

An introduction to Lisa Bainham

- Practice manager
- President/Chair of ADAM
- Dental award judge
- DCP board member for Royal College of Surgeons, Edinburgh
- DCP rep for BAPD
- Practice consultant
- CQC engagement board member
- GDC complaint initiative rep
- Event speaker
- Author for various dental industry publications.



Complaint Handling



complaint

noun

1. a statement that something is unsatisfactory or unacceptable.
"I intend to make an official complaint"

Similar:

protest

protestation

objection

remonstrance

statement of dissatisfaction

grievance

charge

accusation

criticism

cavil

quibble

grumble

moan

whine

twine

beef

gripe

grouse

grouch

whinge

yike

plaint



Complaint Handling

WHY DO PATIENTS COMPLAIN?

Financial

Treatment

Appointment/timing

Customer Service

Complaint Handling - Financial

- Incorrect or misleading pricing
- Inconsistency
- Lack of options and prices
- Hidden extras
- Unethical upselling
- Feeling pressured



Complaint Handling - Financial

Today's focus...

Why are you increasing your fees/plans?

What are our USPs?



Complaint Handling

First of all.....is it actually a complaint?

- Do not ignore the complaint – acknowledge it within 3 days of it being received
- Send a copy of your complaints procedure
- Seek professional assistance
- If a verbal complaint is dealt with to the complainants satisfaction within 24 hours, then its not necessary to start the formal complaint process.

Complaint Handling

- Be friendly
- Body language
- Be confident
- Provide reassurance
- Show a need to listen
- Forgive and ignore
- Stay cool
- Take notes
- Remove barriers

Complaint Handling – Verbal Skills

- Tone/pitch/speech
- Emphasise key words
- Explain meanings of unfamiliar terms and words
- Avoid triggers, such as “*I cant understand how that happened*” or any other disbelieving comments
- Demonstrate active listening.



Complaint Handling – Response Principals

- Recognition
- Be sorry, but grateful and “sad but glad”
- Let them vent
- Provide an apology
- Clearly show remedy and action plan
- Follow-up
- Be honest

Complaint Handling

NHS complaints: The Parliamentary and Health Service

Private complaints: The Dental Complaints Service

The GDC

Other: Patient Advice and Liaison Service (PALS)

Complaint Handling - GDC Complaints Initiative 2018



**All of your feedback
is important to us**

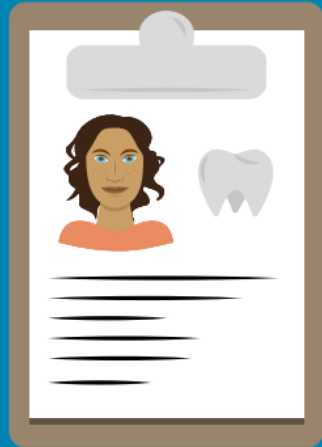


**We want to make it
easy for you to raise
a concern or complain,
if you need to**



**We follow
a complaints
procedure and keep
you informed**

Complaint Handling - GDC Complaints Initiative 2018



**We will try to
answer all your
questions and any
concerns you raise**



**We want you to
have a positive
experience of
making a complaint**



**Your feedback
helps us to improve
our service**

Complaint Handling

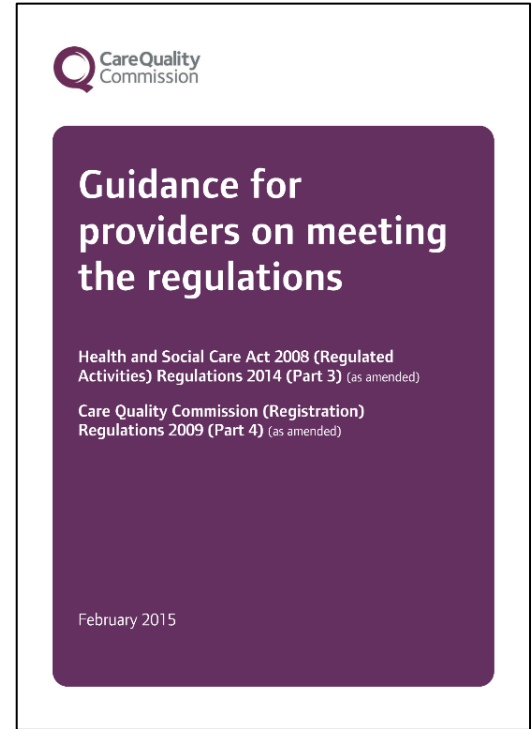
CQC

Regulation 16: Receiving and acting on complaints

Regulation 9: Person-centred care

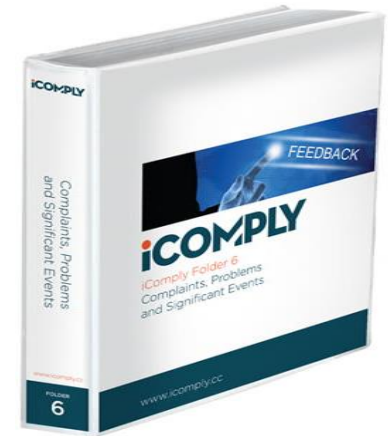
Regulation 17: Good governance

Responsive Prompt 4



Complaint Handling

- A well-maintained complaints folder, held securely, containing 'punch pockets', with an overall index and clear 'story' for each complaint
- A clear complaints policy that is displayed in reception and on the practice website
- A team who has been trained on and understand your process and could manage if you were away
- All online feedback managed effectively
- Meeting minutes where issues from complaints have been discussed.



Are you taking on NHS patients?



A right Royal pain in the...





BANNED BINGO LINGO



BANNED LINGO BINGO

AND WHAT WE SHOULD AVOID DOING



PRACTICE MANAGEMENT MATTERS



SORRY WE ARE PRIVATE	WE ARE AT CAPACITY	PRIVATE BASIS	UNFORTUNATELY
HERE'S THE EMERGENCY NUMBER	PLEASE RING BACK AND TRY AGAIN	CHRISTIAN NAME	SCALE AND POLISH
NOT REGISTERED/ STRUCK OFF ROUTINE	WE NEED A DEPOSIT	REGISTERED/ STRUCK OFF	WAITING LIST
NO	WE ARE VERY BUSY AT THE MOMENT	THE COST IS	CHECK UP



When they find you!



The First Human Contact

Telephone: We are more reliant on our tone and speech

What do patients want?

- Reflection/Reflection
- Reassurance
- Resolution

Team exercise using Understanding Reflection ReassuranceResolution and patient capture forms.

Why?

Pain

Resolution

Maintenance



What are our safety nets?

What else can we do to equip our team?

The First Human Contact

like:)bility

like·a·bil·ity (l k -b lity). noun. Variant of likable. The property that makes a person likeable, that allows them to be liked, namely friendliness, relevance, empathy, and often “realness”

The First Human Contact

You are the most important contact!

Next up...

Managing conflict and communications



Teamwork

Teamwork and collaboration essentially boils down to how well members communicate with each other, how each person adapts to different personalities, and how they operate as a unit.

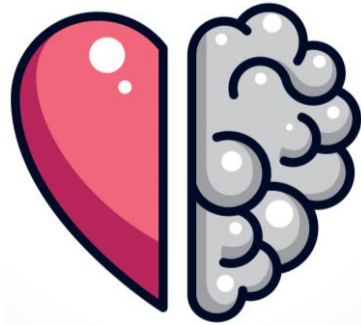
So how can the DISC system help teams perform at a higher level?



What is EQ?

Emotional intelligence, often referred to as EI or EQ, refers to the ability to perceive, recognise, evaluate, understand, and control our emotions.

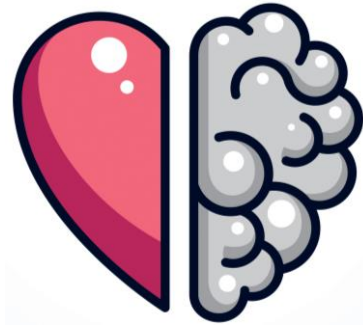
EQ allows us to choose how we think, feel and act. Emotional intelligence gives us the ability to manage our own emotions and positively influence the emotions of others.



Why EQ Matters

While IQ is fairly stable throughout an individual's adult life, EQ can be boosted through increased awareness and practice. IQ is often the ticket for admission to get a job. But EQ drives how successful someone will be at that job.

Components of EQ, including: self-awareness, self-management, social awareness, and relationships.











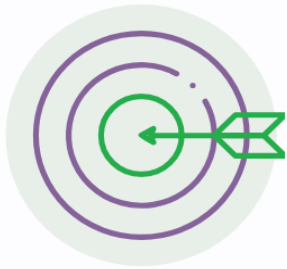


Are you bold, daring, direct, confident and decisive?

Are you optimistic, enthusiastic, motivational and always have a good story to share?

Do you value sincerity, stability and helpfulness?

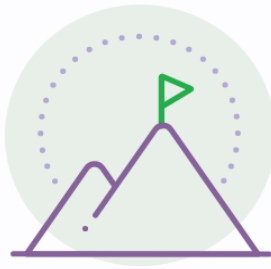
Are you driven by logic, accuracy and high standards?



D style goals

D styles tend to have goals such as these:

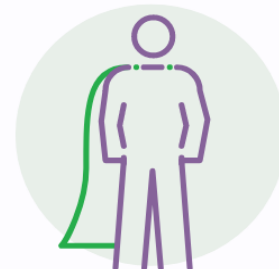
- strive for unique accomplishments
- explore new opportunities
- maintain control of the audience
- achieve independence
- get bottom-line results



D style challenge

D styles may need to expend more energy to:

- show patience
- display sensitivity
- explain the details
- allow for deliberation

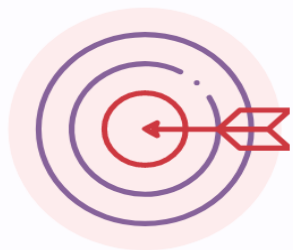


D style in leadership

D-style leaders are often commanding and confident, taking care and focusing on results.

They often display leadership characteristics such as these:

- commanding
- resolute
- pioneering



i style goals

i styles tend to have goals such as these:

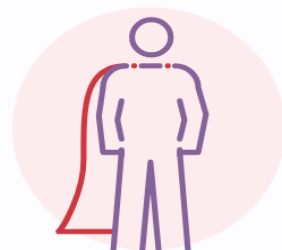
- attain victory with flair
- pursue friendships and happiness
- achieve status through authority and prestige
- seek approval and be popular
- generate excitement



i style challenges

i styles may need to expend more energy to:

- get organized
- research the facts
- resist impulses
- speak directly and candidly
- stay focused for long periods
- follow through completely

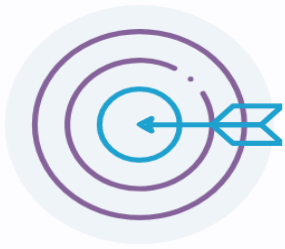


i style in leadership

i styles love to take a new idea and run with it. They energize teams and build enthusiasm for projects. They can also be erratic leaders who see little need for consistency or caution.

i styles often display leadership characteristics such as these:

- energizing
- pioneering
- affirming



S style goals

S styles tend to have goals such as these:

- cultivate harmony and stability
- strive for team accomplishments
- find group acceptance
- achieve power through formal roles and positions of authority
- maintain status quo and control of the environment



S style challenges

S styles may need to expend more energy to:

- quickly adapt to change or unclear expectations
- multitask
- promote themselves
- confront others
- overcome indecisiveness
- resist over-accommodation

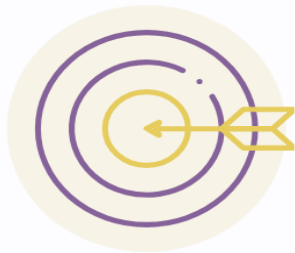


S style in leadership

S-style leaders are natural collaborators who like to reach consensus and create win-win situations. However, they can sometimes be passive and overly trusting, letting others take advantage of their supportive, patient nature.

S styles often display leadership characteristics such as these:

- inclusive
- humble
- affirming



C style goals

C styles tend to have goals such as these:

- stick to objective processes
- be accurate and correct
- demonstrate stability and reliability
- attain knowledge and expertise
- continue personal growth



C style challenges

C styles may need to expend more energy to:

- resist being overcritical or overanalyzing and isolating themselves
- let go of and delegate tasks
- compromise for the good of the team
- join in social events and celebrations
- make quick decisions



C style in leadership

C-style leaders can be conscientious, disciplined, and diligent, providing high-quality outcomes through careful analysis and planning. They can also be risk-averse perfectionists, who may not pay enough attention to the human element.

C styles often display leadership characteristics such as these:

- deliberate
- humble
- resolute



Fixed Mindset Exercise

I'm not on the right track

I'm not good at this

I give up

This is too hard

I cant make this any better

I made a mistake

She's so smart, I will never be that good

It's good enough

TEAM EXERCISE

Fixed Mindset vs. Growth Mindset

I'm not on the right track – WHAT AM I MISSING?

I'm not good at this – I'M ON THE RIGHT TRACK

I give up – I WILL USE SOME OF THE STRATEGIES WE'VE LEARNED

This is too hard – THIS MAY TAKE SOME TIME AND EFFORT

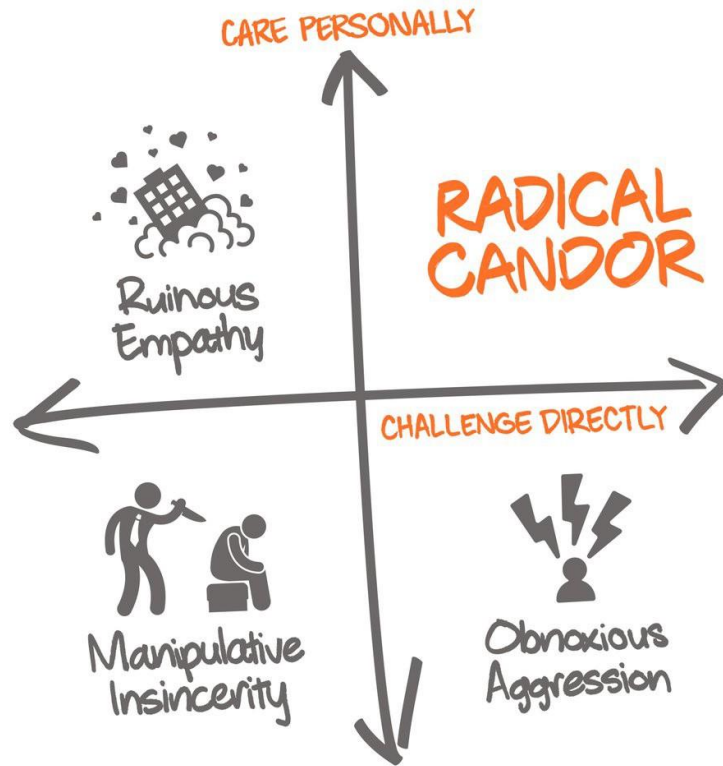
I cant make this any better – I CAN ALWAYS IMPROVE SO I WILL KEEP TRYING

I made a mistake – MISTAKES HELP ME LEARN?

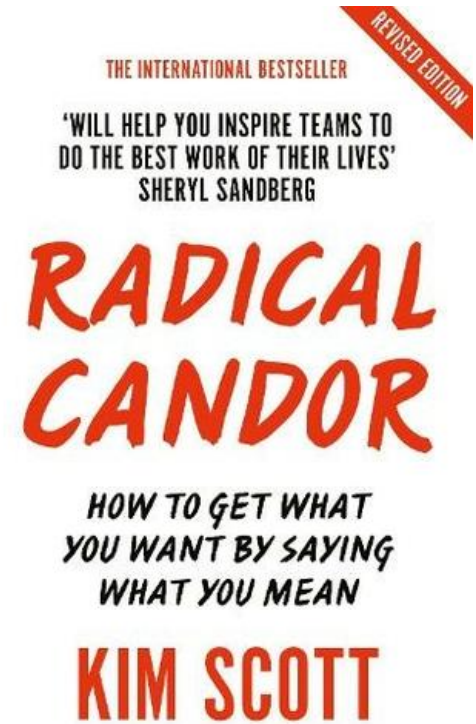
She's so smart, I will never be that good – WHAT CAN WE LEARN FROM EACH OTHER?

It's good enough – IS IT REALLY MY BEST WORK?

If something goes wrong, we blame systems, not people, but...



EG - Fly



**Team work and recognising our teams
strengths and weaknesses**

Let the bells ring!



Complaint handling

Marketing and reviews

The best team meetings for the best teams

Front of house / TCO / lead conversions

Diary optimization

Developing your roles – nurses/front of house and beyond

THANK YOU

Do you have any questions?

lisa@practicemanagementmatters.co.uk

Tel: 07964 867 286

Use this QR code to visit us online

