Management of service issues, complaints and feedback within Library & Knowledge Centre

Cairns and Hinterland Hospital and Health Service

Purpose

This Work Instruction describes the informal and formal processes undertaken on behalf of Queensland Health in the CHHHS Cairns Hospital Library & Knowledge Centre for managing service issues, complaints and feedback.

Scope

This Work Instruction applies to all LKC staff and eligible LKC clients.

Supporting documents

Authorising Procedure and Standard/s:

- Queensland Public Service Code of Conduct – specifically: 1 Integrity and impartiality & 4 Accountability and transparency

Forms and templates

- LKC issues, complaints and feedback form online | [PDF version](#)
- Service issues register 2016 – current (LKC Common drive)

Related documents

- CHHHS Compliments & complaints (feedback)
- CHHHS Staff complaints form (HR)
- CHHHS Management of Compliments, Complaints & Feedback (procedure)
- CHHHS Values
Instruction for the management of service issues, complaints and compliments within Library & Knowledge Centre

Following feedback in the 2016 LKC Client Survey about various service and Library policies issues and complaints, the LKC team created processes for how to manage client feedback, issues or complaints.

LKC guiding principles

The LKC team is committed to following principles:

1. Ensure client & stakeholder confidentiality at all times
2. Always respond in a professional, courteous and timely manner to requests
3. Strive to provide excellent customer service at all times
4. Strike the right balance between internal library processes and the wider, strategic context. That is, how we support and impact on patient and client outcomes
5. Focus on continuous improvement
6. Focus on demonstrating a return on investment and value for money
7. Ensure integrity of service statistics by collating data that is accurate and without bias
8. Be open to introducing new key performance indicators
9. Regularly conduct environmental scans to keep current with best practice in library and information service delivery
10. Comply with standards and guidelines, national and local, to ensure we provide quality services
The Manager, LKC is responsible for ensuring a safe and respectful environment for work and study for all its clients and LKC staff members. The LKC team and its clients are required to comply with the Queensland Public Service Code of Conduct.

Service issues or complaints

Service issues or complaints are taken to mean where a client has expressed in writing or verbally, any dispute, grievance or concern relating to:

- Type or level of service provided by LKC
- Behaviour of other LKC clients or conduct of any members of the LKC team
- Interpretation or application of any LKC service policies or procedures
- Health or safety issues within the LKC
- Any accusations of discrimination, harassment, bullying or vilification within the LKC (by / towards LKC staff or other clients)

Complaints made by LKC staff or clients that do not relate to the LKC will be referred to the appropriate business area.

Anonymous complaints

- The LKC may find it difficult to act on anonymous complaints
- Where the issues are serious and can be substantiated by sufficient, unbiased information the LKC will undertake to address the issues (within its existing resources or its service mandate)
- Where issues are in writing but anonymous, eg anonymous survey comments, hand written notes with no signature, LKC will review information available and provide a response when possible and if enough reliable information is available

Process for issues or complaints

Informal reporting of issues or complaints

- Clients or LKC staff are encouraged to raise their issues or concerns directly with the person(s) concerned
- Issues of a sensitive or confidential nature can be discussed in private with the Manager, LKC, if appropriate
- Manager, LKC can provide mediation between clients and / or LKC staff, if required
- Where the complaint is about a LKC staff member, clients are encouraged to speak directly with the staff member in the first instance;
  - If this is not possible, clients should raise concerns with Manager LKC
- Where the complaint is about the Manager, LKC, clients or LKC staff are encouraged to raise concerns directly with the Manager, LKC;
If this is not possible, clients should raise concerns with EDONM (line manager) or Human Resources

- LKC staff may interpret clients’ remarks or comments as a service issue or complaint, even if client does not explicitly state it is a complaint or issue
  - In these cases, the LKC team will document issues in a register, in case follow up is required

**Formal reporting of a service issue or complaint**

- LKC provides a complaints and feedback form online and PDF version at:
  - [http://cairns.health.qld.libguides.com/lkc-home/request-forms](http://cairns.health.qld.libguides.com/lkc-home/request-forms)
- Clients or staff can also email Manager, LKC directly or LKC generic address regarding complaints
  - Manager – Library & Knowledge Centre (Manager – or tel. 4226 6415)
  - cairns_library@health.qld.gov.au (generic email)
- Issues may be raised directly with LKC line management (EDONM chhhs_edonm@health.qld.gov.au) or Human Resources
- Any concerns about staff misconduct, can also be reported anonymously at: [http://qheps.health.qld.gov.au/cairns/html/hr_feedback.htm](http://qheps.health.qld.gov.au/cairns/html/hr_feedback.htm)
- LKC team would prefer that issues or complaints are raised with the LKC team directly in the first instance, where appropriate. This will give the team an opportunity to review and address any staff behaviour, procedures or service problems quickly
- LKC will acknowledge receipt of any formal complaint as soon as practical, with an indication of possible action to be undertaken to rectify or address the issue and timeframes

**Resolution of issues or complaints**

- To assist with the effective resolution of issues or complaints, clients are asked to provide following information:
  - Date and time of incident
  - Location or delivery channel (LKC face to face, over the phone, online (ie website), email, etc)
  - Name(s) of person(s) involved in incident (if possible)
  - Describe nature of the service issue or complaint (as much detail as possible)
  - How they would like to be notified of any follow up actions (phone call, email)
- LKC staff will maintain a log of issues or complaints to ensure proper follow up and responses are provided to clients or management as required
- LKC staff will provide written communication (eg email) or verbal feedback once action has been taken and they will ask for further feedback (eg is further action required, was issue resolved satisfactorily?)
- Where the issue or complaint relates to Library policies or procedures, Manager, LKC may seek advice from higher delegate(s) (eg EDONM or Executive Management Team (EMT)) to resolve any issues
Complaints or issues arising from clients lack of understanding or not knowing LKC policies or procedures will be addressed in a number of ways, including:

- Explanation of service offers – via email or face to face (e.g., 'rules' such as copyright, product licensing restrictions, financial delegations, LKC role and responsibility; or limitations such as budget/funding, availability of resources, etc)
- Create Frequently Asked Questions (FAQs) to ensure clients have access to up to date information
- News items in regular LKC Weekly Wrap or TCHHS Broadcast emails to promote changes or awareness of service requirements
- News updates on LKC website (http://cairns.health.qld.libguides.com)
- Current procedures are made available via Use the library page on the LKC website and FAQs website

To ensure clarity regarding LKC service procedures or 'rules', LKC will ensure that FAQs are published and kept current (http://cairns.health.qld.libanswers.com)

LKC staff will ensure that all complaints are kept confidential where possible

Serious complaints or breaches will be reported to the appropriate unit or delegate as per organisational obligations (e.g., Workplace Health & Safety, Human Resources, EDONM or EMT, etc)

The LKC is committed to seeking regular client feedback about any proposed service changes or improvements, as applicable

**Escalation of unresolved issues or complaints**

In the event that LKC staff or clients are dissatisfied with how the Manager LKC or LKC team members have responded, options for clients or LKC staff include:

- Advise the Manager, LKC, who will escalate issue to line manager (EDONM) for mediation or resolution
- Advise line manager of Manager, LKC (e.g., EDONM) directly regarding issue or complaint
- Where it is an issue of staff conduct, escalate the issue to Human Resources

**Other feedback (eg compliments, suggested improvements)**

There will be times where, solicited or unsolicited, the LKC may receive positive feedback or compliments or suggestions for improvements. Compliments will be captured and may be used as evidence of LKC performance, e.g. meeting clients' needs or expectations.

The LKC will always acknowledge feedback and compliments and if being used in published forums (e.g., reports or website), where possible, the LKC will seek the clients' permission to use their testimonials.

Improvements will be subject to budgetary and business mandate constraints. LKC will follow up on any suggested improvements and provide response directly to clients.
Definition of Terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition / Explanation / Details</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaint</td>
<td>“A statement that something is unsatisfactory or unacceptable”</td>
<td>English Oxford Dictionary online</td>
</tr>
<tr>
<td>Compliment</td>
<td>“A polite expression of praise or admiration”</td>
<td>English Oxford Dictionary online</td>
</tr>
<tr>
<td>LKC</td>
<td>Library &amp; Knowledge Centre, Cairns Hospital, Cairns &amp; Hinterland Hospital &amp; Health Service</td>
<td></td>
</tr>
<tr>
<td>Client</td>
<td>Client in this context is anyone who is eligible to become a member of LKC; CHHHS and TCHHS staff, locally based HHS staff, QAS staff, JCU medical and health service students and staff on placement at Cairns Hospital</td>
<td>LKC Client groups and access</td>
</tr>
</tbody>
</table>

Consultation

Key stakeholders (position and business area) who reviewed this version are:

- LKC team members
- Executive Director of Nursing & Midwifery CHHHS
- Executive Director of Medical Services, Executive Director of Allied Health CHHHS

Work Instruction Revision and Approval History

<table>
<thead>
<tr>
<th>Version No.</th>
<th>Created/Modified by</th>
<th>Amendments authorised by</th>
<th>Approved by</th>
</tr>
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<tbody>
<tr>
<td>1.0</td>
<td>Manager, LKC</td>
<td>Manager &amp; LKC Team</td>
<td>Manager, LKC</td>
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Audit Strategy

<table>
<thead>
<tr>
<th>Level of risk</th>
<th>Audit strategy</th>
<th>Audit tool attached</th>
<th>Audit date</th>
<th>Audit responsibility</th>
<th>Key elements / indicators / outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>Annual review of this instruction or as changes occur, regular monitoring of reported issues</td>
<td>NA</td>
<td>30/06/2019</td>
<td>Manager, Library &amp; Knowledge Centre</td>
<td>LKC staff and clients understand processes for managing complaints and feedback LKC is transparent is the way it handles complaints and feedback</td>
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## Document Communication and Implementation Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Position</th>
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<tbody>
<tr>
<td>Identify the target group:</td>
<td></td>
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<tr>
<td>• LKC staff</td>
<td>Manager, LKC</td>
</tr>
<tr>
<td>• LKC clients</td>
<td></td>
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<tr>
<td>Provide a time line for communication and implementation milestones:</td>
<td></td>
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<tr>
<td>• June 2017 – promote LKC processes for managing complaints and feedback, and ongoing</td>
<td>Manager, LKC and LKC team</td>
</tr>
<tr>
<td>Identify method of communication:</td>
<td></td>
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<tr>
<td>• Email news LKC</td>
<td>Manager, LKC and LKC team</td>
</tr>
<tr>
<td>• LKC website</td>
<td></td>
</tr>
<tr>
<td>List education and training available to support implementation:</td>
<td></td>
</tr>
<tr>
<td>• NA</td>
<td></td>
</tr>
<tr>
<td>Identify frequency of communication:</td>
<td></td>
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<tr>
<td>• Regular LKC news item – eg add link to form within signature block (ie 9 x yearly)</td>
<td>Manager, LKC and LKC team</td>
</tr>
</tbody>
</table>
Appendices
Flowcharts for informal and formal complaints

**Informal**

- Speak directly to person
  - Yes: Resolve issue
  - No: Raise with Manager LKC
    - Yes: Manager LKC resolves issue / complaint
    - No: Manager LKC advises client
      - No: Raise with EDONM
        - No: Raise with HR
          - No: No further action
          - Yes: Report to Manager LKC
        - Yes: Manager LKC to raise with EDONM
      - Yes: Client satisfied with outcome
  - Yes: Further action required
  - No: Advise Manager LKC

- LKC registers issue / closed