

Work Wellness. Client Facing Policy

Service Improvement & Complaints

Purpose:	To ensure that officers of Work Wellness respond appropriately to feedback from referring managers or employees and to improve service for next time. • To guide each case through to a successful conclusion to the satisfaction of the referring manager, the employee and Work Wellness. • Because Work Wellness are constantly alert to opportunities to develop and improve our services, <i>"feedback is the breakfast of champions"</i>. • Because, Work Wellness do not want a repeat of the same negative feedback again, or different negative feedback which arises from the same root cause.
Scope:	• Feedback from referring managers or employees including: ○ queries and requests for clarification; ○ concerns; ○ formal complaints. • Feedback will not be accepted from representatives of the referring manager or employee.
Accountable:	Work Wellness Commercial Director.
Responsible:	Officers of Work Wellness. Where compliance depends upon others, such as sub-contractors, the Work Wellness officer will ensure that the sub-contractor is compliant with this policy.

Contents

1	Background and Context	3
2	Levels of Feedback	3
2.1	Query	4
2.2	Concern.....	5
2.3	Complaint	6
2.3.1	How to Complain	6
2.3.2	Complaint Investigation	7
2.3.3	Complaint Conclusion	7
3	Standards of Conduct.....	7
4	Document Summary:.....	9

1 Background and Context

Occupational health practice:

- Deals with complex medical information, sensitive relationships between employees and employers and fine line medical judgements.
- Can be called upon to provide evidence during procedural and legal processes.

Consequently, occupational health practice standards:

- Must comply with; a number of pieces of legislation, a number of different regulators, medical and clinical ethics guidance, codes of practice and clinical supervision.
- Are complex and can be difficult to understand, and this includes the relative roles and responsibilities of; the line manager, the referring manager (who is often not the line manager), human resources, the employee and the occupational health practitioner.

Occupational health consultants regularly attend training courses and briefings, submit to clinical supervision and share good and bad practice with other consultants in order to keep their knowledge up to date and to maintain their professional registration. This knowledge, as with all medical professionals, includes appropriate “bedside manner” and handling feedback. The root cause of the majority of issues with feedback is a lack of understanding of occupational health practice standards, so to help solve this, the [Work Wellness web site](#) includes a number of resources including:

- Employer’s guides to occupational health practice standards.
- Process descriptions underpinning each occupational health service.

2 Levels of Feedback

This policy:

- Ranks feedback into the following severity levels:
 - Query. A question or matter of interest.
 - Concern. A worry or expression of disappointment or dissatisfaction.
 - Complaint. A query or concern which has not been satisfactorily addressed despite several attempts which leads to a breakdown in the relationship.
- Anticipates that feedback will relate to one of the following aspects of service provision:
 - Process, e.g., the clarity of process descriptions or instructions, adherence to the process, need for process improvement.
 - Information provided; on the Work Wellness web site, in an assessment report or in other communications.
 - Request for guidance from the occupational health consultant or their employer.
 - The conduct of the occupational health consultant.

Before providing feedback please ensure that as far as possible, you have checked your understanding of applicable standards and processes by referring to relevant resources on the Work Wellness web site.

2.1 Query

Aspect	Examples	Resolution
Process	How the process might be amended to cope with a novel, unusual or special case.	- Send email to the Work Wellness contact at: admin@workwellnessuk.co.uk. - Work Wellness should normally respond by email within 3 working days. - If an email response is likely to be, or proves to be, insufficient then the Work Wellness contact may recommend a quick telephone conversation.
Information provided	Clarification or confirmation of information provided on the Work Wellness web site, in a communication from Work Wellness or provided in an assessment report.	
Request for guidance.	- Request for guidance on: - How to discuss the contents of an assessment report with the employee. - How to encourage the employee to commit to their actions. - How to implement recommendations made in the assessment report.	- Send email to the Work Wellness contact at: admin@workwellnessuk.co.uk. - Work Wellness should normally respond within 3 working days. - If an email response is likely to be, or proves to be insufficient, then the Work Wellness contact may recommend a case conference which is normally chargeable (see the Work Wellness Policy: Case meetings with employers).

2.2 Concern

The aim of Work Wellness is to resolve concerns as quickly and as close to the source of the concern as possible, thereby preventing the need for escalation to complaint. In each instance, good communication, an explanation and if necessary, an apology, should be all that is required.

Aspect	Examples	Resolution
Process	- Inadequate speed and timeliness of a process step. - Unexpected failure of practitioner to attend an appointment (e.g., due to sickness absence). - Disclosure of confidential information without consent. - Process has not been adhered to leading to a request for a progress update.	- Send email to the Work Wellness contact at: admin@workwellnessuk.co.uk. - Work Wellness should normally respond by email within 3 working days. - Work Wellness will seize upon any indication that an instruction or process description can be improved by improving them for next time.
Information provided	- Instructions and process descriptions detailed in forms or on the Work Wellness web site are substantially insufficient or ambiguous and additional guidance is required to get something done (e.g., to complete a referral form). - The assessment report omits information which the employer believes it should include (possibly omitted because the employee refused consent to disclosure). - Report content such as: - Assessment of an employee's functional impairment is different to what the employer has observed. - The extent and potential cost of adjustments recommended in the report. - Opinion on whether the employee has a disability as defined by the Equality Act 2010.	- Send email to the Work Wellness contact at: admin@workwellnessuk.co.uk. - Work Wellness should normally respond within 3 working days. - If an email response is likely to be, or proves to be insufficient, then the Work Wellness contact may recommend a case conference which may be chargeable (see the Work Wellness Policy: "Case Meetings With Employers").
Conduct	- Tone or content of communication from Work Wellness. - Behaviour of Work Wellness consultant during consultation. - Inappropriate advice provided by Work Wellness practitioner during a consultation. Nb. Such concerns may reflect a lack of understanding of purpose of an occupational health assessment. Occupational health assessments are not wellbeing or counselling sessions, they are commissioned by the employer to produce a balanced and objective assessment of an employee's fitness for work. So, whilst an occupational health consultant should always be non-judgemental and	- Send email to the Work Wellness Commercial Director at: admin@workwellnessuk.co.uk. - The Commercial Director should normally respond within 3 working days. - If an email response is likely to be, or proves to be insufficient, then Work Wellness may recommend responding via video conference or telephone.

	supportive, they will scrutinise and question information provided by the employee which appears insincere, inconsistent or contradictory.	
--	--	--

2.3 Complaint

Aspect	Examples	Resolution
Any	A query or concern has not been adequately addressed by Work Wellness.	- All parties should have already agreed that they are unable to resolve the issue between them prior to escalation. - Send email to the Work Wellness Commercial Director at: admin@workwellnessuk.co.uk. - The Commercial Director should normally: - Acknowledge receipt within 3 working days and if possible provide some indication of the steps Work Wellness may take to investigate the complaint. - Provide regular updates intended to obviate the need for the complainant to chase for progress updates and / or provide interim updates when there is something of relevance to report. - Advise the conclusion of investigations within 30 working days. If more time is required (e.g., if awaiting clarification or further information from the complainant or advice from a medical professional body or legal advisor) the Commercial Director will seek to agree a revised timescale.

2.3.1 How to Complain

Complaints should include the following details;

- the complainant's name, job title, email address, phone number, company name and postal address,
- information which will enable Work Wellness to recognise the query or concern which is being escalated to complaint,
- the reason for complaining,
- how you would like the matter resolved.

Complaints should be communicated by whichever is the earliest of the following dates:

- 1 month of the date of the event or circumstance which has given cause for complaint.
- 1 month of the date of discovering the reason for the complaint.

Discretion may be applied in extending these time limits where, in the opinion of the Work Wellness Commercial Director, it would have been unreasonable in the circumstances of a particular case for the complaint to have been made earlier and where it is still possible to investigate the facts of the case.

Any complaint which is deemed to be; vexatious, gratuitous criticism, threatening, demeaning or abusive or are repeated complaints about the same or similar issues which have already been resolved may:

- Result in a request for de-escalation from Work Wellness to a higher authority within the organisation of the complainant.

- Result in rejection of the complaint by the Work Wellness Commercial Director and refusal to engage in any further communication on the matter.

2.3.2 Complaint Investigation

The Commercial Director will assign appropriately qualified / knowledgeable staff to carry out the necessary investigation.

Where necessary, the Work Wellness Commercial Director may invite the complainant and the person complained about to attend meetings to discuss the complaint.

2.3.3 Complaint Conclusion

The Commercial Director will advise the conclusion of investigations in writing to the complainant and any other person implicated in the complaint:

- Setting out an assessment of the validity of the complaint.
- Suggesting options for resolution.

The Commercial Director will then close the complaint

If the complainant remains dissatisfied then Work Wellness will provide reasonable support for any efforts by the complainant to escalate the complaint to an independent arbiter mutually acceptable to both parties. Costs of arbitration will be met by the complainant who might seek recompense from Work Wellness depending upon the outcome of arbitration.

All complaint records will be retained by Work Wellness for 3 years and will then be erased in line with the Work Wellness Information Security Policy.

3 Standards of Conduct

The Work Wellness contact or officer involved in handling feedback will at all times seek to satisfy the query or concern and avoid it escalating to a complaint.

When receiving feedback they will:

- Treat it with the priority and urgency the feedback deserves.
- Receive it in a dry, dispassionate and objective manner, ensuring that frustrations, defensiveness and personally felt criticisms do not distract from resolving the root cause of the feedback.

When responding to feedback they will:

- Communicate in a polite manner, seeking to defuse any risk of conflict and certainly avoid fuelling or aggravating conflict.
- Be as transparent as possible about their motivations and explain their reasoning so that their response is as open to scrutiny as possible.
- Be assertive when necessary (e.g., when they have provided guidance on the relative roles and responsibilities of involved parties but acceptance of such guidance still proves difficult and the concern continues to be raised).
- Be consistent in their conduct regardless of who the employer or employee is.
- Maintain standards of confidentiality as defined in the Work Wellness Privacy Statement.

Work Wellness staff:

- are held to high standards of knowledge, experience and maturity;
- share the same “hippocratic oath” as any other medical professional;

- are human beings, keen to do the right thing, keen to be well regarded and are subject to much the same motivators and de-motivators as everyone else.

Work Wellness expects referring managers and employees to adopt the same standards of conduct when providing feedback to Work Wellness staff.

4 Document Summary:

Title:	Service Improvement & Complaints.
Policy Library Ref. No.	CF0019
Author:	John Sanderson. Commercial Director. Work Wellness Ltd.
Effective Date:	16 th April 2021.
Current Version:	v1.0. 16 th April 2021.
Next Review Date:	Upon next instance of feedback from a referring manager or employee.
Information Classification:	Public.

- End of Document -