## Making Complaints Work for Everyone

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# Consequences of Complaint Disincentives

- >adverse impact on staff well-being
  - Stressful environment
- adverse impact on future practice
  - Compassion fatigue
- ➤ lost opportunity for learning
- disproportionate use of resources
- > failure to make Reasonable Adjustments





## Insurance Decision Disincentives

#### "Yes"

- Not enough time
- Less likely to be appealed
- My manager overturns my decision anyway
- I get into trouble when I make mistakes
- Claimant is shouty and will get their own way anyway
- Claimant is a (lawyer) and will get their own way anyway

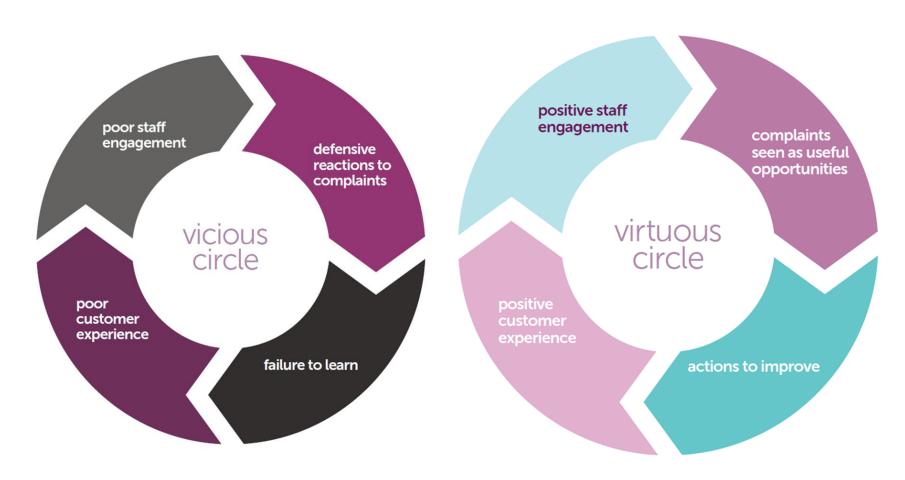
#### "No"

- Not enough time
- They can appeal and someone else will look at it again
- No logic to decisions we make so it doesn't matter (decisions based on claimants behaviour/knowledge)
- Told to reject claims\*
- We've reached our target\*



#### **Vicious Cycle**

#### **Virtuous Cycle**





## Solutions

- Quality Assurance
- Reflect on your team culture. Do you promote a learning culture?
- Proactively seek and use client feedback
- Unacceptable Actions Policy
  - **≻**Known
  - Understood
  - ➤ Used



## Unacceptable Actions Policy

Describe: You are shouting

Explain: While you are shouting I can't

understand what you want me to do

Suggest: Can we start over, without the shouting

Consequences:

✓ If I can understand I can help

X If you can't stop shouting I will have to end this call



### Resources

Link to Report

http://www.valuingcomplaints.org.uk/spso-thematic-reports

Link to UAP Guidance

http://www.valuingcomplaints.org.uk/sites/valuingcomplaints/files/resources/DealingWithProblemBehaviour SPSOGuide.pdf

Link to Phrase Cards

<a href="http://www.valuingcomplaints.org.uk/handling-complaints/resources/phrase-cards">http://www.valuingcomplaints.org.uk/handling-complaints/resources/phrase-cards</a>

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