

Wealden Ridge Medical Partnership

Complaints Procedure (England)

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1 Introduction

1.1 Policy statement

The purpose of this document is to ensure that all staff are aware of the complaints procedure within Wealden Ridge Medical Partnership affording patients or their representatives the opportunity to make a complaint about the care or treatment they have received by the organisation.

1.2 Status

This document and any procedures contained within it are non-contractual and may be modified or withdrawn at any time. For the avoidance of doubt, it does not form part of your contract of employment.

1.3 KLOE

The Care Quality Commission would expect any primary care organisation to have a policy to support this process and this should be used as evidence of compliance against CQC Key Lines of Enquiry (KLOE).¹

Specifically, Wealden Ridge Medical Partnership will need to answer the CQC key questions on “Safe”, “Responsive” and “Well-Led”.

The following is the CQC definition of Safe:

By safe, we mean people are protected from abuse and avoidable harm.*

**Abuse can be physical, sexual, mental or psychological, financial, neglect, institutional or discriminatory abuse.*

CQC KLOE S6	Are lessons learned and improvements made when things go wrong?
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The following is the CQC definition of Responsive:

By responsive, we mean that services meet people’s needs.

CQC KLOE R4	How are people’s concerns and complaints listened and responded to and used to improve the quality of care?
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The following is the CQC definition of Well-Led:

By well-led, we mean that the leadership, management and governance of the organisation assures the delivery of high-quality and person-centred care, supports learning and innovation and promotes an open and fair culture.

CQC KLOE W3	Is there a culture of high-quality, sustainable care?
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CQC KLOE W7

Are the people who use services, the public, staff and external partners engaged and involved to support high-quality sustainable services?

1.4 Training and support

The organisation will provide guidance and support to help those to whom it applies to understand their rights and responsibilities under this policy. Additional support will be provided to managers and supervisors to enable them to deal more effectively with matters arising from this policy.



A complaints management course is available on the [HUB](#).

2 Scope

2.1 Who it applies to

This document applies to all employees of the organisation and other individuals performing functions in relation to the organisation such as agency workers, locums and contractors.

Furthermore, it applies to clinicians who may or may not be employed by the organisation but who are working under the Additional Roles Reimbursement Scheme (ARRS)¹

2.2 Why and how it applies to them

All staff at Wealden Ridge Medical Partnership are to be fully conversant with this policy and are to understand that all patients have a right to have their complaint acknowledged and investigated properly. Wealden Ridge Medical Partnership takes complaints seriously and ensures that they are investigated in an unbiased, transparent, non-judgemental and timely manner.

We will maintain communication with the complainant (or their representative) throughout, ensuring they know the complaint is being taken seriously.

The organisation aims to design and implement policies and procedures that meet the diverse needs of our service and workforce, ensuring that none are placed at a disadvantage over others, in accordance with the [Equality Act 2010](#). Consideration has been given to the impact this policy might have with regard to the individual protected characteristics of those to whom it applies.

3 Guidance

3.1 Legislation

¹ [Network DES specification 2022/23](#)

Every NHS facility has a complaints procedure. This permits a patient (or their nominated representative) to submit a complaint either to the NHS organisation or the organisation that has been commissioned by the NHS to provide a service.

This organisation adopts a patient-focused approach to complaint handling in accordance with the [National Health Service England Complaints Policy \(2021\)](#) whilst also conforming to guidance detailed in:

1. [Good Practice Standards for NHS Complaints Handling 2013](#)
2. [Parliamentary and Health Service Ombudsman's Principles of Good Complaints Handling 2009](#)
3. [My Expectations 2014](#)
4. [The NHS Constitution](#)
5. [Health and Social Care Act 2008 \(Regulated Activities\) Regulations 2014: Regulation 16](#)
6. [The Local Authority Social Services and National Health Services Complaints \(England\) Regulations 2009](#)

3.2 Responsible person

At Wealden Ridge Medical Partnership, the responsible person is Dr R Rajan. They are responsible for ensuring compliance with the complaints regulations and making sure action is taken as a result of the complaint.

3.3 Complaints manager

At Wealden Ridge Medical Partnership the complaints manager is Jenny Cass, Patient Services Manager. They are responsible for managing all complaints procedures and must be readily identifiable to service users. Definition of a complaint versus a concern

For the purposes of this policy, NHS E defines that a complaint is as an expression of dissatisfaction about an act, omission or decision, either verbal or written, and whether justified or not which requires a response.²

There is no difference between a “formal” and an “informal” complaint. Both are expressions of dissatisfaction.

It is the responsibility of the Complaints Manager to consider whether informal and therefore early resolution of an issue may be possible. If the Complaints Manager believes an issue can be resolved quickly, then this organisation will aim to do this in around 10 working days and, with the agreement of the enquirer, importantly, we will categorise this as a concern and not a complaint.

However, if the enquirer is clear that they wish to make a formal complaint then we follow this complaints policy in full.

3.4 Complaints procedure promulgation

² [NHS Complaints Policy 2021](#)

Wealden Ridge Medical Partnership has prominently displayed notices in our waiting rooms detailing the complaints process. In addition, the process is included on the organisation website and a complaints leaflet is also available from reception.

The information provided is written in conjunction with this policy and refers to the legislation detailed in [Section 3.1](#).

3.5 Parliamentary and Health Service Ombudsman (PHSO)

The Ombudsman's role is to make final decisions on complaints that have not been resolved locally by the NHS in England. The Ombudsman looks at complaints where someone believes there has been injustice or hardship because an organisation has not acted properly or has given a poor service and not put things right.

The Ombudsman can recommend that organisations provide explanations, apologies and financial remedies to service users and that they take action to improve services.

3.6 Complainant options

The complainant, or their representative, can complain about any aspect of care or treatment they received at this organisation to:

- a. This organisation via the complaints manager
- b. NHS England: Telephone 03003 112233, email england.contactus@nhs.net or in writing: NHS England, PO Box 16738, Redditch, B97 9PT. Patients can talk to NHS England in British Sign Language (BSL) via a video call to a BSL interpreter

3.7 Timescale

The time constraint on bringing a complaint is 12 months from the occurrence giving rise to the complaint or 12 months from the time that the complainant becomes aware of the matter about which they wish to complain.

If, however, there are good reasons for complaints not being made within the timescale detailed above, consideration may be afforded to investigating the complaint if it is still feasible to investigate the complaint *effectively* and *fairly*. Should any doubt arise, further guidance should be sought from NHS England by the complaints manager.

3.8 Responding to a concern

Should the complaints manager become aware that a patient, or the patient's representative, wishes to discuss a concern, then these are deemed to be less formal and should be responded to as detailed below.

Points that should be considered are that:

- Should the patient be on the premises, then there may be a need to be a degree of interaction sooner than if it was a telephone call or email

- All facts need to be ascertained prior to any conversation
- Should the person be angry, by contacting them too soon may actually inflame the situation further if they not receive the outcome that they desire
- Consider any potential precedence that may be established and will any future concern be expected to always be dealt with immediately should any response be given too soon
- Time management always needs to be considered

Whilst each concern will warrant its own response, generally Wealden Ridge Medical Partnership the outcome will always be to ensure that the best response is always provided.

3.9 Responding to a complaint

The complainant has a right to be regularly updated regarding the progress of their complaint. The complaints manager will provide an initial response to acknowledge any complaint within three working days after the complaint is received.

All complaints are to be added to the complaints log in accordance with [Section 3.26](#).

There are no timescales when considering a complaint, simply that it must be investigated thoroughly and that the complainant should be kept up to date with the progress of their complaint

Within the current NHS Complaints Policy that dictates their responses i.e., not a practice response, the following is advised:

If NHS England has not provided a response within six months, we will write to the complainant to explain the reasons for the delay and outline when they can expect to receive the response. At the same time, we will notify the complainant of their right to approach the PHSO without waiting for local resolution to be completed.

The MDU provide advice in their document titled [How to respond to a complaint](#) dated 4 November 2019. The MDU further advises that a response or decision should be made within six months with regular updates during the investigation. If it extends beyond this time then the complainant must be advised.³

[CQC GP Mythbuster 103](#) states the following:

- The tone of a response needs to be professional, measured and sympathetic
- Patient confidentiality should be considered, and timescales agreed
- Verbal complaints (not resolved in 24 hours) should be written up by the provider. They should share this with the complainant to agree content

³ themdu.com

- Practices cannot insist complainants 'put their complaints in writing'

They further states that during any inspection, CQC will seek to be satisfied of the following:

- People who use the service know how to make a complaint or raise concerns
- People feel comfortable, confident and are encouraged to make a complaint and speak up
- The complaints process is easy to use. People are given help and support where necessary
- The complaints process involves all parties named or involved in the complaint. They have an opportunity to be involved in the response.
- The provider uses accessible information or support if they need to raise concerns
- The complaints are handled effectively, including:
 - Ensuring openness and transparency
 - Confidentiality
 - Regular updates for the complainant
 - A timely response and explanation of the outcome
 - A formal record
- Systems and processes protect people from discrimination, harassment or disadvantage
- Complaints are logged and monitored to assess trends and shared with the wider team. They are used to learn and drive continuous improvement. Trends are used to highlight where changes or improvements may be needed.

The complaints manager will advise the complaints procedure to the complainant or their representative. In many cases, a prompt response and, if the complaint is upheld, an explanation and an apology will suffice and will prevent the complaint from escalating (an apology does not constitute an admission of organisational weakness).

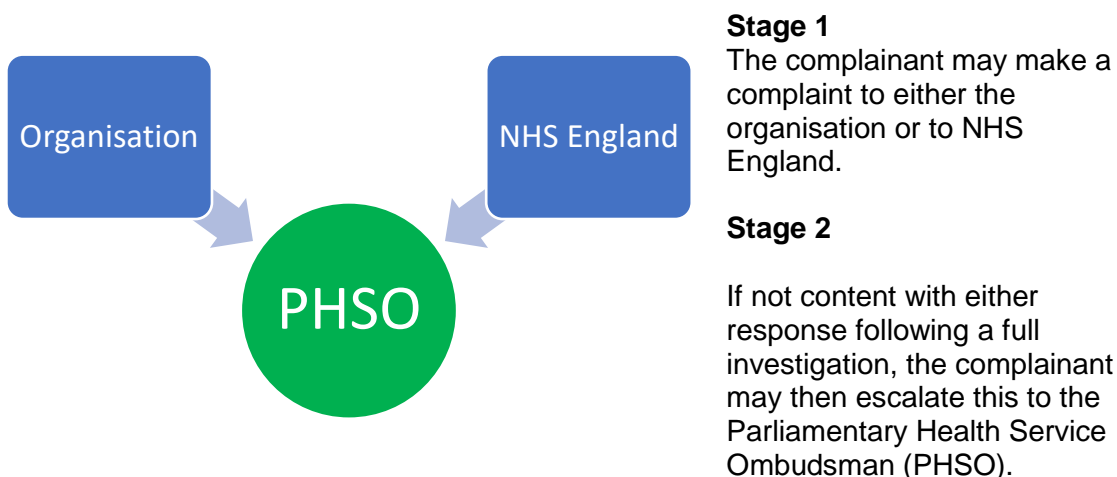
The CQC will also expect all staff to fully understand the complaints process.

3.10 Route of a complaint

Patients can opt to complain either verbally or in writing. No matter what the cause of the complaint, all staff are to offer empathy when entering into discussions with the complainant. In accordance with Regulation 16⁴, all staff at Wealden Ridge Medical Partnership must fully understand the complaints process.

⁴ [Heath and Social Care Act 2008 Regulation 16](#)

The complainant should be provided with a copy of the organisation leaflet detailing the complaints process at [Annex D](#) and they should be advised that the process is a two-stage process as detailed below.



Important: Complaints are not escalated to NHS E following the organisation's response. A complaint made to either the organisation or NHS E will escalate to the PHSO.

3.11 Verbal complaints

If a patient wishes to complain verbally and if the patient is content for the person dealing with the complaint to deal with this matter and if appropriate to do so, then complaints should be managed at this level. After this conversation, the patient may suggest that no further action is needed. If this should be the case, then the matter can be deemed to be closed, although the complaints manager should still be informed as this needs to be added to the complaints log in accordance with [Section 3.26](#).

This local resolution is the quickest method of resolving a complaint and will negate the requirement for the complaint to proceed through the formal complaint process.

An acknowledgement of the verbal complaint will suffice and therefore the complaints manager does not need to subsequently respond in writing, although the verbal complaint must be recorded in the complaints log. This will enable any trends to be identified and improvements to services made if applicable. The complaints manager should record notes of the discussion (for reference only) which may be used when discussing complaints at meetings.

If the matter demands immediate attention, the complaints manager should be contacted who may then offer the patient an appointment or may offer to see the complainant at this stage.

Staff are reminded that when internally escalating any complaint to the complaint's manager then a full explanation of the events leading to the complaint is to be given to allow any appropriate response.

Note a verbal complaint, may simply be a concern. Should this be a less formal concern and in agreement with the enquirer, then the process at [Section 3.9](#) should be followed.

3.12 Written complaints

Whilst this is not the preferred option due to the timescales involved in compiling a letter of complaint and any subsequent response for both the patient and the complaints manager, an alternative option can be offered for any complaint to be forwarded by letter or email to the complaints manager.

When a complaint is received then the response is to be as per [Section 3.9](#).

3.13 Who can make a complaint?

A complaint may be made by the person who is affected by the action or it may be made by a person acting on behalf of a patient in any case where that person:

- Is a child (an individual who has not attained the age of 18)

In the case of a child, this organisation must be satisfied that there are reasonable grounds for the complaint being made by a representative of the child and furthermore that the representative is making the complaint in the best interests of the child.

- Has died

In the case of a person who has died, the complainant must be the personal representative of the deceased. This organisation will require to be satisfied that the complainant is the personal representative.

Where appropriate we may request evidence to substantiate the complainant's claim to have a right to the information.

- Has physical or mental incapacity

In the case of a person who is unable by reason of physical capacity, or lacks capacity within the meaning of the Mental Capacity Act 2005, to make the complaint themselves, this organisation needs to be satisfied that the complaint is being made in the best interests of the person on whose behalf the complaint is made.

- Has given consent to a third party acting on their behalf

In the case of a third party pursuing a complaint on behalf of the person affected we will request the following information:

- Name and address of the person making the complaint
- Name and either date of birth or address of the affected person
- Contact details of the affected person so that we can contact them for confirmation that they consent to the third party acting on their behalf

The above information will be documented in the file pertaining to this complaint and confirmation will be issued to both the person making the complaint and the person affected.

- Has delegated authority to act on their behalf, for example in the form of a registered Power of Attorney which must cover health affairs
- Is an MP, acting on behalf of and by instruction from a constituent

Should the complaints manager be of the opinion that a representative does or did not have sufficient interest in the person's welfare, or is not acting in their best interests, they will discuss the matter with either the defence union or NHS England area complaints team to confirm prior to notifying the complainant in writing of any decision.

3.14 Complaints advocates

Details of how patients can complain and also how to find independent NHS complaints advocates are to be detailed within the organisation leaflet at [Annex D](#).

Additionally, the patient should be advised that the local Healthwatch can help to find an independent NHS complaints advocacy services in the area.

Independent advocacy services include:

1. [POhWER](#) – a charity that helps people to be involved in decisions being made about their care. POhWER's support centre can be contacted via 0300 456 2370
2. [Advocacy People](#) – gives advocacy support. Call 0330 440 9000 for advice or text 80800 starting message with PEOPLE
3. [Age UK](#) – may have advocates in the area. Visit their website or call 0800 055 6112
4. Local councils can offer support in helping the complainant to find an advocacy service. Visit <https://www.gov.uk/find-your-local-council>

3.15 Investigating complaints

Wealden Ridge Medical Partnership will ensure that complaints are investigated effectively and in accordance with extant legislation and guidance.

This organisation will adhere to the following standards when addressing complaints:

1. The complainant has a single point of contact in the organisation and is placed at the centre of the process. The nature of their complaint and the outcome they are seeking are established at the outset.
2. The complaint undergoes initial assessment and any necessary immediate action is taken. A lead investigator is identified.

3. Investigations are thorough, where appropriate obtain independent evidence and opinion, and are carried out in accordance with local procedures, national guidance and within legal frameworks.
4. The investigator reviews, organises and evaluates the investigative findings.
5. The judgement reached by the decision maker is transparent, reasonable and based on the evidence available.
6. The complaint documentation is accurate and complete. The investigation is formally recorded with the level of detail appropriate to the nature and seriousness of the complaint.
7. Both the complainant and those complained about are responded to adequately.
8. The investigation of the complaint is complete, impartial and fair.
9. The complainant should receive a full response or decision within six months following the initial complaint being made. If the complaint is still being investigated, then this would be deemed to be a reasonable explanation for a delay.

3.16 Final formal response to a complaint

A final response should only be issued to the complainant once the letter has been agreed by NHS Resolutions. Following this and upon completion of the investigation, a formal written response will be sent to the complainant and will include the following as per NHS Resolution (see extract)⁵:

- Be professional, well thought out and sympathetic
- Deal fully with all the complainant's complaints
- Include a factual chronology of events which sets out and describes every relevant consultation or telephone contact, referring to the clinical notes as required
- Set out what details are based on memory, contemporaneous notes or normal practice
- Explain any medical terminology in a way in which the complainant will understand
- Contain an apology, offer of treatment or other redress if something has gone wrong
- The response should also highlight what the organisation has done, or intends to do, to remedy the concerns identified to ensure that the problem does not happen again

⁵ [resolution.nhs.uk](https://www.resolution.nhs.uk)

- The response should inform the complainant that they may complain to the Parliamentary and Health Service Ombudsman (PHSO) if they remain dissatisfied

Consideration must be given to the fact that the response is likely to be read by the complainant's family and possibly legal advisers.

A full explanation and apology may assist in avoiding a claim. However, if a patient subsequently brings a claim for compensation, the complaint file is likely to be used in those proceedings so it is important that any response to a complaint is clear and well explained and can be supported by evidence.

The full and final response should ordinarily be completed within six months, although should it be likely that this will go beyond this timescale, the complaints manager will contact the complainant to update and give a projected completion timescale.

* Note, it is not a mandatory requirement to forward all complaint response letters to the defence union prior to sending to the complainant. This has simply been added to reduce any potential risk of litigation.

Organisations may therefore wish to continue to forward only the most significant complaints to the defence union.

3.17 Confidentiality in relation to complaints

Any complaint is investigated with the utmost confidence and all associated documentation will be held separately from the complainant's medical records.

Complaint confidentiality will be maintained, ensuring only managers and staff who are involved in the investigation know the particulars of the complaint.

3.18 Persistent and unreasonable complaints

The management of persistent and unreasonable complaints at Wealden Ridge Medical Partnership is achieved by following the guidance detailed at [Appendix 3](#) of the 2021 NHS England Complaints Policy.

3.19 Complaints citing legal action

Should any complaint be received and the content states that legal action has been sought then, prior to any response, consideration should be given to contacting the defence union for guidance.

1. It is strongly suggested that should any organisation receive a complaint that highlights that legal action has been taken then they should be cautious.
2. By doing nothing with any complaint of this type, this could affect the outcome of a CQC assessment and/or the relationship with your CCG/NHS E area teams. As the response from NHS E states, you must deal with a complaint that cites legal action against you as you would for any other complaint.
3. Should any complainant cite legal action that refers to an incident after 1 April 2019, contact NHS Resolution and they will assist under Clinical Negligence

Scheme for General Practice (CNSGP). Refer to the NHS Resolution Guidance for general practice document [here](#).

4. It is strongly suggested that organisations make a record of everything involving the complaint.

NHS Resolution can be contacted [here](#).

3.20 Complaints involving external staff

Should a complaint be received about a member of another organisation's staff, then this is to be brought to the attention of the complaints manager at the earliest opportunity. The complaints manager will then liaise with the other organisation's manager.

3.21 Multi-agency complaints

Should a complaint be received that refers to any other organisation, the complaint is to be investigated in collaboration with all the organisations that are involved. Complaints managers from each organisation will need to determine which the lead organisation will be and the lead organisation will then be responsible for coordinating the complaint.

3.22 Complaints involving locum staff

Wealden Ridge Medical Partnership will ensure that all locum staff, be it GPs, nurses or administrative staff, are aware of both the complaints process and that they will be expected to partake in any subsequent investigation, even if they have left the organisation (keeping in mind the 12-month time frame to complain).

Locum staff must receive assurance that they will be treated equally and that there is no difference between locum staff, salaried staff or partners.

3.23 Significant events

When a complaint is raised, it may prompt other considerations, such as a significant event (SE). SEs are an excellent way to determine the root cause of an event and Wealden Ridge Medical Partnership can benefit from the learning outcomes because of the SE.

It is advised that the complainant, their carers and/or family are involved in the SE process. This helps to demonstrate to the complainant that the issue is being taken seriously and investigated by Wealden Ridge Medical Partnership. NHSE see too many instances where complainants are not involved in the SE process.

Further information on the significant event process can be sought from the [Significant event and incident policy](#).

3.24 Fitness to practice

When a complaint is raised, consideration may need to be given to whether the complaint merits a fitness to practice referral. Advice may need to be sought from the relevant governing body such as the GMC, NMC, HCPC etc.

At Wealden Ridge Medical Partnership, the senior GP/senior partner will be responsible for firstly discussing the complaint with the clinician involved and then seeking guidance from the relevant governing body where applicable.

3.25 Logging and retaining complaints

All organisations will need to log their complaints and retain as per the [Records Retention Schedule](#).

All evidence of complaints is compiled within the [KO14b Complaints Log Toolkit](#).

Evidence required includes:

- a. Logging, updating and tracking for trends and considerations
- b. Details of all dates of acknowledgement, holding and final response letters and the timely completion of all correspondence relating to the complaint
- c. Compliance with the complaints in the categories that are required to complete the annual KO14b submission⁶

This data is submitted by Wealden Ridge Medical Partnership to NHS E within the KO14b complaints report by 31 March annually.

4 Summary

The care and treatment delivered by Wealden Ridge Medical Partnership is done so with due diligence and in accordance with current guidelines. However, it is acknowledged that sometimes things can go wrong.

By having an effective complaints process in place, this organisation is able to investigate and resolve complaints in a timely manner, achieving the desired outcome for service users, whilst also identifying lessons learned and ultimately improving service delivery.

Version:	Review date:	Edited by:	Approved by:	Comments:
001	19.10.2021	Julie Acey	Eva Larsson	
002	28.12.23	Julie Acey	Ragu Rajan	
003	25.04.2024	Julie Acey	Ragu Rajan	
004	28.06.2024	Scott Lavocah		

⁶ [NHS Digital](#)

Annex A – Patient complaint form

SECTION 1: PATIENT DETAILS

Surname		Title	
Forename		Address	
Date of birth			
Telephone no.		Postcode	

SECTION 2: COMPLAINT DETAILS

Please give full details of the complaint below including dates, times, locations and names of any organisation staff (if known). Continue on a separate page if required.

The practice will acknowledge your complaint within 3 working days. Your complaint will be investigated and a response made to the complainant within 20 working days, should the practice require longer to investigate, we will discuss this with you and advise the reason for the extension.

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SECTION 3: OUTCOME

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SECTION 4: SIGNATURE

Surname & initials		Title	
Signature		Date	

SECTION 5: ACTIONS

Passed to management	Yes/No
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Annex B – Third party patient complaint form

SECTION 1: PATIENT DETAILS

Surname		Title	
Forename		Address	
Date of birth			
Telephone no.		Postcode	

SECTION 2: THIRD PARTY DETAILS

Surname		Title	
Forename		Address	
Date of birth			
Telephone No.		Postcode	

SECTION 3: DECLARATION

I hereby authorise the individual detailed in Section 2 to act on my behalf in making this complaint and to receive such information as may be considered relevant to the complaint. I understand that any information given about me is limited to that which is relevant to the subsequent investigation of the complaint and may only be disclosed to those people who have consented to act on my behalf.

This authority is for an indefinite period/for a limited period only*.

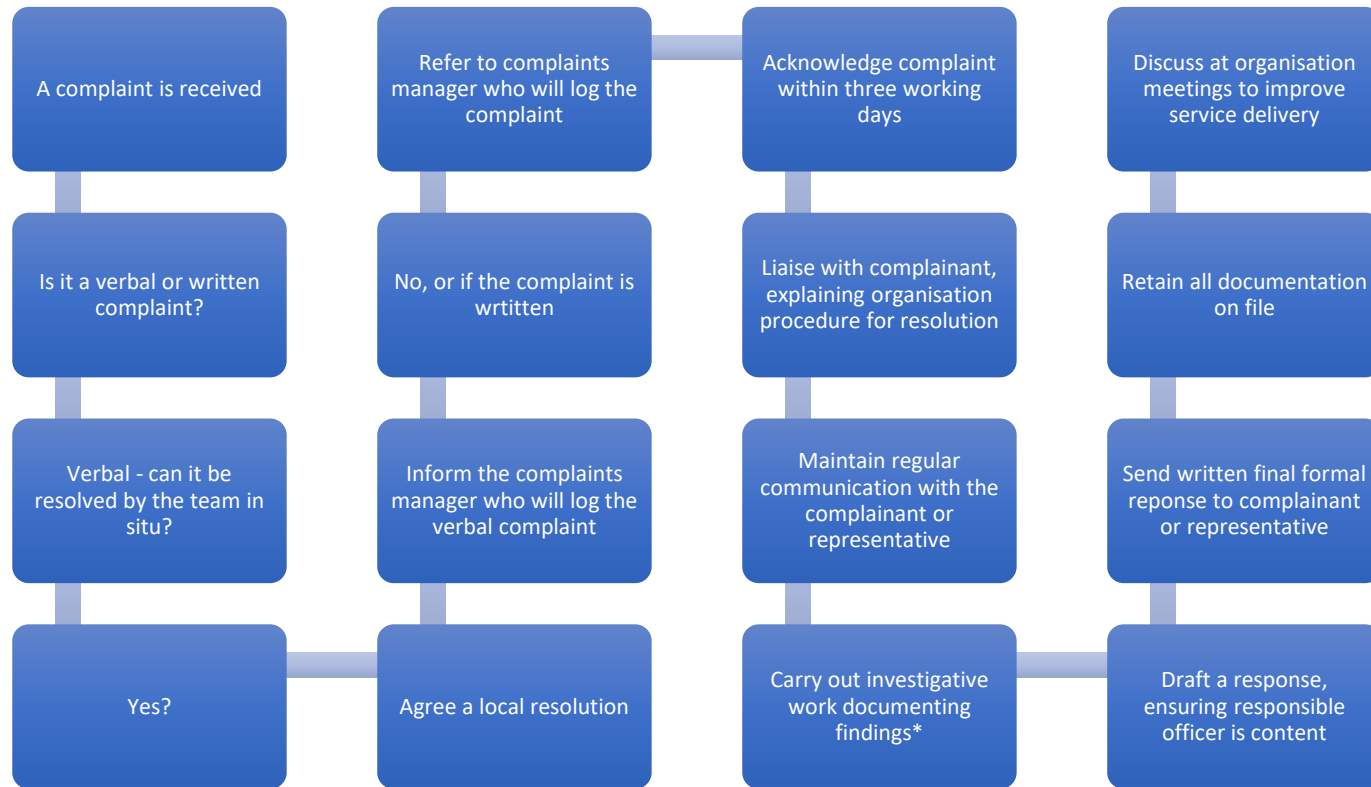
Where a limited period applies, this authority is valid until/...../.....
(insert date).

(*Delete as necessary)

SECTION 4: SIGNATURE

Surname & initials		Title	
Signature		Date	

Annex C – Complaint handling desktop aide-memoire



* It may be necessary to liaise with external third parties such as hospitals in order to gather additional information or to formulate a joint response. Where this is the case, the patient or their representative must be advised accordingly

Advocacy support

- [POhWER](#) support centre can be contacted via 0300 456 2370
- [Advocacy People](#) gives advocacy support on 0330 440 9000
- [Age UK](#) on 0800 055 6112
- Local Council can give advice on local advocacy services

Further action

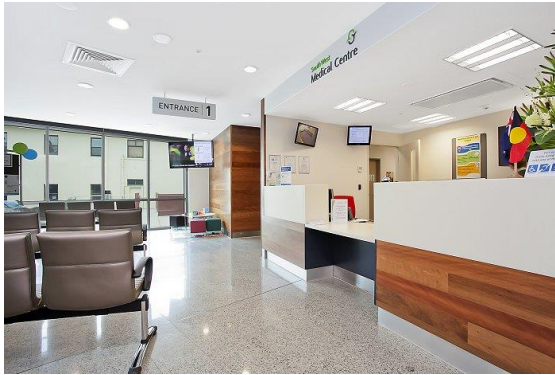
If you are dissatisfied with the outcome of your complaint from either NHS England or this organisation then you can escalate your complaint to Parliamentary Health Service Ombudsman (PHSO) at either:

Milbank Tower, Milbank
LONDON
SW1P 4QP

or

Citygate, Mosley Street
MANCHESTER
M2 3HQ

Tel: 0345 015 4033
www.ombudsman.org.uk



Talk to us

Every patient has the right to make a complaint about the treatment or care they have received at Mid Downs Medical Practice.

We understand that we may not always get everything right and, by telling us about the problem you have encountered, we will be able to improve our services and patient experience.

Who to talk to

Most complaints can be resolved at a local level. Please speak to a member of staff if you have a complaint; our staff are trained to handle complaints. Alternatively, ask to speak to the complaint's manager, Julie Acey.

If for any reason you do not want to speak to a member of our staff, then you can request that NHS England investigates your complaint. They will contact us on your behalf:

NHS England
PO BOX 16738
Redditch
B97 9PT
03003 112233
england.contactus@nhs.net

A complaint can be made verbally or in writing. A complaints form is available from reception. Additionally, you can complain via email to hwlhccg.newick@nhs.net.

Time frames for complaints

The time constraint on bringing a complaint is 12 months from the occurrence giving rise to the complaint, or 12 months from the time you become aware of the matter about which you wish to complain.

The complaints manager will respond to all complaints within three business days.

We will aim to investigate and provide you with the findings within 20 working days, should we require longer to investigate your complaint we will update you on where the investigation is and advise you of the additional time required.

Investigating complaints

Wealden Ridge Medical Partnership will investigate all complaints effectively and in conjunction with extant legislation and guidance.

Confidentiality

Wealden Ridge Medical Partnership will ensure that all complaints are investigated with the utmost confidentiality and that any documents are held separately from the patient's healthcare record.

Third party complaints

Wealden Ridge Medical Partnership allows a third party to make a complaint on behalf of a patient. The patient must provide consent for them to do so. A third-party patient complaint form is available from reception.

Final response

Wealden Ridge Medical Partnership will issue a final formal response to all complainants which will provide full details and the outcome of the complaint. We will liaise with you about the progress of any complaint.

