



Oakdale Group

# Feedback, Compliments and Complaints Policy

*Your Feedback is Our Opportunity*

If you require this document in another format such as large print, audio or other community language please contact the Data Protection Champion:

**Phone:** 01423 503080

**Email:** [dpo@oakdalecentre.org](mailto:dpo@oakdalecentre.org)

## **Oakdale's Equality Impact Statement**

When following procedures on behalf of Oakdale, all staff, associate practitioners, and external agencies are expected to ensure no one person or group is disadvantaged on the grounds of race, religion or beliefs, age, sex, gender, gender reassignment, disability, sexual orientation, and/or caring responsibilities.

## Policy Statement

At Oakdale our mission is 'Working Together to Transform Lives'. Understanding the client experience of using our services and colleague experience of working at Oakdale is a key aim for us.

Seeking, receiving and acting on feedback whilst involving clients, external agencies and our team is a priority for us. We also use feedback to continuously improve and learn lessons as we actively listen to people demonstrating our commitment to providing quality services and working in an open and accountable way that builds trust and respect.

This policy explains how we will actively seek feedback, work to identify ideas, compliments or concerns and acknowledge receipt of them. Also, how we will investigate and keep client's or agencies informed of progress and respond with compassion, openness and transparency. Oakdale is committed to responding proactively to feedback, and putting mistakes right.

Oakdale will ensure this policy is operated in a consistent, fair, and non-discriminatory manner. Clients who provide feedback can be assured that they will be supported and be free from harassment.

## Responsibilities

**Staff** are generally the first point of contact for clients wishing to give verbal feedback, and are therefore the face of Oakdale. They are expected to:

- Provide immediate compassionate response to clients should they want to give general feedback, give a compliment, or raise a complaint
- Reassure the client that feedback will be logged internally, and Oakdale will respond to them directly
- Arrange for a copy of the Feedback, Compliments & Complaints Policy to be sent to the client as soon as possible allowing them to understand the process and know what to expect
- Be aware of this policy.

### **Safeguarding Champion (SC):**

- The SC is actively involved in any feedback that results in risks of, or actual abuse of, a client.

### **Data Protection Champion (DPC) and Governance Team:**

Oakdale recognises the sensitivity of the data it collects and stores. In the case of feedback, it is essential that only the appropriate people are involved and the minimum amount of data necessary is accessed in order to provide followup or resolutions.

**The DPC and Governance Team will:**

- Ensure the process is followed and data is managed safely
- Be responsible for creating, maintaining, and leading updates for this policy and related documents and/or procedures
- Work to administrate the policy and ensure investigations are robust and responses sent to people are appropriate and meet the standards of transparency and openness
- Provide reports to the 'Experience Matters Governance Group', Senior Management Team (SMT) and the Board around patterns, trends and lessons learned
- Lead the implementation of lessons learned and continuous improvement
- Work with Heads of Service to analyse feedback received following therapy or assessment to continuously improve the service.

**Heads of Service** are responsible for:

- Ensuring feedback from clients is appropriately addressed under this policy
- Contacting clients as a first stage response and liaising with staff who may need to communicate with the client directly,
- Supporting staff to decide if the issues can be dealt with locally as part of day-to-day work, or if it requires escalating under this policy
- Completing an investigation they are assigned to at Stage 2 of the process
- Being an active part of the OPEN Team at Stage 3 of the process when called upon
- Communicating any compliments, ideas and suggestions, and lessons learnt to their teams, and escalating new feedback to the governance team to be shared across the wider organisation
- Working with the governance team to analyse feedback following therapy and / or assessment sessions to allow continuous improvement in service provision.

**Head of Human Resources** is responsible for:

- Designing, issuing and collating data received from the annual employee survey
- Working with the 'Experience Matters' governance group to analyse responses and develop action plans
- Sharing patterns, trends and ideas with the board to enable actions for continuous improvements to be agreed
- Sharing results with the Heads of Service and supporting them to work alongside their team in designing an action plan or implementing agreed actions
- Take responsibility for any Human Resources staff issues highlighted as part of the feedback and complaints process.

**The Board of Directors** is also part of the SMT. It is responsible for:

- Overseeing the effectiveness of this policy and robustness of its responses



## Oakdale Group

- Fully considering and supporting ideas, suggestions, and compliments that work toward continuous internal improvement
- Recognise, promote, and celebrate the positive work staff at Oakdale do
- Annually reviewing employees' feedback experience working at Oakdale, and designing action plans to make improvements where needed
- Using information to lead change following feedback being received
- Being part of Stage Three responses to complaints where required
- Approving communications sent Stages 1 and 2.

### Definitions

|  |  |
|--|--|
| <b>Client</b>  | A person who receives an Oakdale service   |
| <b>Practitioner</b>  | A person who delivers a service for the Oakdale  |
| <b>Relevant Person</b>   | A person legally responsible for a client and who can make decisions on their behalf if required           |
| <b>Therapy Support</b>   | A person the client has agreed to support them   |
| <b>External Professional/Agency</b>                              | A member of the multidisciplinary team or statutory agency   |
| <b>Oakdale Partnership &amp; Empowerment Network (OPEN) team</b> | A team that will be formed of three operational colleagues to review all complaints at the appeal Stage 3. |

### Scope

Oakdale receives feedback about many things, and depending on the nature of information given, it may be handled under different policies (e.g: Safeguarding Policy). The Feedback, Compliments and Complaints Policy generally covers:

- The way in which services are operated and offered
- A staff member or team who acted in an exemplary manner
- Failure to provide a service, or an acceptable standard of service
- Failure to act professionally and properly
- Ideas around how services can be improved.

Regardless of whether the feedback is positive or negative, Oakdale wants to hear it. Feedback, compliments and complaints allow continued work towards consistent excellent care.

## Procedure

Oakdale aims to:

- Ensure all clients feel safe, heard, and understood
- Nurture relationships through consistent and open communication
- Empower clients to give feedback through translation, dictation, verbal explanations or in writing
- Have a policy which is clear and easy to use for children or adults wishing to give feedback
- Be fair in how we listen and act on feedback
- Publicise the Feedback, Compliments and Complaints Policy on our website so people know how to provide feedback to Oakdale
- Confirm all complaints are investigated objectively, and responded to in a timely way
- Ensure complaints are, wherever possible, resolved and that positive relationships are fostered at the earliest possible point
- Provide information to raise concerns externally if required
- Gather information which helps to continually improve the services Oakdale offers,
- Recognise staff for outstanding work
- Supply staff and associate practitioners with an easily accessible way to highlight compliments, feedback and complaints from clients and others
- Annually seek feedback on the employee experience working at Oakdale, and listening and acting on their feedback
- Provide a way for staff to send ideas and suggestions to Oakdale that will be listened to and acted upon.

### Accessing the Policy

A copy of the policy is on our website and can also be obtained from all Oakdale offices or Oakdale intranet dashboard. The following information is a guide to help explain the process that will take place when Oakdale receives feedback. All employees of Oakdale are trained in the process and will be available to help guide you as a client.

All clients are also provided a copy of the client guide which outlines the different ways to provide feedback to Oakdale and where to access the full policy.

## How Oakdale staff and practitioners can provide feedback, ideas and suggestions

### Annual Staff and Practitioner Survey

Oakdale is committed to successful employee engagement. We want to:

- ★ Involve employees and associate practitioners in developing the service
- ★ Understand their challenges and ideas
- ★ Support them to feel part of adapting the organisation for success
- ★ Enable them to feel high levels of satisfaction working for Oakdale.

To do this Oakdale must:

- 1) Ask for their views
- 2) Actively listen to the feedback received
- 3) Take action to make improvements.

Oakdale is committed to completing an internal survey at least once per year to gather feedback. We welcome all employees and associate practitioners to take part, and help make the feedback as varied and rich in detail as possible.

The 'Experience Matters' governance group and board will analyse the results across the business and create an action plan to continuously improve. The results will be shared with all employees and associate practitioners via the Oakdale intranet dashboard.

Following the analysis, each team will work with their Head of Service to develop a team plan for the subsequent 12 months to take action.

### Staff Ideas and Suggestions

Staff and associate practitioners will find a 'Feedback and Concerns' section on the Oakdale intranet dashboard. They can let us know any ideas or suggestions about work practices, opportunities or best practices they feel we should know about to help drive improvements in our services.

Staff will also be asked at team meetings to raise ideas and suggestions. All are welcome, and we will always let them know what has happened with their idea or suggestion. Heads of Service will submit any ideas or suggestions gathered at team meetings to the governance team to be discussed at the 'Experience Matters' governance group.

## Clients and External Partners Feedback

We want the process of giving feedback to be as easy as possible, so the procedures outlined below are a guide.

Staff and practitioners who receive feedback, compliments or complaints are asked to consider the circumstances and client needs when collecting information. Help them choose the best way for them to communicate what they want to say. They can tell us:

- **Verbally** and staff can record what clients want to say. Staff will share the details via the Oakdale Intranet Dashboard - Feedback Form.
- **In Writing** - via email or in the post using the details below. Any post received will be scanned to The governance team straight away
- Via our **Feedback Cards** held in our centres. Any received shall be scanned to the governance team each week by the nominated administrator in each service
- Via client **End of Service Questionnaire** which will be sent to you once you have completed your assessment/intervention with us.

When in doubt, an Oakdale Manager can help. Every effort will be made to ensure confidentiality and/or anonymity, where possible and when requested.

|                      |  |
|----------------------|--|
| <b>Email</b>         | <a href="mailto:dpo@oakdalecentre.org">dpo@oakdalecentre.org</a>   |
| <b>Post</b>          | Oakdale Feedback, 49 Valley Drive, Harrogate, HG2 0JH  |
| <b>Phone</b>         | (+44) 01423 503080   |
| <b>In the office</b> | <p><b>Feedback Cards</b> and <b>Feedback Forms</b> are available in the front office and in the waiting rooms of Oakdale offices. If you access appointments online or at a venue where there is no front office or waiting room, a form can be emailed to you on request.</p> <p>Feedback Cards can be placed in the feedback box provided in the waiting rooms. The Forms can also be handed to a member of staff.</p> |
| <b>Client Survey</b> | An electronic <b>Client End of Service Questionnaire</b> will be sent to your email once your therapy or assessment is completed.  |

## Client End of Service Questionnaire

A questionnaire will be sent following your assessment/intervention by the team you have been working with. If your feedback contains dissatisfaction you will be re-contacted and your concerns dealt with under the complaints section of this policy.

The details gathered from surveys are analysed by the governance team monthly and the results presented to the 'Experience Matters' governance group and relevant Head of Service to support us to learn and develop. Also to provide feedback around good practice and positive behaviours recognised. Any lessons we can learn will be added to an action plan.

The SMT and the board also receive the results, and review for consideration and input to lead change and continuous improvement.

## Compliments

Receiving a compliment as an individual makes us feel appreciated and boosts our feelings of wellbeing. An external person complimenting members of the team is especially positive for our staff, and we welcome compliments being shared so we can praise the team. All compliments are logged and shared with the relevant individuals or teams, and we thank our staff for praise received. Colleagues to send any compliments received to the governance team via the Feedback Form on the Oakdale intranet dashboard.

We will also use compliments received as testimony of the positive service we provide. This supports us to assure new or potential clients and the authorities who fund our work and regulate us. We will always acknowledge your compliments in writing once we have received them.

At times clients show their appreciation by offering a token gift to our staff. Staff must operate professionally, and there is a linked policy called 'Gifts and Hospitality' which outlines the professional way to accept or decline tokens of appreciation.

## Data Protection

To process your feedback, personal data will be held about the client who has submitted the information and those people addressed within the forms. This will be held securely in accordance with the Data Protection Act 1998 and only used to help understand and investigate the feedback. The identity of the client will only be made known to those who need to consider the information for resolution purposes. However, it may not be possible to preserve confidentiality in some circumstances, for example, where relevant legislation applies or allegations are made which involve the conduct of third parties.



## Client Frequently asked questions:

### Will feedback affect the support provided at Oakdale ?

**No.** Your plan of support, appointments, and interactions with our staff will **not** change in any way. The information you provide will not be connected to your private clinical files. We want you to feel confident that you will be heard without repercussions or bias.

### What happens with my feedback?

Regardless of the type of feedback, the governance team will be responsible for receiving and recording feedback in a central register which is maintained confidentially and will be held under the Data Protection Policy. Once received, the governance team or an assigned Head of Service/ Director will be assigned to:

- Contact the client to understand if they wish their concerns to be dealt with as a formal complaint or if a local resolution can be made (informal complaint)
- Investigate complaints and feedback to the governance team about their findings so we can provide a response to you
- Share compliments and recognise colleagues for their positive practice
- Share ideas and decide with the SMT what we can learn from feedback and how to implement any changes.

We will always acknowledge your feedback within 2 working days of the governance team receiving it. We will explain what will happen next with your feedback. We will do this via email or letter.

### Will I need to be involved again after I provide feedback?

Our governance team, heads of service or directors may need to speak with you to clarify your feedback or to ask for further information as part of their investigation. We will always ask you permission to do this and if you do not wish to discuss your feedback further we will respect this, however we will explain this may mean we cannot fully investigate or provide a complete response without key details.

### Support to provide feedback to Oakdale

Oakdale appreciates that some of the clients we support may not feel confident, or have the communication skills to raise their concerns alone. We can arrange for clients to be supported by a family member, friend or to access their local advocacy network if this is required.

### Our promises as we deal with your complaint

- ★ We will actively listen
- ★ We will continuously communicate
- ★ We will value your input

## Staff Recognising Complaints

A Complaint is: Any expression of dissatisfaction that is not resolved at initial contact and requires a response. Sometimes a client will express a degree of dissatisfaction, but not in the sense that it “requires a response”.

An example may be:

Where a client wants to comment on an assessment report. They may express an opinion about the process, but you know the process has not finished, and it allows for them to make comments. In many cases like this, the client is not expecting a response, but merely wishes to take the opportunity to “let us know what they think”.

We would not regard that as a complaint and would not treat it as such. But in any case of doubt, speak to your line manager for advice and maybe ask the client to clarify their intentions. Never simply assume that no response is required. Where a response is required follow the process below.

**Any feedback about staff conduct to be escalated immediately to HR.**



# Oakdale Group

## Complaint Process Overview: Clients and Families

**INFORMAL COMPLAINT (Stage 1)** A person can go straight to Stage 2 if they choose.

|                    |   |  |
|--------------------|---|--|
| <b>Connect</b>     | → | When you raise a verbal dissatisfaction decide if an informal resolution will work           |
| <b>Address</b>     | → | Actively listen to your input and treat you with respect                                     |
| <b>Action</b>      | → | Informal resolution. Create a plan with you and relevant staff to right wrongs               |
| <b>Communicate</b> | → | Give you feedback about any agreed changes we plan to make via letter within 5 working days. |

**FORMAL COMPLAINT (Stage 2)**

|                    |   |   |
|--------------------|---|---|
| <b>Connect</b>     | → | Inform you within 2 working days that an investigation will begin |
| <b>Address</b>     | → | Oakdale may contact you for further information                   |
| <b>Action</b>      | → | Begin investigation with all relevant people and/or systems       |
| <b>Communicate</b> | → | Give you written feedback within 21 working days                  |

**APPEAL (Stage 3)**

|                    |   |   |
|--------------------|---|---|
| <b>Connect</b>     | → | Inform you within 2 working day that appeal review will begin               |
| <b>Address</b>     | → | Contact you directly for further information if required                    |
| <b>Action</b>      | → | The OPEN Team begins a review   |
| <b>Communicate</b> | → | You will be given written findings, outcomes, and/or changes within 15 days |

You always have the right to make further contact:

Contact can be made with the Ombudsman, the Care Quality Commission, or Ofsted. We can help you identify the correct body to approach.

Contact the professional body of a practitioner We can help you identify the correct body.

**Our Promise:** We will actively listen, continuously communicate, and value your input.

## Complaint Process Overview: Staff

### STAGE 1: INFORMAL COMPLAINT

Staff regularly speak to clients and their support networks as part of their day-to-day work, and some may verbally and informally express dissatisfaction with a service received through Oakdale. Through active listening we may be able to find a rapid response to address their feedback that satisfies everyone. If we can assure them at this stage, a Stage 2 formal complaints process is less likely to start.

Oakdale's aim would be that all staff operate in this way and listen to clients and their support networks, and take immediate action to reassure them, and make the changes required to reduce their dissatisfaction.

#### Action to take:

- Staff need to explain that they are listening, will document the conversation, and agree on actions to take. *This is the staff member acknowledging the concerns verbally*
- Staff need to confirm the person is happy with the proposed actions, and that they do not want to raise a formal complaint. Also highlight that a formal complaint can be raised at any time following the conversation
- Explain that they will receive a letter confirming the conversation and actions agreed
- A **Feedback Form** will be completed by the staff member via the Oakdale Intranet Dashboard and is routed to the Governance Team, and logged as an informal complaint.
- The Governance Team will share the actions with the relevant Head of Service, HR and Directors. Any points of learning will be disseminated to all relevant teams. Regular reviews of all feedback will occur to learn lessons and continuously improve
- A letter will be sent by the Governance team within 5 working days to the person, thanking them for their feedback, and outlining the agreed action to be taken. The letter will reiterate that at any time they can escalate their concerns to the formal complaints process
- If any feedback forms are received via the website, or are handed into an office location / received in the post, the Governance Team must be made aware immediately and they will work with Heads of Service to follow this process to determine if the person wants to deal with their dissatisfaction informally or formally



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If the client or person does not wish the informal process to be followed, staff will direct them to the **Formal Complaints Process**, send the client a copy of this policy, and alert the Governance team via email (at [dpo@oakdalecentre.org](mailto:dpo@oakdalecentre.org)).

### STAGE 2: FORMAL COMPLAINT

Once the details of a formal complaint are received by the Governance Team, they will follow the procedures below:

#### Action to take:

- An acknowledgement letter will be sent to the client or complainant within 2 working days by the Governance Team. The letter will explain who will be investigating their concerns, and outline that they will aim to respond in writing with an outcome within 21 working days from the acknowledgement of the complaint
- A staff member will be assigned by the Governance and HR Team to investigate the concerns (Investigating Officer). They will speak to all parties involved and review documentation/systems to fully understand the circumstances and decide what action needs to be taken
  - This may include speaking to the client or person who raised the concerns to clarify details or seek more information. They can choose to decline to offer more details or clarification, but the Investigating Officer must explain this may mean we cannot fully investigate or respond fully
- The **Complaint Investigation Report Template** will be used to record all of the investigation and any recommendations to improve the service
- Once the Investigating Officer has completed the Complaint Investigation Template, it must be sent to the Governance Team for review, and then be signed off as complete by a Director
- Once signed off, the Investigating Officer, they must draft a response and send it to the Governance Team for review and sign-off by a Director
- The response letter at Stage 2 of this process must outline the client or persons' right to appeal the process and how they can do this

We will aim to send the client or other person their outcome letter within 21 working days of the acknowledgement letter being sent. Where this is not possible due to work commitments or complexity, a delay letter will be sent explaining the reasons why and a new deadline of when they will receive their response.

Our aim is to be open and transparent with our response and admit where things may have gone wrong and apologise for this where required. We hope this approach means most complaints are resolved at Stage 2 and clients or others are happy with our transparency. However, should the client or other person not be satisfied with our response they can appeal. Details are explained below in Stage 3 of the process.

### STAGE 3: APPEAL

Once a client or complainant receives their complaint outcome letter and feels dissatisfied with the response they will be asked to alert Oakdale in writing within **10 working days** of receipt of their letter explaining why they were not assured by our initial investigation and response. They will also be asked to outline what they feel could be done by Oakdale to assure them and resolve the complaint.

#### Action to take:

- Once the appeal reasons are received The Governance Team will send a letter within **2 working days** acknowledging receipt and explaining an Oakdale Partnership and Empowerment Network (OPEN) process will be initiated to perform a full review of the initial complaint, investigation and response
- The OPEN team will include 3 individuals, each representing an essential part of the Oakdale Team; there will always be a representative from the Board of Directors, and two others maybe from the Safeguarding Team, Governance team or the Operations Team. The OPEN team will choose a person to lead the inquiry
- A **Complaint Investigation Report Template** will be completed as part of the appeal stage to evidence the review of the initial complaint
- All practicable steps will be taken to ensure no one on the OPEN team has a conflict of interest. If necessary, an outside party can be elected as long as that person has the same level of experience or more in a related field and maintains an enhanced DBS
- The OPEN team review will happen within **15 working days** of the acknowledgement of the appeal. If a delay is unavoidable a letter will be sent explaining why and an extended deadline to expect the appeal outcome to be received
- The client or person will then receive a letter outlining the review outcome at appeal stage.

If the client or complainant is still not satisfied with the appeal complaint response they have the right to escalate their concerns to outside agencies for review. This process is described in the next section.

The only time Oakdale will relook at a complaint after the appeal stage will be if new evidence comes to light or we are requested to do so by an external agency.

## Taking Action Beyond Oakdale with your Complaint

Oakdale hopes that most concerns can be addressed during our Complaints process. We appreciate the opportunity to set things right and are always open to receiving feedback. We value the chance to improve our services. However, if you would like to extend your complaint beyond Oakdale, contact information can be found below.

### Contacting Ofsted About Adoption Support Services

For clients of the Adoption Support Service, a complaint can be made to:

Ofsted Email: [enquiries@ofsted.gov.uk](mailto:enquiries@ofsted.gov.uk)

Piccadilly Gate

Store Street Tel: 0843 504 0627

Manchester

M1 2WD

### Contacting CQC About Oakdale Prescribing Service

For clients in the Oakdale Prescribing Service, a complaint can be made about the quality of care:

Care Quality Commission

Online at <https://www.cqc.org.uk/give-feedback-on-care>

### Contacting the Ombudsman About NHS Services

For clients receiving services under NHS funding, the Parliamentary and Health Service Ombudsman can be contacted at:

Parliamentary and Health Service Ombudsman

Online at <https://www.ombudsman.org.uk/>

### Contacting the Ombudsman about Local Authority and NHS joint provision

For clients who receive care that is delivered jointly by the LA and NHS

Local Government and Social Care Ombudsman

Online at [lgo.org.uk/contact-us](https://lgo.org.uk/contact-us)

## Duty of Candour

The Duty of Candour is a general duty to be open and transparent with clients receiving support from Oakdale when something goes wrong.

It applies to every health and social care provider that the Care Quality Commission regulates. At Oakdale this is the Oakdale Prescription Service. We must send a letter under Duty of Candour duties whenever a safety incident meets the following three criteria:

1. It must have been unintended or unexpected
2. It must have occurred during the provision of an activity we regulate



3. In the reasonable opinion of a healthcare professional, it already has, or might, result in death directly due to the incident, rather than the natural course of the person's illness or underlying condition, or severe or moderate harm to the person receiving care.

A crucial part of the duty of candour is the apology. Apologising is not an admission of liability. Saying sorry is always the right thing to do, it acknowledges that something could have gone better and is the first step to learning from what happened and preventing it from recurring.

As part of the complaints process Oakdale will ensure any Duty of Candour apologies, if applicable are contained within the complaint responses we send. Although Duty of Candour applies legally only within CQC regulated services, Oakdale will operate with transparency and openness when things go wrong with all clients.

## **Persistent Complainants and or unreasonable actions and behaviours from complainants**

We are sure that everyone who uses Oakdale services is aware of the need to communicate and behave in a way which makes our staff feel valued and safe. Here at Oakdale we appreciate that when a client is dissatisfied they have feelings of anger and frustration. However, we will not tolerate any member of our team being verbally or physically abused.

We want to help and to understand concerns and feedback, effective management of this depends on us all working together with respect for each other.

We are aware that at times there are clients and complainants who may display the following behaviours which are known to hinder the process or proper consideration of a complaint. In extreme cases it consumes unreasonable amounts of time. Oakdale reserves the right to cease communication if these circumstances occur.

- Refusing to specify the grounds of a complaint, despite offers of help
- Refusing to cooperate with the complaints investigation process
- Refusing to accept that certain issues are not within the scope of a complaints procedure
- Insisting on the complaint being dealt with in ways which are incompatible with the adopted complaints procedure or with good practice
- Making unjustified complaints about staff who are trying to deal with the issues, and seeking to have them replaced
- Changing the basis of the complaint as the investigation proceeds
- Denying or changing statements he or she made at an earlier stage



- Introducing trivial or irrelevant new information at a later stage
- Raising many detailed but unimportant questions, and insisting they are all answered.
- Submitting falsified documents from themselves or others
- Adopting a 'scattergun' approach: pursuing parallel complaints on the same issue with various organisations
- Making excessive demands on the time and resources of staff with lengthy phone calls, emails to numerous council staff, or detailed letters every few days, and expecting immediate responses
- Submitting repeat complaints with minor additions/variations the complainant insists make these 'new' complaints
- Refusing to accept the decision; repeatedly disputing points with no new evidence.

## Anonymous Concerns

Oakdale may receive feedback that is anonymous. We accept that we may not be able to investigate fully without the support and cooperation of the complainant, however anonymous concerns will be treated the same and the process will be followed, including completion of the Complaint Investigation Report and sharing any lessons learnt with the wider team

## Oakdale Staff Conduct

As part of managing feedback Oakdale will instigate formal Human Resources Process if an employee's conduct is called into question. We will take appropriate action. The outcome is confidential between the employee and Oakdale, however be assured we will challenge appropriately.

Practitioners providing services for Oakdale are members of different professional bodies. These professional bodies have specific codes of ethics for Practitioners to adhere to. Although they are all very similar, Oakdale uses the British Association for Counselling and Psychotherapy (BACP) Ethical Framework for Good Practice<sup>1</sup> as the gold standard to which Practitioners must adhere, in addition to their own professional body, if this differs.

Where a practitioner is found to have breached their code of practice Oakdale will automatically refer that person to their professional body for review. However as a member of the public clients and complainant can also raise concerns with professional bodies, see below.



## Oakdale Group

Where our safeguarding process is followed and a staff member is proven to have abused a vulnerable person a referral to the Disclosure and Barring Service will be made by Oakdale .

### Contacting Professional Bodies About Individual Providers

| Organisation  | Email  | Telephone            |
|---|--|----------------------|
| British Association for Counselling and Psychotherapy (BACP)              | <a href="mailto:bacp@bacp.co.uk">bacp@bacp.co.uk</a>                                       | 01455 883300         |
| UK Council for Psychotherapy (UKCP)                                       | <a href="mailto:info@ukcp.org.uk">info@ukcp.org.uk</a>                                     | 020 7014 9955        |
| British Association for Behavioural and Cognitive Psychotherapies (BABCP) | <a href="mailto:babcp@babcp.com">babcp@babcp.com</a>                                       | 0161 705 4304        |
| Health and Care Professions Council (HCPC)                                | <a href="mailto:ftp@hcpc-uk.org">ftp@hcpc-uk.org</a>                                       | 0300 500 6184        |
| General Medical Council (GMC)   | <a href="mailto:gmc@gmc-uk.org">gmc@gmc-uk.org</a>   | 0161 923 6602        |
| Social Work - England   | <a href="mailto:enquiries@socialworkengland.org.uk">enquiries@socialworkengland.org.uk</a> | +44 (0) 808 196 2274 |
| Nursing and Midwifery Council (NMC)                                       | <a href="http://Nmc.org.uk">Nmc.org.uk</a>   | 020 3307 6802        |



## Oakdale Group

### Quick Reference Guide Initial Action for Staff to take

|   |   |
|---|---|
| <p>For feedback received in <b>Written format</b></p>         | <p>↳ <b>Office Team</b> will</p> <ul style="list-style-type: none"><li>● Scan any hard copies to <a href="mailto:dpo@oakdalecentre.org">dpo@oakdalecentre.org</a></li><li>● Forward to The Governance team the same day and complete the online Feedback Form on Oakdale Intranet Dashboard</li><li>● Include the original date and time feedback was received</li></ul> <p>⚡</p> <p>↳ <b>Governance team</b> will</p> <ul style="list-style-type: none"><li>● Assess feedback is appropriate under this policy</li><li>● Ask Head of Service to reach out to the individual if needed under Stage 1 to see if they wish their complaint to be dealt with formally or informally</li><li>● Ensure the process for informal or formal complaints is followed.</li><li>● Inform externally if required</li><li>● Inform Directors.</li><li>● Log the feedback in governance data</li><li>● Follow the right process depending on the complaint stage.</li></ul>   |
| <p>For feedback received <b>Verbally</b></p>                  | <p>↳ <b>Staff</b> will</p> <ul style="list-style-type: none"><li>● Listen actively and decide with the person if they wish to pursue an informal or formal complaint.</li><li>● Refer to “How Staff Can Assist clients” page for help</li><li>● If the person makes a choice to deal with their concerns informally, agree actions to take and Use the Feedback Form on Oakdale Intranet Dashboard to report the informal complaint at stage 1</li><li>● Or refer the person to the stage 2 formal complaints process and provide them with a copy of this policy.</li><li>● Alert the Governance Team via <a href="mailto:dpo@oakdalecentre.org">dpo@oakdalecentre.org</a> and complete the Feedback Form on Oakdale Intranet Dashboard</li></ul> <p>⚡</p> <p>↳ <b>Governance Team</b> will</p> <ul style="list-style-type: none"><li>● Ensure the process for informal or formal complaints is followed.</li><li>● Alert heads of Service and Directors.</li><li>● Inform externally if required.</li><li>● Log the feedback in governance data</li></ul> |
| <p>For feedback cards received from <b>Feedback Boxes</b></p> | <p>↳ <b>Office Team</b> will</p> <ul style="list-style-type: none"><li>● Check boxes daily</li><li>● Scan each card into an email and forward to The Governance team as soon as is practicable via <a href="mailto:dpo@oakdalecentre.org">dpo@oakdalecentre.org</a></li></ul> <p>⚡</p> <p>↳ The <b>Governance team</b> will</p> <ul style="list-style-type: none"><li>● Reach out to the individual and follow the appropriate policy stage that is agreed.</li><li>● Log the feedback in governance data</li></ul>   |

## Documents Related to this Policy (ie forms, assessments, quick links, etc)

- Feedback Compliments & Concerns Form (“Central Register”)
- Feedback Form
- Feedback Cards
- Complaint Investigation Report Template.
- Stage 1 Template Outcome Letter
- Stage 2 Template Acknowledgement Letter
- Stage 2 Template Outcome Letter
- Stage 3 Template Acknowledgement Letter
- Stage 3 Template Outcome Letter
- Template Letter Persistent or unreasonable complainants ceasing process.
- Thank you letter following a compliment.

## Governance & Quality Assurance Arrangements

This policy has been approved by the Board of Directors and will be reviewed at least annually under the direct supervision of the Governance Manager. If serious feedback arises, it may instigate a change of policy outside the annual cycle.

This policy is maintained by Oakdale s Governance team, and reports are created and submitted to the board for review at each quarterly meeting.

Lessons learned which are identified as part of the Feedback, Compliments and Complaints process will be shared with appropriate departments and action taken to continuously improve.

Patterns and themes identified each quarter will be discussed between the Governance Team, SMT and the board. Actions to be taken will be communicated and tracked to completion by the Governance team.

All staff will have awareness training on how to handle feedback at Oakdale .

Staff expected to carry out formal investigations will have training and coaching.

## Linked Policies and Procedures

- Data Protection & Security Policy
- Disciplinary Policy
- Safeguarding Policy
- Gifts and Hospitality



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## References

- BACP Ethical Framework for the Counselling Professions.
- Make Complaints Count: Complaint Standards Framework webinar | Parliamentary and Health Service Ombudsman (PHSO).
- Data Protection Act 2018.
- Health and Social Care Act 2008 (Regulated Activities) Regulation 2014

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## Review and Version Control

|   |  |
|---|--|
| <b>Owner</b>                                  | <b>Caroline Falconer, Clinical Director</b>  |
| <b>Authors</b>                                | Caroline Bairstow, Governance Lead   |
| <b>Current Version Publication</b>            | Feedback_ComplimentsCompl_Policy_BO_V4<br>April2024  |
| <b>Next Review Date</b>                       | One year from last issue or at time of significant change  |
| <b>Version History</b>                        |  |
| <b>Version</b>                                | <b>Summary of Changes</b>  |
| Compliments_Complaints_CQC_Jan2023_workingdoc | New OG format incorporated along with new naming convention, JKD April 2023  |
| BO_001V3_FC&C_Policy1_2023                    | Updated with new Equality Impact Statement on cover page, JKD 04May2023  |
| <b>June 2022</b>                              | Last yearly review conducted by Caroline Falconer, Clinical Director<br>Approved by Lorian Rein, Managing Director |
| <b>April 2016</b>                             | Initial policy creation  |

## Appendix 1 How staff can support clients to provide feedback

Below is some points to consider when speaking to clients who are dissatisfied so you can show support, compassion and gather the facts:

### Useful Questions for Staff to Ask

- Don't be afraid to apologise for any misunderstanding or error that might have occurred.
- Would the client like to complete a Feedback Form or Feedback Card?
- Does the client require a different format (different language, Braille, etc.)?
- Would they like assistance completing the Form/Card?
- Have they received a copy of our Privacy Policy?
- Have they received a copy of our Compliments & Complaints Policy?
- Does the client understand where to send feedback?
- Does the feedback require an immediate response? (Get help from a Manager)

## Appendix 2 Feedback Form

Your feedback is important to us and will help us to:

- Respond to concerns quickly and put right any errors
- Make internal changes to Oakdale's business processes
- Recognise staff if they've done an exceptional job

### PAGE 1

**To help us understand, please provide as many details as you can about what happened leading up to completing the Feedback Form, including dates, and names of Practitioners etc.**

Please use as much space as you need. If you are using a paper copy of this form, please feel free to continue on the back of this page:

*Your feedback will be confidential and falls under our Privacy Policy.*





## Oakdale Group

Sometimes we might need to clarify feedback or ask additional questions. If you agree, please complete the information below.

### Optional Contact Information

#### PAGE 2

|  |   |
|--|---|
| <b>Name of person reporting:</b>   |   |
| <b>Date form completed:</b>  |   |
| <b>If this is a complaint, is it being filed on behalf of someone else?</b>  | <input type="checkbox"/> Yes <input type="checkbox"/> No  |
| <b>If so, is that person a minor?</b>  | <input type="checkbox"/> Yes <input type="checkbox"/> No  |
| <b>If you're completing this for someone else, who should we contact for questions and to help us resolve the complaint?</b> | <b>Contact information:</b>   |
| <b>If you require a response, how should we make contact?</b>  | <input type="checkbox"/> Phone <input type="checkbox"/> Email <input type="checkbox"/> No contact |
| <b>Please provide your contact information:</b>  |   |