Feedback from people about services comes in many forms. How health and care organisations respond to that feedback can have a big and lasting impact on how people feel about the organisation and service.

Getting into the right mindset before you respond can help you ensure those who have taken the time and effort to give you feedback feel listened to and heard. These tips may help, whether you are responding to a complaint, a feedback report or comments online.

If you are responding to a report from Involving People or a local Healthwatch, write your response as though for the public, because that is where your response will end up.

**People have taken the time and effort to give you feedback.** Say a sincere thank you for providing you with this. Whether the feedback is positive or negative, treat it as 'gold dust'. It can be an invaluable resource for you and a driver for improvement.

**People's feedback may not reflect how the service is supposed to operate, or how it thinks it is operating.** But people's experience is their reality and should be acknowledged as such. Listen with an open mind. Don’t say ‘that can’t have happened’. Say ‘that shouldn’t have happened’. Then find out why it happened, or why the person perceived that was happening. And learn from it.

**People can find large organisations intimidating.** Bear that in mind when you respond. As well as being a representative of your organisation, remember also to respond as a fellow human being. People will value that enormously. Show that you are taking the feedback seriously. Don’t be defensive. Explain who you are and make sure it is clear why you are responding. Provide other named contact details if you need to. Tailor your response to the circumstances rather than sound scripted. Be polite. Don’t use jargon.

**Be honest about what you can and can’t do, and by when.** Show understanding and empathy, and where appropriate offer reassurance and say how you will use the feedback to improve things. Apologise if something was wrong.

**Keep responses to the point – answer the real need or concern.** Keep explanations clear and relevant. People see through waffle and ‘switch off’ to swathes of information so will miss the pertinent bits.

**Respond in good time** – meet your organisational standards at a minimum. Say when you will next update people on progress.

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<th>Top tips for responding to feedback</th>
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<td>1</td>
<td>Acknowledge feedback positively</td>
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<td>Listen with an open mind</td>
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<td>Sound human</td>
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<td>Answer the real need</td>
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<td>Be timely</td>
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Read the response back and think about whether, if you were the members of the public/the patient/the family member/the carer, you would be satisfied if you received this response. Think about times when you have had a good response when you have raised an issue. Would your response meet that standard?

Really how NOT to...

Dear Wessex Voices Project Manager,

I am writing to confirm receipt of your 2016 report about the experiences of people using our health services. Apologies for the length of time it has taken to reply.

The Service Taskforce Committee are particularly pleased to see that most people are satisfied with the service they receive.

Whilst the Committee agree in principle with your findings and recommendations it would wish to clarify that those with less positive experiences should not have had these. The NHS service policies and procedures mean that this cannot be the case and these issues will not arise again.

The Committee are already making significant progress against its strategy and 40-page action plan that will address any issues and concerns, and these will be completed by 2030. We are monitoring achievements against the identified actions using a complex community asset based matrix and RAG rating system, with tight budgetary control limits.

The Committee hope you are reassured that we have everything in hand.

If you would like to meet with me to discuss this further please get in touch with my administrator to make an appointment at a date convenient to me.

Yours sincerely,

Chair of the Service Taskforce Committee

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Involving People is a partnership of four local Healthwatch (Hampshire, Isle of Wight, Southampton and Portsmouth) and NHS England Wessex. We aim to improve the way local people are involved in designing and commissioning health services. These tips have been developed from our collective experience of working with organisations to respond to feedback.

involvingpeople@helpandcare.org.uk
www.involvingpeople.org