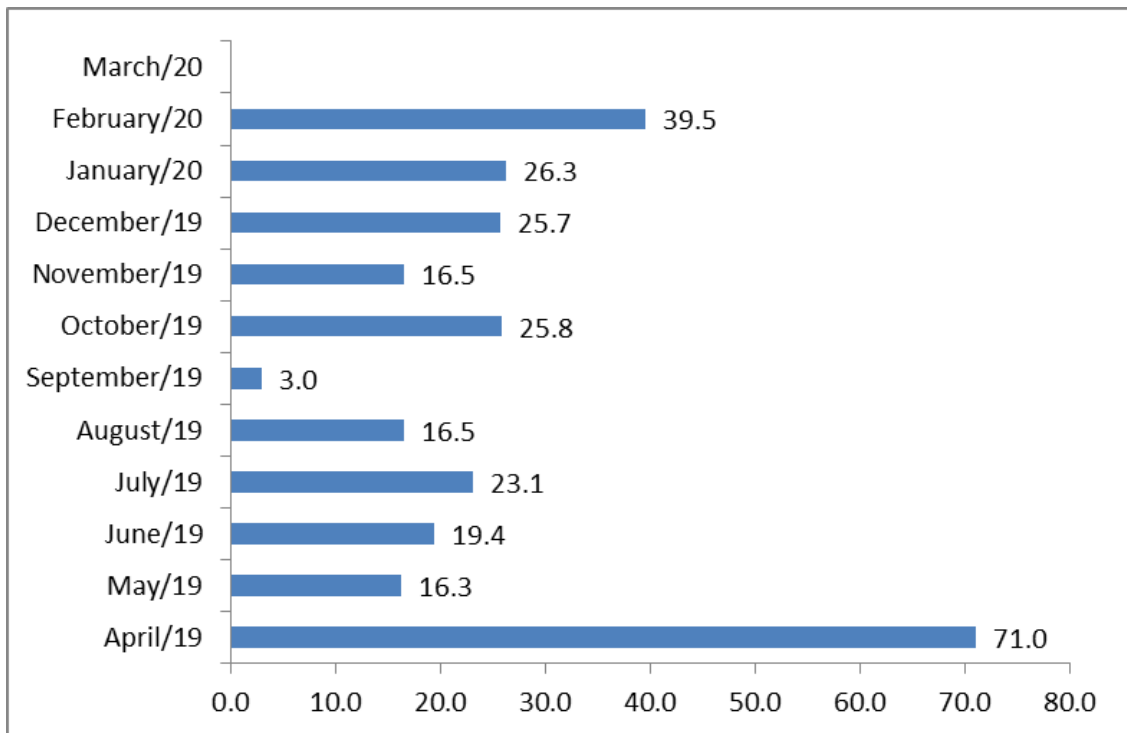
Stage One



Stage Two



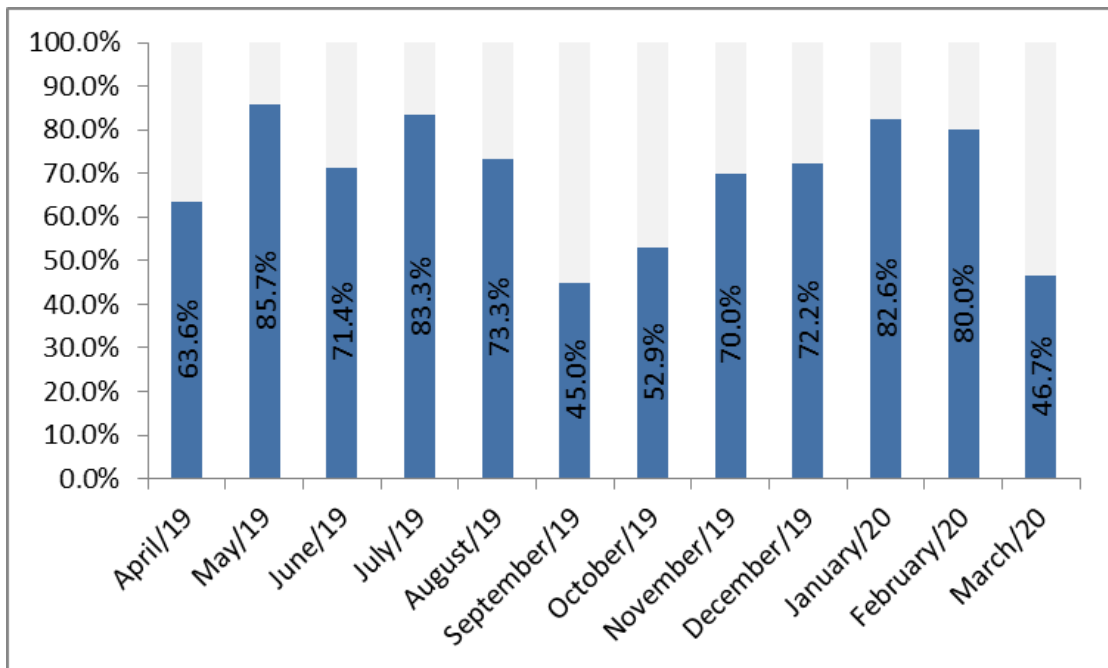
Stage 2 - After escalation.



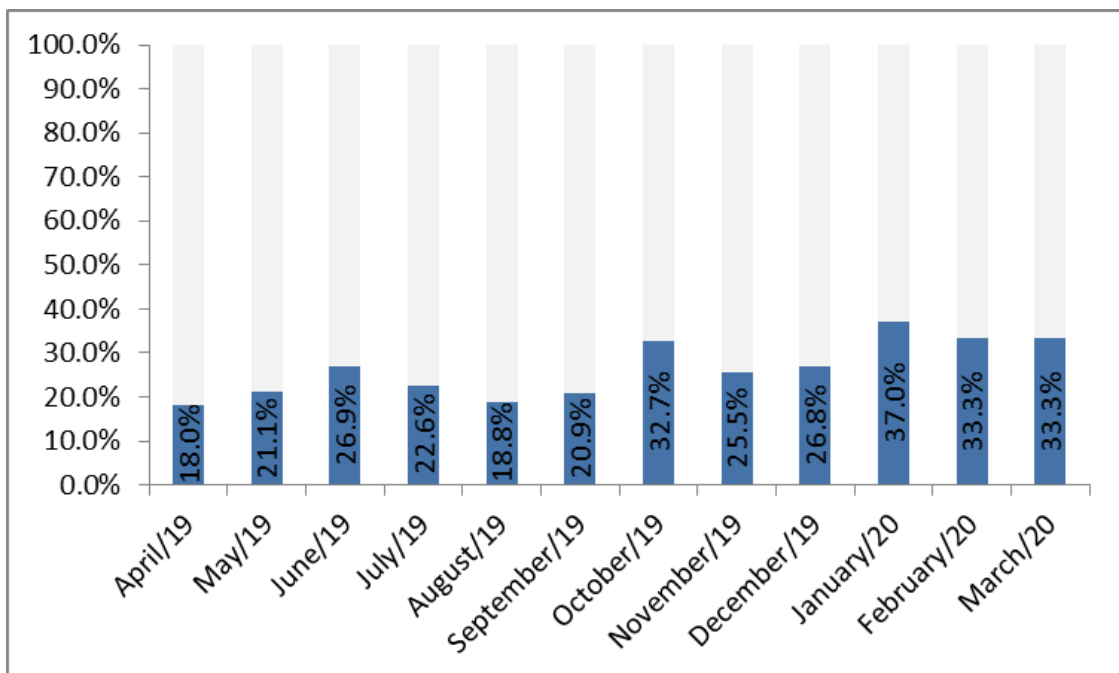
- **Indicator eight**

Complaints closed in full within the timescales.

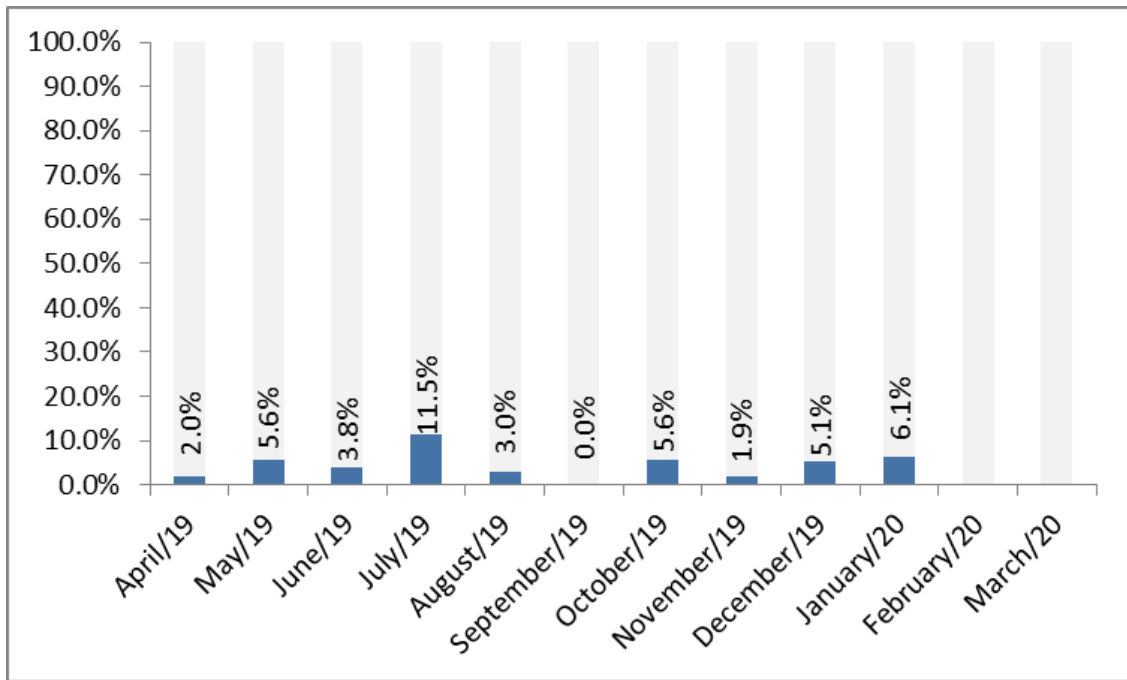
Stage One closed within 5 Working days



Stage Two closed within 20 Working days.



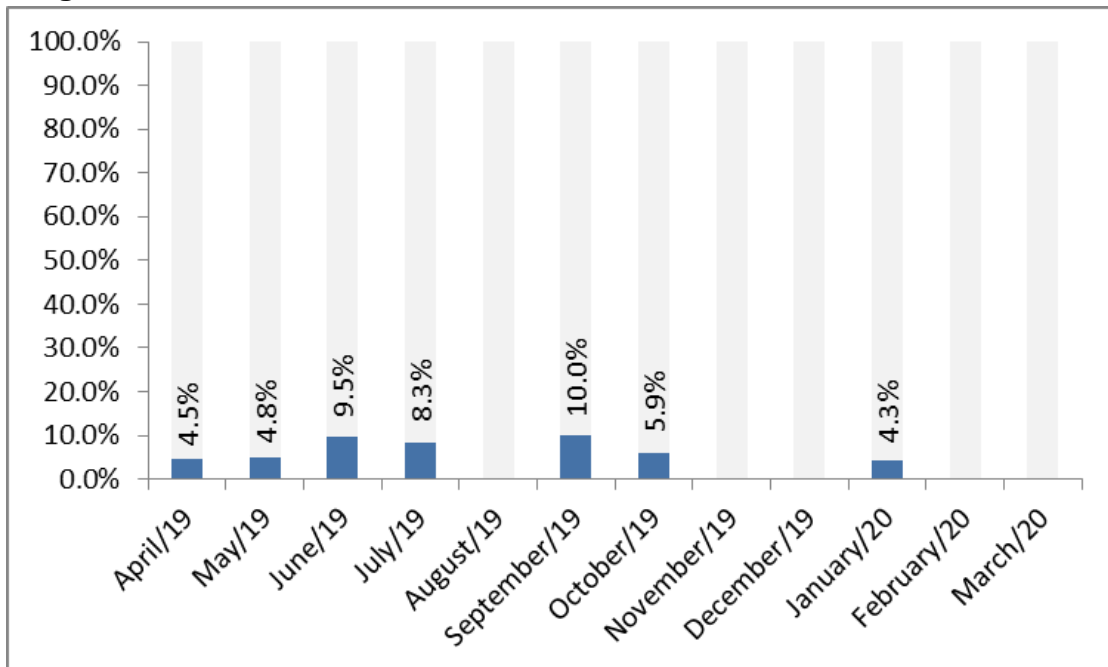
Stage 2 - After escalation



- **Indicator nine**

Number of cases where an extension was authorised

Stage One



Stage Two

NONE

NHS Highland

Annual Report on Feedback and Complaints

Performance Indicator Data collection

2019/2020

Performance Indicator Four:

Summary of total number of complaints received in the reporting year

Number of complaints received by the NHS Territorial Board or NHS Special Board Complaints and Feedback Team	843
Number of complaints received by NHS Contractors (<i>Territorial Boards only</i>)	n/a
Total number of complaints received in NHS Board area	843

NHS Board - sub-groups of complaints received

Prisons	42
NHS Board Managed Primary Care services;	24
• GP	8
• Dental	n/a
• Ophthalmic	n/a
• Pharmacy	n/a

NHS Contractors – complaints received

• GP	n/a
• Dental	n/a
• Ophthalmic	n/a
• Pharmacy	n/a
Total	

Performance Indicator Five

The total number of complaints closed by NHS Boards in the reporting year (*do not include contractor data, withdrawn cases or cases where consent not received*).

Number of complaints closed by the NHS Board	Number	As a % of all NHS Board complaints closed (not contractors)
Stage One	221	26.6%
Stage two	609	73.4%
Stage two - Number of escalated complaints	39	4.7%
Total complaints closed by NHS Board	830	

*7 stage 2 complaints were not defined as being 'non-escalated' or 'escalated'

Performance Indicator Six

Complaints upheld, partially upheld and not upheld

Stage one complaints

	Number	As a % of all complaints closed by NHS Board at stage one
Number of complaints upheld at stage one	83	37.6%
Number of complaints not upheld at stage one	43	19.5%
Number of complaints partially upheld at stage one	65	29.4%
Total stage one closed complaints	221	

*% scores do not total 100%, as the total complaints closed includes outcomes that are not fully held/partially upheld/not upheld

Stage two complaints

	Number	As a % of all complaints closed by NHS Boards at stage two
Number of complaints upheld at stage two	180	29.6%
Number of complaints not upheld at stage two	168	27.6%
Number of complaints partially upheld at stage two	261	42.9%
Total stage two closed complaints	609	

Stage two escalated complaints

	Number	As a % of all escalated complaints closed by NHS Boards at stage two
Escalated stage 2 closed complaints only		
Number of escalated complaints upheld at stage two	11	28.2%
Number of escalated complaints not upheld at stage two	19	48.7%
Number of escalated complaints partially upheld at stage two	9	23.1%
Total stage two closed escalated complaints	39	

Performance Indicator Eight

Complaints closed in full within the timescales

This indicator measures complaints closed within 5 working days at stage one and 20 working days at stage two.

	Number	As a % of complaints closed by NHS Boards at each stage
Number of complaints closed at stage one within 5 working days.	157	71.0%
Number of complaints closed at stage two within 20 working days	162	26.6%
Number of escalated complaints closed at stage two within 20 working days	25	64.1%
Total number of complaints closed within timescales	344	

Performance Indicator Nine

Number of cases where an extension is authorised

This indicator measures the number of complaints not closed within the CHP timescale, where an extension was authorised.*

	Number	As a % of complaints closed by NHS Boards at each stage
Number of complaints closed at stage one where extension was authorised	9	4.1%
Number of complaints closed at stage two where extension was authorised	0	-
Total number of extensions authorised	9	

***Note:** The SPSO confirm that there is no prescriptive approach about who exactly should authorise an extension – only that the organisation takes a proportionate approach to determining an appropriate senior person – and this is something that NHS Boards should develop a process for internally. This indicator aims to manage the risk of cases being extended beyond the CHP timescale without any senior officer approval.

Completed by:

Name:	Position:
Tel:	E-mail:
Date:	