

# Making Complaints Work for Everyone

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Scottish Welfare Fund  
independent review

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Thursday 8 February 2018



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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



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# 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

**D**escribe: *You are shouting*

**E**xplain: *While you are shouting I can't understand what you want me to do*

**S**uggest: *Can we start over, without the shouting*

**C**onsequences:

✓ *If I can understand I can help*

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

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# Resources

- Link to Report

<http://www.valuingcomplaints.org.uk/spsa-thematic-reports>

- Link to UAP Guidance

[http://www.valuingcomplaints.org.uk/sites/valuingcomplaints/files/resources/DealingWithProblemBehaviour\\_SPSAGuide.pdf](http://www.valuingcomplaints.org.uk/sites/valuingcomplaints/files/resources/DealingWithProblemBehaviour_SPSAGuide.pdf)

- Link to Phrase Cards

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

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