



NHS Borders Feedback and Complaints Annual Report 2015-16



Introduction

NHS Borders Feedback and Complaints Annual Report 2015-16 is a summary of the feedback provided by the complaints, comments, concerns and commendations received by NHS Borders from 1 January 2013 to 31 March 2016. This includes a description of the lessons learnt and improvements made. The report also contains information on feedback and complaints that have been received by other independent health service providers, such as GPs, pharmacists and opticians who provide services to patients in the Scottish Borders. A summary of the approaches being taken to proactively gather feedback to inform and develop local services is also included in this report.

Encouraging and Gathering Feedback

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

- Correspondence received via letter, email, telephone and in person by the Feedback and Complaints Team
- Patient feedback provided by other organisations
- Online feedback through Patient Opinion www.patientopinion.co.uk
- NHS Borders website <http://www.nhsborders.scot.nhs.uk/feedback-and-complaints/>
- Feedback in the local press
- Public Involvement Groups
- Better Together National patient experience surveys
- Leadership walkrounds in clinical areas seek to speak directly with patients, carers and families to hear their experience
- Daily conversations at ward level with patients and families – led by Senior Charge Nurses as co-ordinators of care
- Person Centred Care Collaborative through
 - local patient experience surveys e.g. '2 minutes of your time' survey
 - feedback provided to staff during care and treatment
 - preparation of digital, video and face to face stories
- Letter and information from elected members of Parliament on behalf of patients and families.

NHS Borders 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 Borders website <http://www.nhsborders.scot.nhs.uk/feedback-and-complaints/> and the Feedback and Complaints information leaflet for patients, relatives and carers which encourages and informs individuals how to provide feedback and make complaint.

Based on feedback received during 2015/16 we know that the majority of our patients are happy most of the time with the care and treatment provided by NHS Borders. 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 the future.

NHS Borders is committed to handling feedback and complaints in an honest, open and transparent way. We welcomed the introduction of the Patient Rights (Scotland) Act (2011) that gives every patient the right to provide feedback or make a complaint and are given the support they need to do this.

NHS Borders has a dedicated centrally based Feedback and Complaints 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 the public.

Proactive Patient Feedback

Leadership Walkrounds

The Board actively promotes feedback. Board members both Executive and Non-Executive participate in regular leadership walkrounds. During the walkrounds, members of the team specifically engage, listen and respond to feedback from patient, carers and relatives, as well as engaging with staff to drive an open, safe and person centred culture. Public Involvement Members also support walkrounds participating as part of the team with a specific focus on seeking feedback from patients.

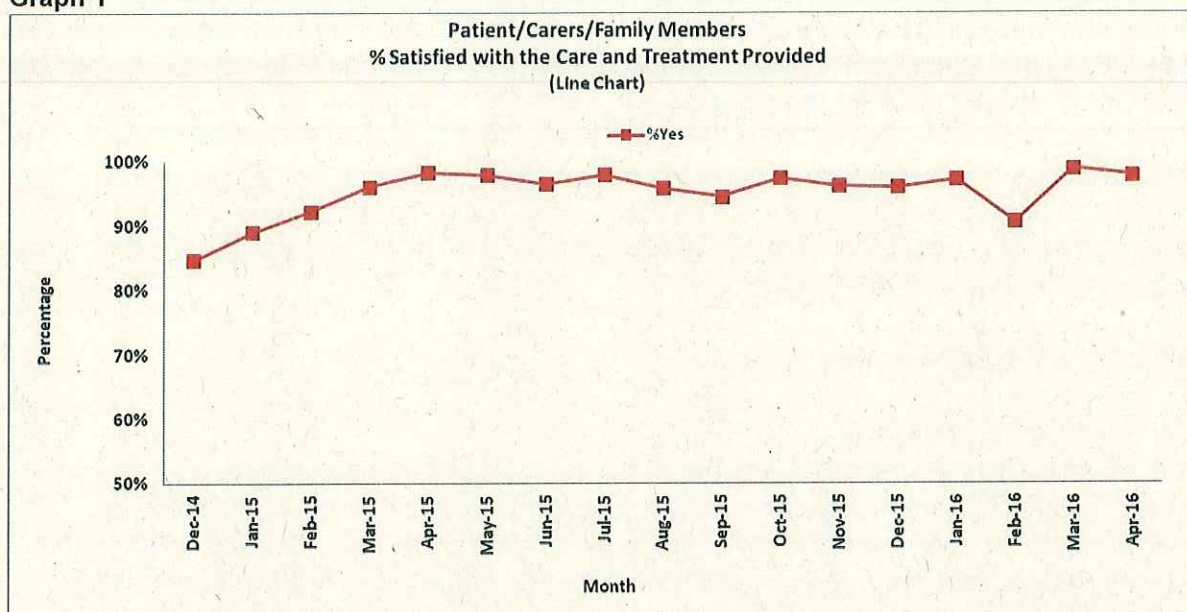
'Two Minutes of Your Time'

We continue to use our, 'Two Minutes of Your Time' feedback questionnaire to gather anonymous patient, carer and visitor feedback within the Borders General Hospital (BGH). Since November 2014 NHS Borders has recruited 16 patient feedback volunteers to support clinical teams to gather feedback about their services. Feedback is gathered in the BGH Discharge Lounge, Outpatients Departments, the Royal Voluntary Service cafeteria area and six of our wards. We shall be using the support of our feedback volunteers to speak to patients, carers and relatives within our mental health units and community hospitals. Information gathered by the volunteers is reported back to the relevant areas on a regular basis or in a real time way. 'Two Minutes of Your Time' questionnaires and boxes are located within public areas throughout the BGH, four Mental Health units and the four Community Hospitals.

The graphs 1- 4 below represent the data gathered, between November 2014 and April 2016, from over 2000 patient feedback questionnaires. This was carried out using patient feedback volunteers within several departments and wards in the hospital to engage with patients, relatives and visitors. The graphs all show a decrease in February 2016, this was due to the need to recruit and train new patient feedback volunteers.

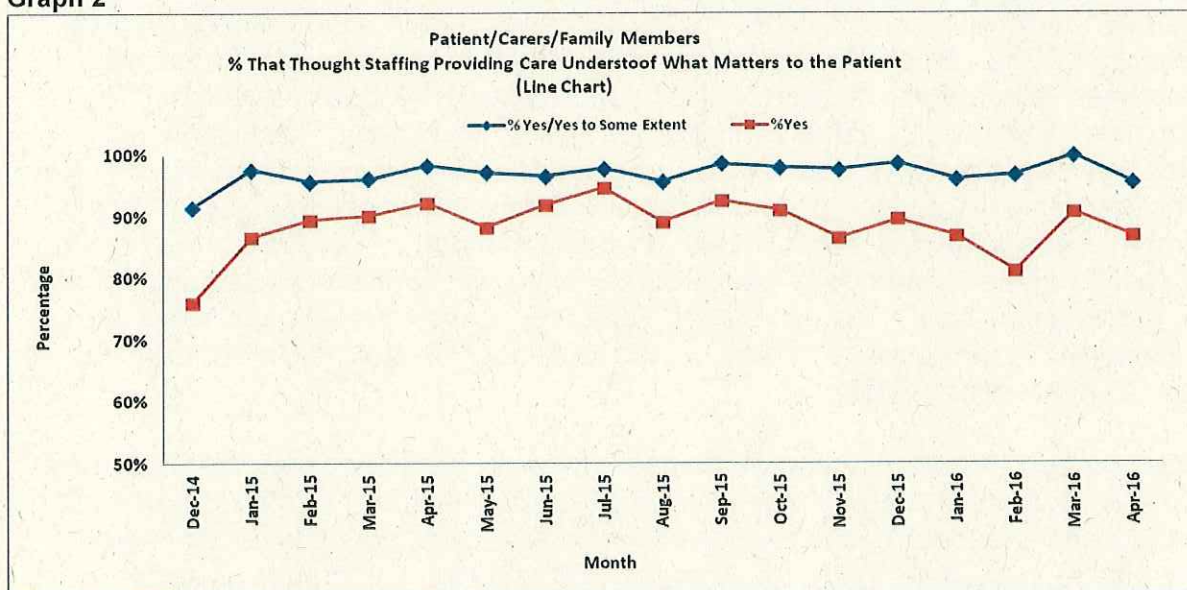
Graph 1 demonstrates the percentage of patients, carers and relatives that were satisfied with the care and treatment provided. The 'Yes' response starts lower in December 2014 but improves and then remains steady throughout.

Graph 1



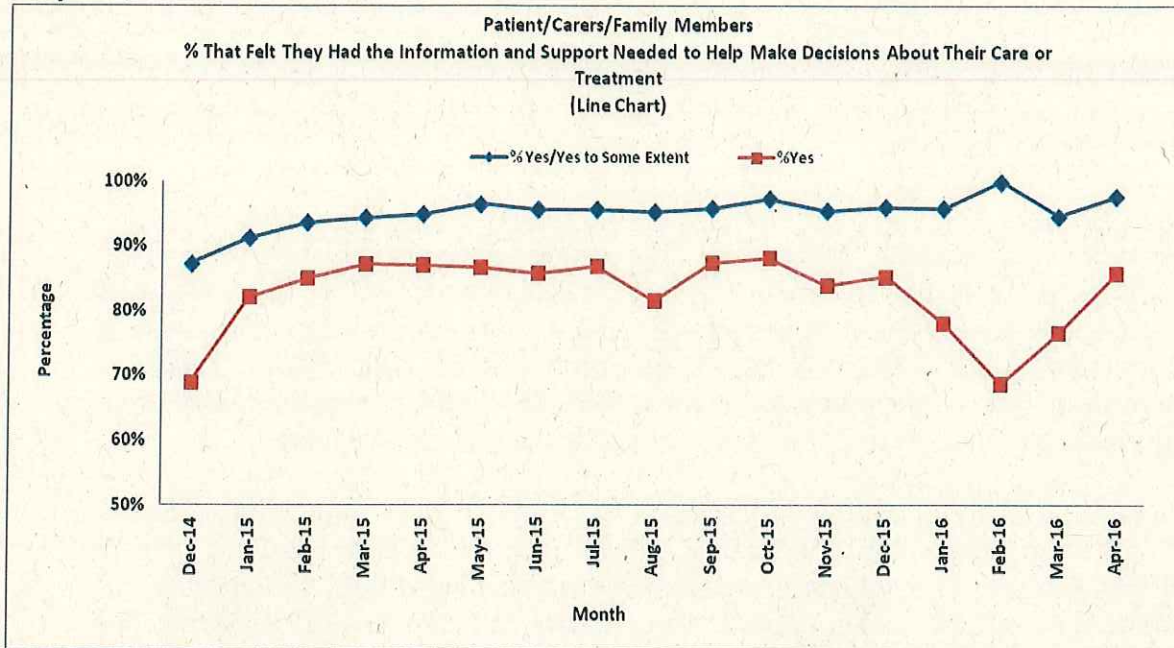
Graph 2 shows the percentage of patients, carers and relatives who thought the staff that provided the care understood what mattered to the patient. The 'Yes' response steadily improves and the 'Yes/Yes to some extent' is fairly steady throughout.

Graph 2



Graph 3 demonstrates the percentage of patients, carers and relatives who thought the patient always had the information and support needed to make decisions about their care or treatment. The 'Yes' responses starts lower in November 2014 but gradually increases throughout the rest of the period. The 'Yes/Yes to some extent' response dipped in January and February 2016 but then remains fairly steady in March and April 2016.

Graph 3



Recording

The Feedback and Complaints Team record all complaints and concerns on the electronic system, Datix. A log in the form of a spreadsheet is also maintained to track and record all complaints and the development of related improvement action plans for all upheld elements of each complaint and concern.

Quality Dashboards

Senior Charge Nurse and Board level quality dashboards provide a range of information in the form of charts displaying data over time at ward and organisational level. The quality dashboard uses a range of measures including feedback and complaints, falls, adverse events, infection rates and staff absence rates. These are used to identify areas for improvement. The dashboards can be used to monitor performance and as a quality measure leading to identification of areas for improvement.

Encouraging Feedback and Handling Complaints

Patients, carers and family members can provide feedback to any NHS Borders' member of staff who will be happy to help them. Alternatively they can contact:

Feedback and Complaints Team
NHS Borders
Borders General Hospital
Melrose TD6 9BS
01896 826719
complaints.clingov@borders.scot.nhs.uk
www.nhsborders.org.uk/complaints-and-feedback

We also encourage patients to provide feedback online at, www.patientopinion.org.uk. A link to the website is available on the NHS Borders website Feedback and Complaints section. The website is monitored by the

Feedback and Complaints Team. The Team ensures all feedback posted on the website that relates to NHS Borders' services is shared with the relevant services. In doing this we are able to ensure that the issues raised are responded to appropriately and services are able to learn from and make improvements based on the feedback received.

NHS Borders works in partnership with and provides funding to a number of agencies and services. The range of groups and services this includes are the Carers Centre, Action for Children, Borders Independent Advocacy Service (BIAS), Patient Advice and Support Service (PASS), Local Learning Disability Citizens Panels and the Borders Voluntary Care Forum and Disability Forum (Ability Borders). This is a further way in which NHS Borders ensures the public are supported to engage and the voices of particular groups are heard.

To support patients to provide feedback the Patient Advice and Support Service (PASS) has been established and is delivered by the Scottish Borders Citizens Advice Bureau. The service is independent and provides free, confidential information, advice and support to anyone who uses the NHS in Scotland. The service promotes an awareness and understanding of the rights and responsibilities of patients. It also advises and supports people who wish to give feedback, make comments, raise concerns or make a complaint about treatment and care provided by the NHS in Scotland.

Patient Advice & Support Service (PASS)
Peebles Citizens Advice Bureau
40 – 42 Old Town
Peebles EH45 8JF
Telephone: 01721 721722
manager@peeblescab.casonline.org.uk

NHS Borders' public involvement structure is well developed and we have a large number of members across the network of public involvement groups. We support and work with a number of groups which are supported by members of the public. We have 16 patient feedback volunteers and over 50 public members who sit on our various public involvement groups or are part of our Public Participation Network.

We encourage participation and take proactive steps to ensure there are no barriers to participation by providing signing during meetings, holding meetings in venues where hearing loops and disabled access are available and by providing transportation to and from forums for those that need assistance.

As well as learning from feedback and complaints, NHS Borders involves the public in the design and planning of services. NHS Borders believes that involving patients, carers and the public is a very important part of improving the quality of the services we provide. There are a number of public/patient involvement groups which provide the opportunity for people to give their views and feedback on local NHS services. We value this because it makes our services more efficient and responsive to local needs, helps us to prioritise services and to make best use of the available resources. Feedback and Complaints is routinely discussed as part of the agenda of the standing public involvement groups. This provides an opportunity for the public

members to learn about feedback and complaints and make suggestions on how to improve the process and encourage more patients to provide feedback.

Anyone wishing to find out more about getting involved is invited to contact:

Public Involvement Team
NHS Borders
Borders General Hospital
Melrose TD6 9BS
0800 7314052
publicinvolvement@borders.scot.nhs.uk

NHS Borders continues to support the provision of independent advocacy. Locally this is provided by the Borders Independent Advocacy Service (BIAS). The service which supports people to be heard, access services and raise concerns is free and confidential. There is a dedicated hospital based service that is funded by NHS Borders. To find out more about the advocacy service contact:

Borders Independent Advocacy Service
Low Buckholmside
Galashiels
TD1 1RT
01896 752200
info@bordersadvocacy.org.uk

Complaint Handling

NHS Borders takes a positive and proactive approach to the way feedback and complaints are managed:

- It is essential that a meaningful and timely response is delivered
- A person centred approach to all feedback is central
- Staff are encouraged to reflect on the experience, and learning should occur at individual and organisational level
- The Apologies (Scotland) Act (2015) encourages a change in social and cultural attitudes around apologies.

Since November 2015 the Feedback & Complaints Team have revised their process for handling feedback and complaints in a timely and effective manner with a focus on:

- Compassionate responses
- An emphasis on learning and improvement as a result of investigating and reflecting on feedback and complaints.

Within 24 hours of receiving a written complaint, the Feedback & Complaints Team speak to the person raising concerns to agree the issues they wish addressed. This is then followed up with a letter confirming receipt of their complaint. A leaflet which explains what they should expect and how their feedback will be handled is included with the acknowledgement letter. This information is also discussed over the telephone with those who call to provide direct feedback.

When feedback is received, the Feedback and Complaints Team work closely with clinical and managerial staff from the different services to assess and agree the most appropriate and person centred way to respond. This can include direct face to face discussions with complainants, telephone and/or written communication. Mediation is also available if early resolution through local routes is not successful. Often complaints are dealt with immediately over the phone, work is underway to begin to capture the number of complaints and concerns which are handled in this way.

When responding to complaints, NHS Borders aims to:

- Provide professional and compassionate responses
- Understand feedback from the perspective of the patient and/or family
- Share learning and improvement actions

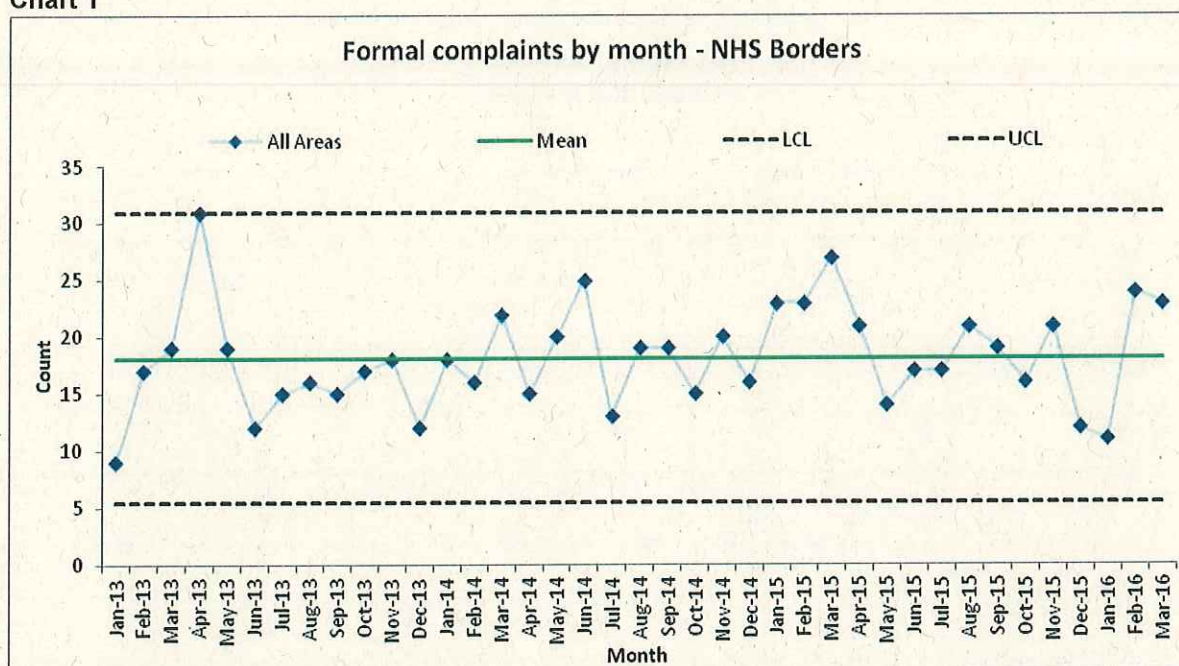
Complaints handling modules are available to staff and have been targeted at those who are dealing regularly with feedback. The feedback and complaints team provide direct advice and support to staff in handling feedback and often provide support in discussing and agreeing the best way forward. The team provide immediate support to staff on occasions when someone would like to speak with someone independently whilst in NHS Borders care and often respond rapidly by meeting with patients and carers when they request this.

A total of 222 complaints were received between April 2015 and March 2016. 235 complaints were received between April 2014 and March 2015. When a comparison is made with 2014/15, this shows there has been a slight decrease (13) in the number of complaints received during the year.

From the 222 complaints received in 2015/16, 84% were acknowledged within 3 working days. 2015/16 has however, seen a decrease in the number of complaints responded to within the 20 working day period with a 64% response rate achieved for the year, compared to the 89% response rate achieved during 2014/15.

Chart 1 below shows the number of formal complaints received by month between April 2014 and March 2015.

Chart 1



Within the NHS Borders area, independent contractors were not used for alternative dispute resolution during the 2015/16 reporting period.

Each of the NHS Borders' Clinical Boards (Acute Service, Mental Health Services, Primary and Community Services and Learning Disability) has a clinical governance group. These groups have a responsibility to review complaint themes and track improvement actions through to completion.

Members of the Clinical Board management teams are responsible for liaising directly with staff involved in complaints and concerns to reflect on practice and identify any learning which can be used to make improvements. This includes meeting with complainants to hear directly about their experiences.

People who make a complaint are supported to be involved in the process. The level of involvement is assessed on a case by case basis taking account of the nature of the complaint and the level of involvement the complainant is comfortable with. When a complainant indicates that they wish to meet with staff this is arranged by the Feedback and Complaints Team. This may include meeting with NHS Borders' Chief Executive, Director of Nursing and Midwifery or Medical Director.

The Feedback and Complaints Team support staff to value feedback and complaints and to address it at the earliest possible point. The Team makes every effort to resolve issues in a timely manner to increase patient satisfaction and avoid escalation of problems that can be resolved.

Complaints Themes

Charts 2 to 6 below outline the top five themes emerging from complaints received between April 2015 and March 2016. This year's 5 top themes remain similar to those identified in previous Feedback and Complaints Annual Reports.

Chart 2

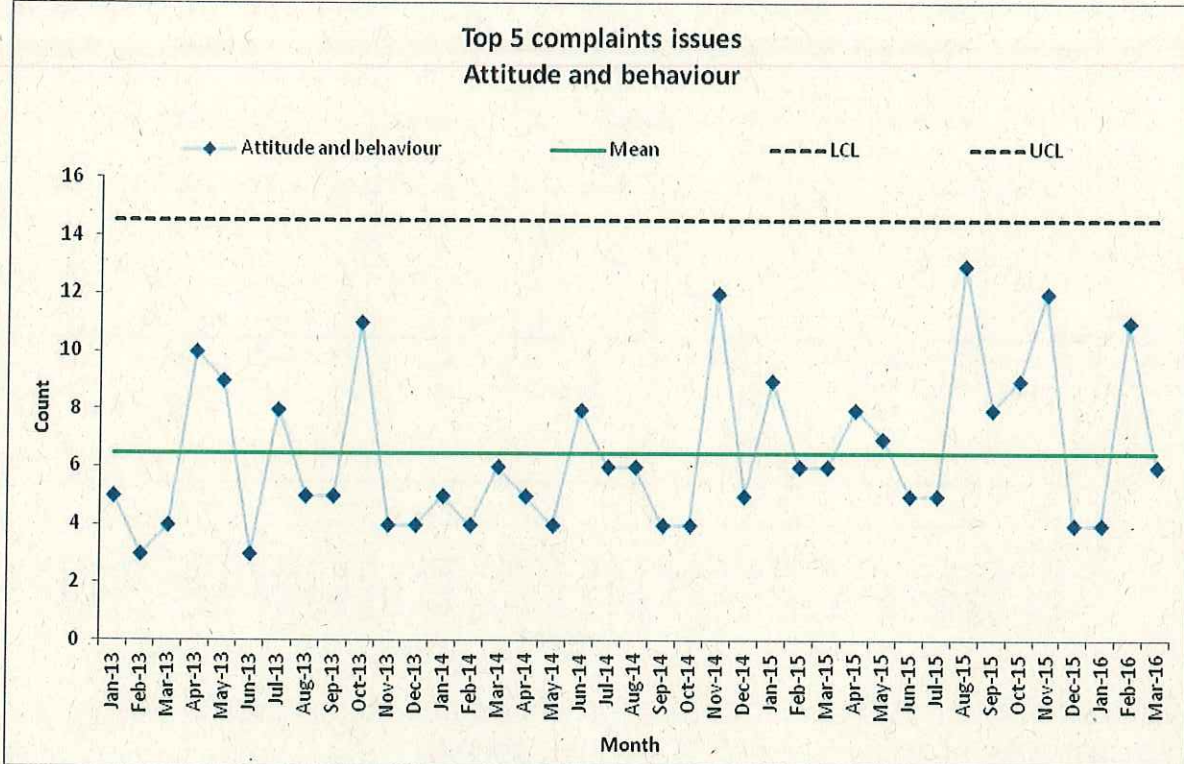


Chart 3

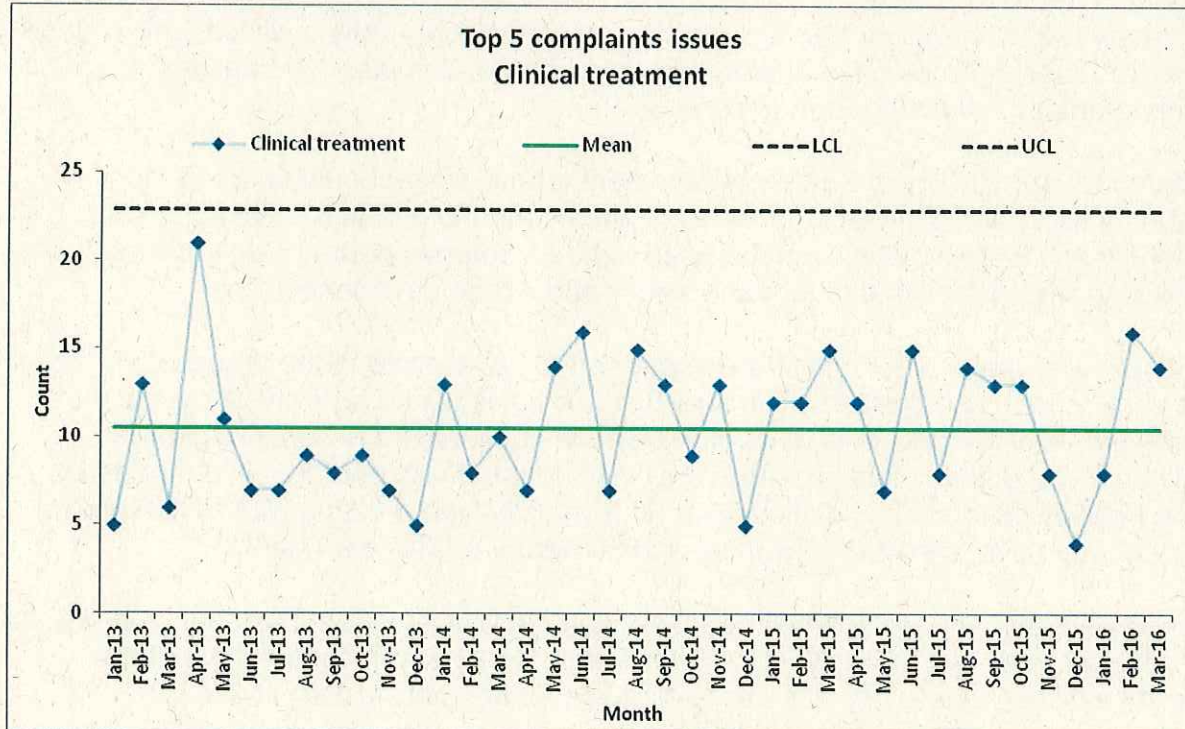


Chart 4

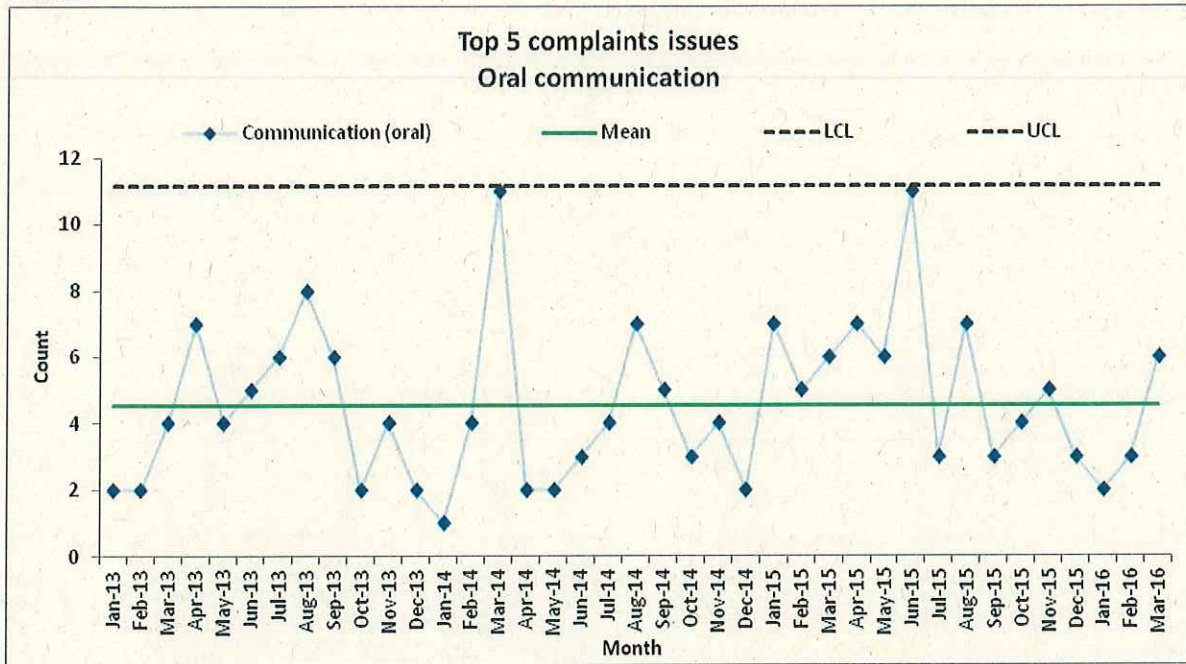


Chart 5

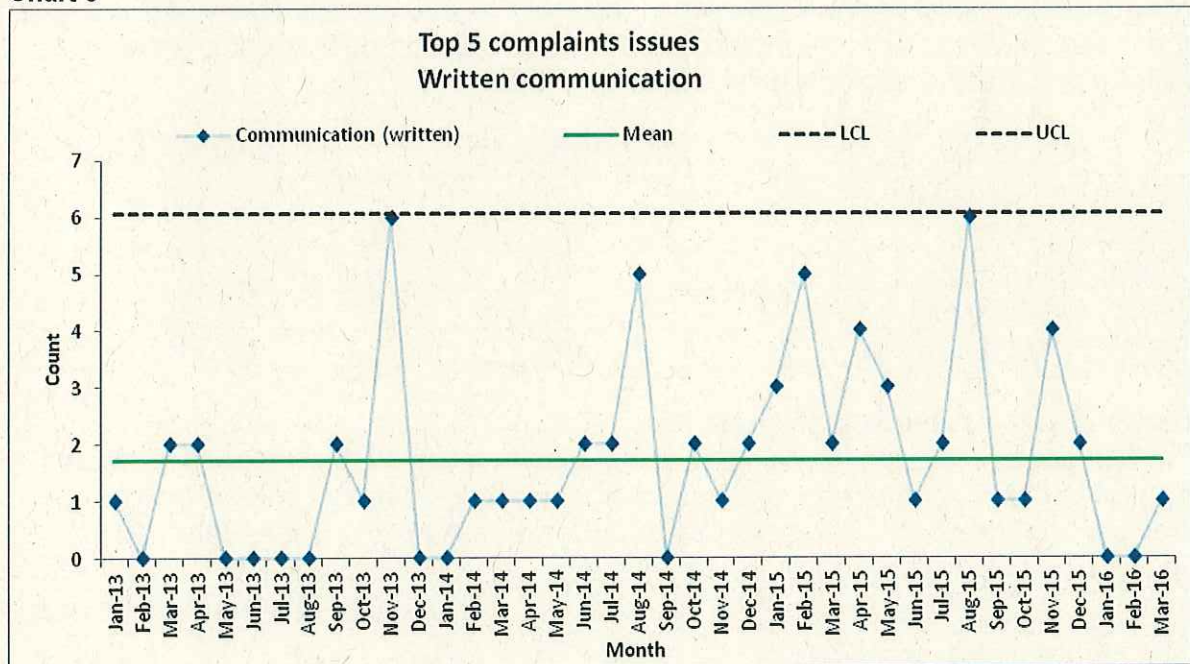
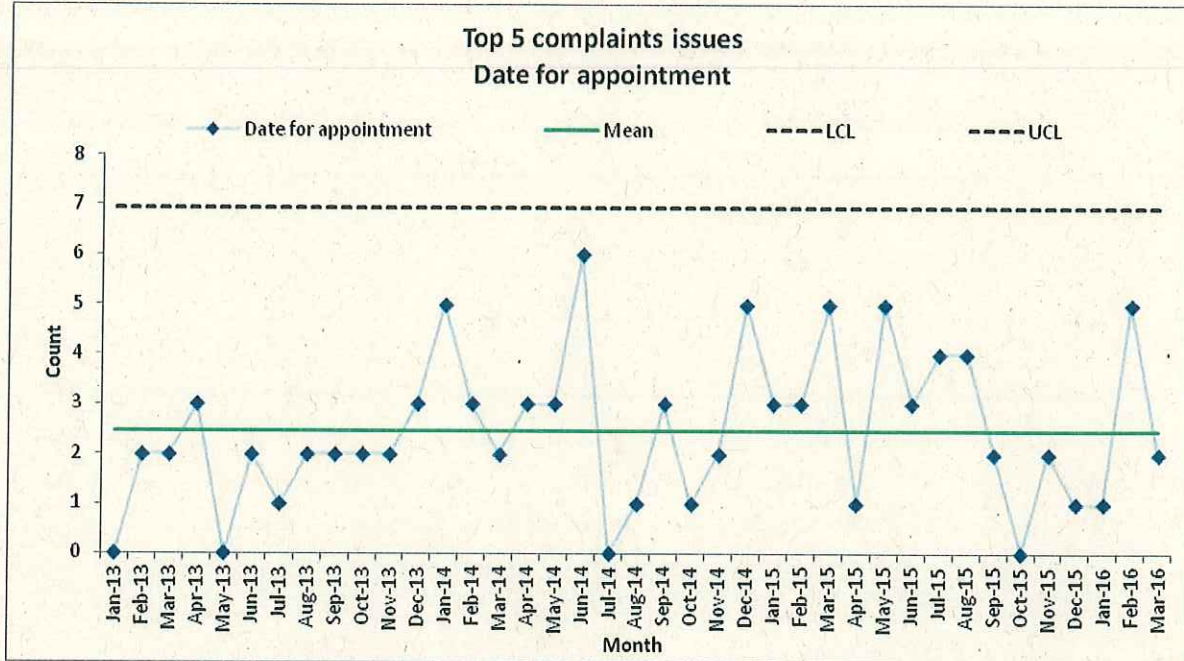


Chart 6



When comparison is made, as shown in the table below, with the figures for 2014/15 and those for 2015/16, there are increases in the total numbers of complaints for Attitude and Behaviour and Communication – Oral.

Top 5 Issues	Total 2014/15	Total 2015/16
Attitude and Behaviour	75	92
Clinical Treatment	138	132
Communication - Oral	49	60
Date of Appointment	35	30
Communication - Written	26	25

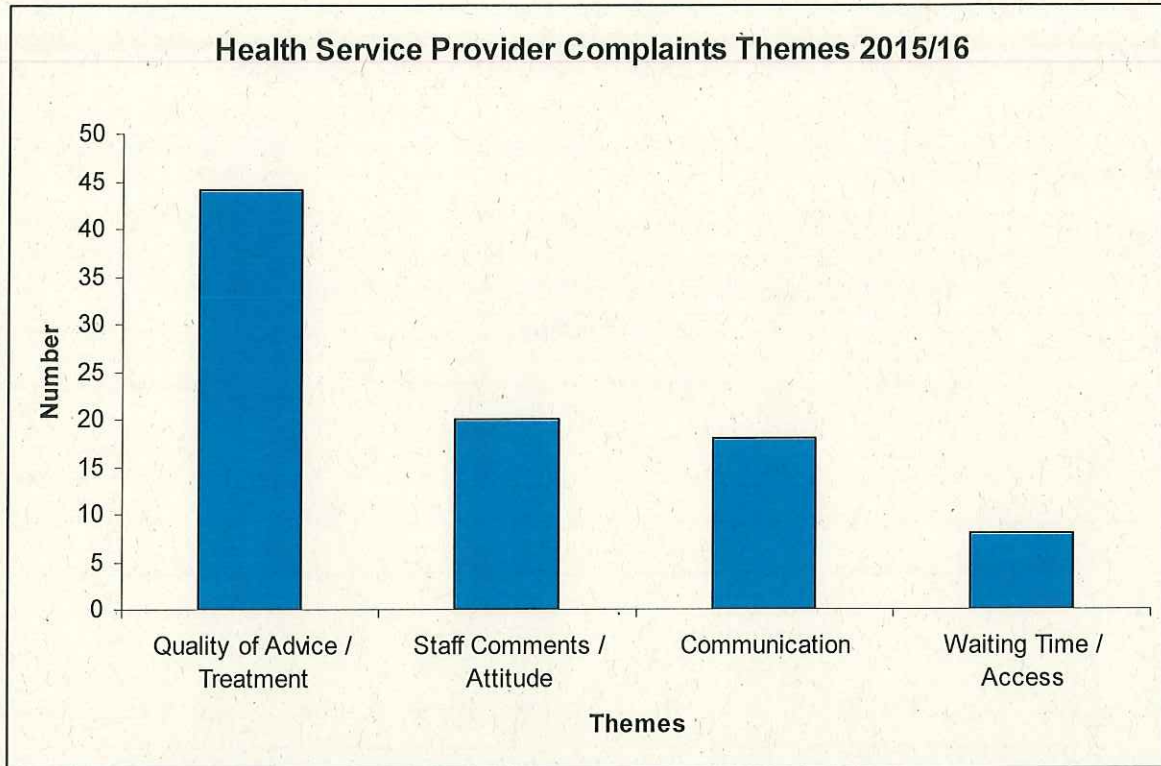
Health Service Providers Complaints

The table below outlines the number of complaints received, the response rate and the number of times alternative dispute resolution was used by Health Service Providers operating in the Scottish Borders between April 2015 and March 2016.

	GP	Dentist	Pharmacist	Optician
No. of Complaints received	74	4	21	3
No. of Complaints responded to within 20 working days	59	4	21	3
No. of Complaints where alternative dispute resolution used	1	1	0	0

Chart 7 below outlines the top themes emerging from the complaints received by Health Service Providers operating in the Scottish Borders between April 2014 and March 2015.

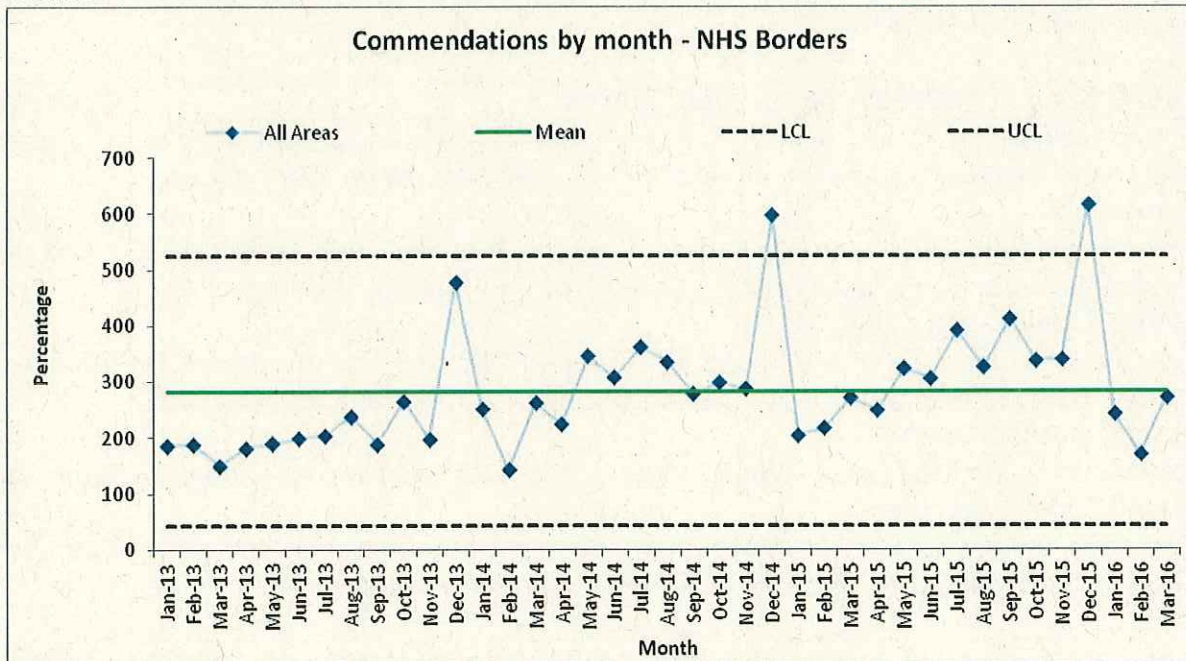
Chart 7



Comments and Concerns

A total of 61 concerns were received by the Feedback and Complaints Team during 2015/16. Chart 8 below shows the number of concerns received since January 2013.

Chart 8

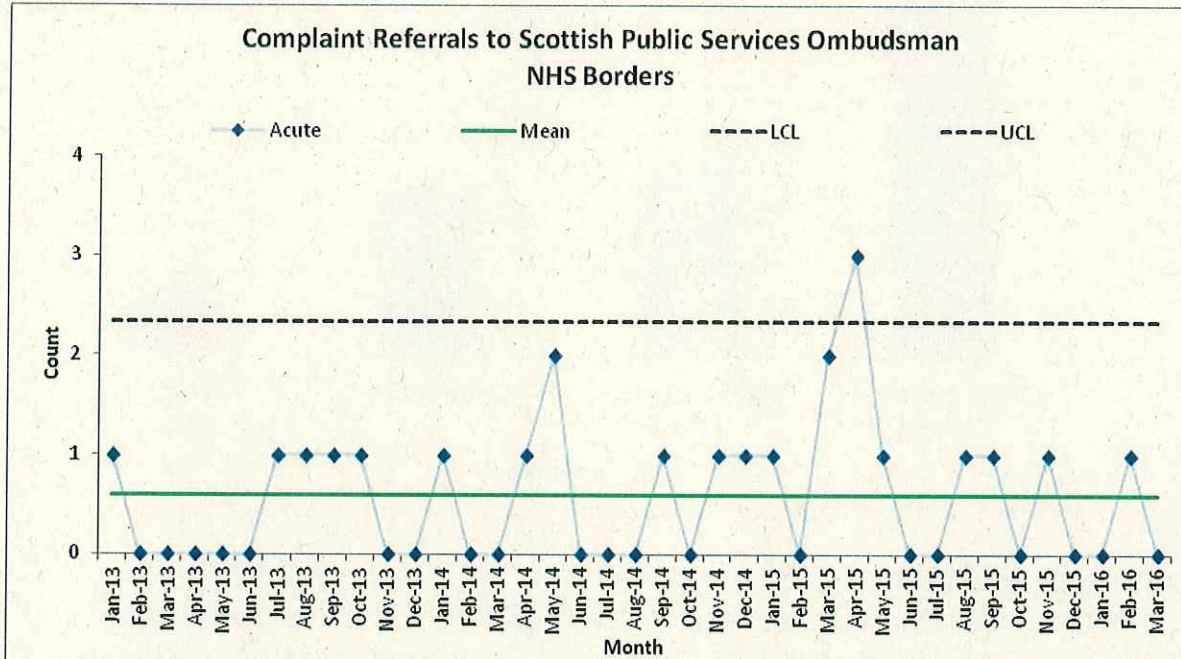


Scottish Public Services Ombudsman (SPSO)

NHS Borders maintains a close overview of all cases accepted by the SPSO. This gives us a measure of the effectiveness of our complaints response.

Graph 9 below outlines the referrals accepted by the SPSO between January 2013 and March 2016:

Chart 9



The following recommendations were made by the SPSO between April 2015 and March 2016 in relation to cases investigated by them that related to complaints cases from NHS Borders:

SPSO Case 201405009 Recommendations	Progress
Provide evidence of the action to ensure that oxygen equipment checks are made between patients in addition to standard twice daily checks carried out	Complete
Provide evidence of the action taken to ensure that the assessment of a patient is completed within sixty minutes of the patient arriving in the Medical Assessment Unit (MAU).	Complete
Ensure the comments of the Medical Adviser in relation to the treatment of Mr A's pain control are brought to the attention of relevant medical staff and they reflect on this	Complete
Reflect again on Ms C's complaint by reviewing what went wrong and what learning has taken place	Complete
Consider implementing learning and development training in early resolution of concerns and complaints for front line nursing staff in the MAU	Complete
Carry out a review of nursing in the MAU to explore leadership and culture within the ward; to include a review of pain assessment and monitoring of patients in the Hospital and, in particular; in the MAU	Complete

SPSO Case 201404767 Recommendations	Progress
Carry out a review of nursing care and leadership in the relevant wards, taking account of the failings highlighted in this report.	Complete
Further develop their action plan to take account of the criticisms in this report and, in particular, ensure that specific and robust action is taken to address the identified record keeping failings and the failure to provide appropriate, person-centred dementia care to Mrs A	Complete
Carry out a review of the consent to treatment policy and patient documentation to ensure that the existence of any formal adults with incapacity arrangement is promptly identified, reflected in the care plan, and that appropriate communication with the relevant appointed person(s) takes place	Complete
Take urgent action to address the issue of confidential patient information being discussed by staff in hospital corridors and inform the Ombudsman of the steps taken	Complete
Provide the SPSO with a copy of their action plan/strategy for end of life care	Complete
Ensure a policy is in place to guide staff in what they should do when a patient dies	Complete
Review the handling of this complaint and identify areas for improvement, taking account of their statutory responsibilities as set out in the Can I Help You guidance;	Complete
Apologise to Mrs C and her family for the failings the SPSO investigation has identified	Complete

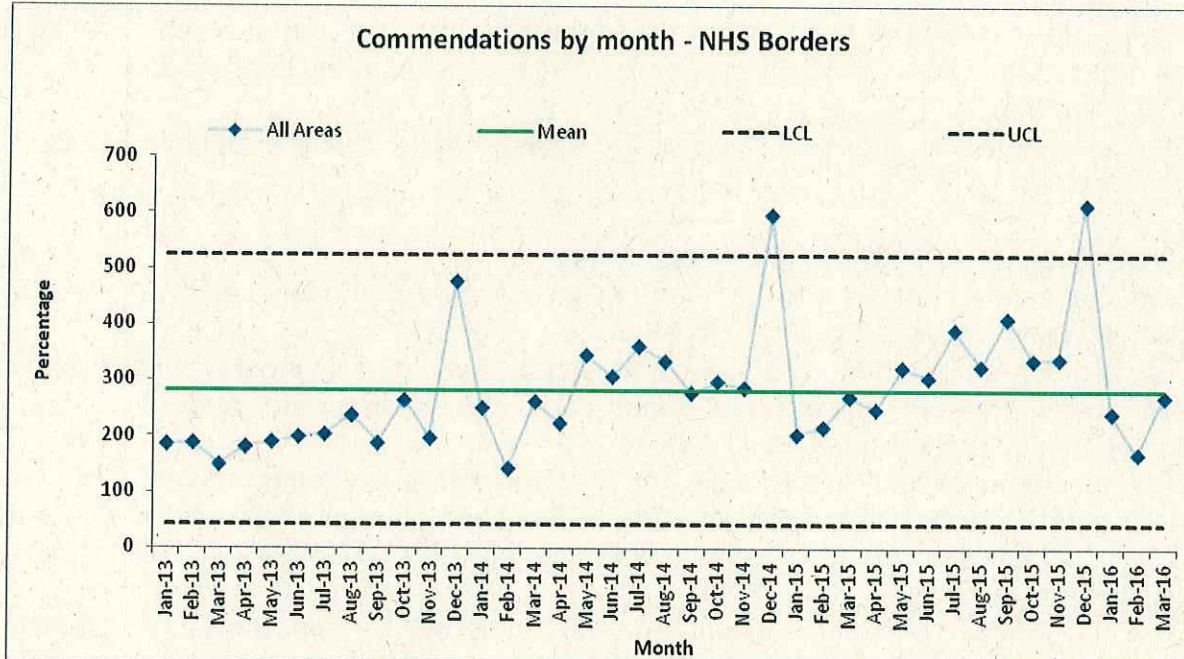
SPSO Case 201506607 Recommendations	Progress
That the board apologise to Mr F for failure to properly involve him in discussions about Mrs F's DNACPR status	Complete
That the Board remind medical staff of the importance of involving patients and their carers in discussions about their end of life care and of documenting such discussions	Complete
That the Board review their process for checking and prescribing relevant medication following admission and advise the Ombudsman of the steps they have taken to avoid a repeat of the failings this investigation has highlighted.	In progress
That the Board remind complaint handling staff of the importance of investigating and responding to complaints comprehensively and accurately, ensuring that information provided is supported by available evidence and that any discrepancies are reflected in correspondence with complainants.	Complete

SPSO Case 2015002380 Recommendations	Progress
That the board apologise to Mrs B for not having identified Mrs G's deteriorating condition in a timely manner	Complete
That the Board share the findings about record keeping, blood testing and blood pressure monitoring with the medical and nursing staff who were involved in Mrs G's care in MAU	Complete
That the Board conduct a review of care and treatment in MAU to ensure timely care is provided to those patients who are at risk of rapid deterioration	Complete
That the Board provide more information on the pilot they carried out in relation to improving communication and whether this has been implemented throughout the hospital	Complete

Commendations

During 2015-16 NHS Borders received a total of 4256 commendations. Graph 10 below shows commendations received from January 2013 to March 2016:

Chart 10



Culture and Using Feedback and Complaints to Inform Improvements

NHS Borders encourages a culture of openness. Patient feedback is routinely used along with other sources of information to inform service improvements.

For all complaints responded to, an assessment is made as to whether the complaint is upheld, partly upheld or not upheld. Where a complaint is either upheld or partly upheld the relevant services agree an improvement plan that is monitored by their clinical governance group. The Chief Executive and relevant Directors read, advise and sign every complaint response handled centrally. They are explicitly committed to improving the experience of patients, carers and staff and improving the quality of our services.

Although it is not always possible to attribute all improvements to patient feedback, the following are examples of where improvements have been made in response to patient concerns, feedback and complaints:

- Shared with all staff information on Tourette's Syndrome and its impact on people to give staff a better understanding of the condition and be able to support their patients with this condition.
- All staff in Central Booking/Waiting Times Teams have attended Customer Care Training which has guided them in responding to patients.
- Diet sheets and recovery information now provided to appropriate patients.
- Introduced a printed stamp for the front of patient records which tracks the communication relating to a particular patient whose care involves NHS Borders and NHS Lothian.
- Clinical Nurse Manager attended morning ward handovers to inform staff of the importance of introducing themselves and to ensure patients know how to use the call buzzer.
- The Clinical Nurse Manager and Senior Charge Nurse have introduced a daily ward walk round to speak to patients and their families and discuss how they feel about the care they are receiving.
- Food temperature monitored during its journey from the Catering Department to the ward.
- Patient Feedback Volunteers undertook a survey to gather patients' thoughts on whether or not background music or a TV should be played in waiting areas.
- More regular checks on the cleanliness of wards and corridors introduced.
- Voluntary organisation provides free newspapers on a daily basis and new magazines weekly and monthly to the Discharge Lounge and outpatient areas.

Patient Stories

At each of NHS Borders Boards' Strategy and Performance Committee meeting a patient story or examples of where patient feedback has resulted in positive changes to care and services provided to patients is presented. This ensures that Board members hear directly about the experiences of patients to drive improvements in the organisation.

The patient stories heard at the Strategy and Performance Committee meetings help the Board to gain a deeper understanding of patient experience in NHS Borders. Many members of the public who have provided feedback or engaged in discussions at Board level about their experience are encouraged to participate as public members on an ongoing basis, and many now do. NHS Borders took the step to establish a Public Governance Committee of the Board whose role is to seek assurance that the Board takes seriously its responsibilities around communicating, engaging, consulting and that it meets its equality duty and aspirations around the delivery of person centred health and care.

Patients and patient's carers and relatives have been supported to attend the meetings through meeting with the Director of Nursing and Midwifery and Acute Services or Head of Clinical Governance and Quality. These stories have proved to be a powerful learning tool for improving patient experience.

Below are examples of the stories shared at the Strategy and Performance Committee over the year.

May 2015

The Chairman gave an overview and the Committee heard of the care and treatment a patient had received at the Borders General Hospital. During the discussion several elements were highlighted including: male nurses caring for male and female patients; visual impairment; MSP intervention: anticipatory care plans; timing and delivery of offers to meet with clinical staff; hearing the experience; changing the culture and behaviours of how we listen; being mindful of the views of carers and family members; focus on what matters to the individual and not just the facts that can be gathered; the "2 minutes of your time" initiative; and further plans to progress our response to complaints.

November 2015

The Committee heard from a gentleman about the John Muir award and how being involved in nature and conservation work had helped him to learn and develop and to feel more like part of society and stronger as an individual.

January 2016

The Committee heard from a Senior Charge Nurse (SCN) about the Playlist for Life project. The SCN highlighted the background to the project, the progress made over the past year and the next steps. During the discussion several elements were raised including; enhanced wellbeing; community engagement; dementia support; dedicated Occupational Therapists; community hospital roll out plans; connecting to the carer; funding for associated equipment and a roll out to the acute hospital to be included as part of anticipatory care packages.

March 2016

The Committee heard a patient story which focused on various aspects of care and treatment provided by NHS Borders and its staff. The story was very sensitive and emotional and had both negative and positive aspects.

Some of the patient stories provided are produced in the form of audio and video recordings. In addition to being shared at the Board, these are also used to provide staff training opportunities to encourage reflective practice and to drive improvement. These recordings are also part of the staff induction process and enable staff to hear about patient experiences first hand.

Accountability and Governance

The Feedback and Complaints Team provide weekly updates on feedback and complaints received by NHS Borders. These are shared across all NHS Borders' services.

Data related to feedback and complaints performance is reported on a monthly basis. The report is presented in the form of Quality Dashboards for each clinical area. These are shared with the Senior Charge Nurses and managers to enable

them to monitor and respond to trends in the feedback provided. The Quality Dashboards are also displayed in clinical areas on the ward Quality and Safety Boards. Through display of this information we are able to share with patients, carers and relatives what has been said and what has been done as a result of feedback and complaints received.

The Clinical Executive Operational Group, Clinical Boards and Clinical Governance Groups oversee feedback and complaints and monitor performance using data from performance scorecards and patient feedback reports provided on a monthly basis. The indicators used for the Quality Dashboards also form part of the Board and Operational Scorecards. Data is presented over time to help identify any variation and to enable assessment of improvement efforts. There are a growing number of public involvement representatives in several of these groups.

The NHS Borders Public Governance Committee's role is to seek assurance that the Board takes seriously its responsibilities around communicating, engaging, consulting with patients, carers, relatives and the public. The Committee also has a role in providing assurance that the Board meets its equality duty and aspirations around the delivery of person centred health and care. The members of this committee are drawn from a wide number of community organisations, public involvement members and the Scottish Health Council.

At Board level the Board Clinical Governance Committee and Public Governance Committee seek assurance and scrutinise the organisational approach to feedback and complaints. The Public Governance Committee reports to every meeting of the NHS Borders' Board.

Every Public Board receives a Clinical Governance and Quality report containing a detailed section on patient feedback. These reports include details of volumes, complaint themes and trends, information on response times, feedback posted on Patient Opinion, referrals accepted and outcomes from SPSO cases in order that the committees may give these consideration.

These governance committees also review the outputs of patient stories they hear to ensure actions have been taken.

A feedback and complaints Annual Report is prepared each year. This contains information on the range of routes by which feedback may be provided, outlines the organisation's response to feedback, reasons for and trends in complaints, information about independent contractor complaints and details of the improvements that have been made to services in response to complaints and feedback.

The Feedback and Complaints Team are co-located with the Adverse Events Team. This enables frequent exchange of information and partnership working between the two functions. As a result we are able to achieve a seamless, timely and person centred response to complaints and adverse events which are being addressed through both processes. The teams have a close working relationship which has enabled a joined up approach to the way in which support can be offered to patients,

carers and families when providing feedback, making a complaint or engaging in a review. The sharing of information has enhanced and increased the opportunities for organisational learning from complaints and adverse events. This also provides valuable information which results in improvements being made based on the themes and issues identified.

Future Developments

As previously stated, NHS Borders takes feedback and complaints very seriously, this has resulted in us making a number of improvements in 2014/15, as reflected in this report. However, there is always room for further improvement to be made and the following have been identified for 2015/16:

- Continue to refine and improve both the feedback and complaint handing process and the response to complainants.
- Further enhance improved data capture to enable development of a feedback and complaints scorecard.
- Use the scorecard to help with deeper analysis of feedback & complaints data to identify links to such things as activity levels, seasonal variations, etc. as well as themes and trends
- Continually explore and offer different routes to encourage patients, carers and relatives to provide their feedback.
- Widen the scope of training to staff to further promote a person centred approach to responding to feedback and complaints and facilitate early resolution of concerns raised.
- Ongoing review and identification of changes to our governance mechanisms at service and clinical board level to ensure the improvements identified in complaints are implemented and sustained.
- Build on the work undertaken to seek complainant feedback regarding feedback and complaints process and responses to develop an ongoing system which will continue to inform how we respond.

We would welcome your feedback on this annual report. If you would like to provide feedback or need this report in large print, audio, Braille, alternative format or in a different language please contact;

Feedback and Complaints Team
NHS Borders
Borders General Hospital
Melrose TD6 9BS
01896 826719
complaints.clingov@borders.scot.nhs.uk
www.nhsborders.org.uk/complaints-and-feedback