



Deputy Inna Gardiner  
Chair, Public Accounts Committee  
States Greffe  
Morier House  
St Helier  
Jersey  
JE1 1DD

27 March 2026

Dear Deputy Gardiner,

### **Complaints Handling**

Thank you for your letter of 13 March 2026, in which the Committee requested information regarding the measures employed by Health and Care Jersey (HCJ) to ensure consistent application of the Customer Feedback Policy. This further information is provided below.

#### **1. Outline what work is done to identify non-compliance with complaints procedures within your department?**

HCJ undertakes rigorous oversight to ensure that complaints' handling remains aligned with the principles of fairness, impartiality, timeliness and confidentiality. To identify any unintended non-compliance with complaints procedures, the Department:

- Undertakes monitoring of complaints handling activity, ensuring all feedback is logged, categorised, acknowledged, and progressed in accordance with policy.
- Reviews cases raised, checking adherence to required timeframes and ensuring correct escalation routes are followed.
- Conducts regular oversight discussions through Care Group governance meetings, where any recurring patterns of delayed responses, incomplete documentation, or misdirected complaints can be highlighted.
- Uses Datix as the electronic system for reporting and tracking to identify anomalies and ensure that all cases remain within expected parameters.

#### **2. What quality assurance do you undertake?**

HCJ applies structured quality assurance measures that include:

- Monthly governance reviews, where complaint themes, timeliness of response, and outcomes are examined to ensure these are meeting policy expectations.
- Reporting each month into the Quality and Safety Committee of the Health Advisory Board
- Monthly reviews of upheld and not-upheld complaints, performed by senior nursing staff of the investigating department, who evaluate whether the conclusions reached and responses provided are robust and appropriate.

**3. What actions do you carry out to manage the use of exemption in the complaint's procedure?**

HCJ follows the exemptions set out within the Customer Feedback Policy and ensures that matters falling outside formal scope are managed appropriately. To support this, the Department:

- Screens all incoming complaints at the earliest stage to determine applicability under the policy.
- Redirects exempt matters to the relevant corporate or external body, including HR, Legal Services, the FOI Office and GP practices.
- Records the rationale for each exemption to provide transparency and maintain a clear audit trail.
- Communicates promptly and formally with complainants to explain the exemption, providing suitable signposting to alternative processes.

**4. Highlight when and why a formal response would not be given to a complaint to outline reasons for its closure?**

A formal written response is withheld only where this is justified under the Customer Feedback Policy. These circumstances include:

- Instances in which the matter falls outside the scope of the policy.
- Cases categorised as comments, compliments or suggestions, rather than complaints requiring investigation.
- Situations in which the complaint is voluntarily withdrawn by the complainant.
- Circumstances where essential information remains unobtainable despite reasonable and proportionate attempts to secure it.
- The individual raising the matter is notified of the outcome and provided with appropriate information regarding next steps.

**5. What considerations of the timeframes for response to complaints have been given within your department?**

HCJ is committed to delivering timely responses wherever possible. To support this, the Department:

- Seeks to ensure prompt acknowledgment of all complaints, in line with policy.
- Tracks case progression and deadlines using Datix, supported by routine reporting.
- Escalates complaints at risk of delay to ensure senior oversight and intervention.
- Allocates complaints directly to trained handlers to minimise administrative delays.

Due to the clinical complexity and multifaceted nature of many healthcare complaints, the current government-wide timeframes of 5 working days at Stage 1, and 10 working days at Stages 2 and 3, are not always practicable. Accordingly, extensions are applied where necessary and in line with policy provisions.

HCJ remains committed to upholding fairness, transparency and accountability in the handling of complaints. The Department welcomes the Committee's constructive contribution to the assurance process and continues to work to ensure continual improvement in this area.

I am content for this response to be published on the States Assembly website.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'T. Walker', with a light blue circular stamp or watermark behind it.

Tom Walker  
Chief Officer of Health and Care Jersey

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