

Finance and Resources Committee 26 January 2012

Yearly review of customer service feedback

Executive summary and recommendations

Introduction

Since 2004, the HPC has logged all customer service feedback. This includes complaints and positive feedback. This feedback is used to assist in the development of training programmes, performance appraisals and workplans. The attached paper is a summary of the feedback received between 1 October 2010 and 30 September 2011.

The attached paper outlines this year's feedback trends and the corrective actions that have taken place over the last 12 months to respond to feedback and ensure continuous improvement.

Decision

The Committee is asked to discuss the enclosed report.

Background information

The HPC's customer service policy is available at:
<http://www.hpc-uk.org/aboutus/aimsandvision/customerservice/>

Resource implications

None

Financial implications

None

Appendices

None

Date of paper

11 January 2012

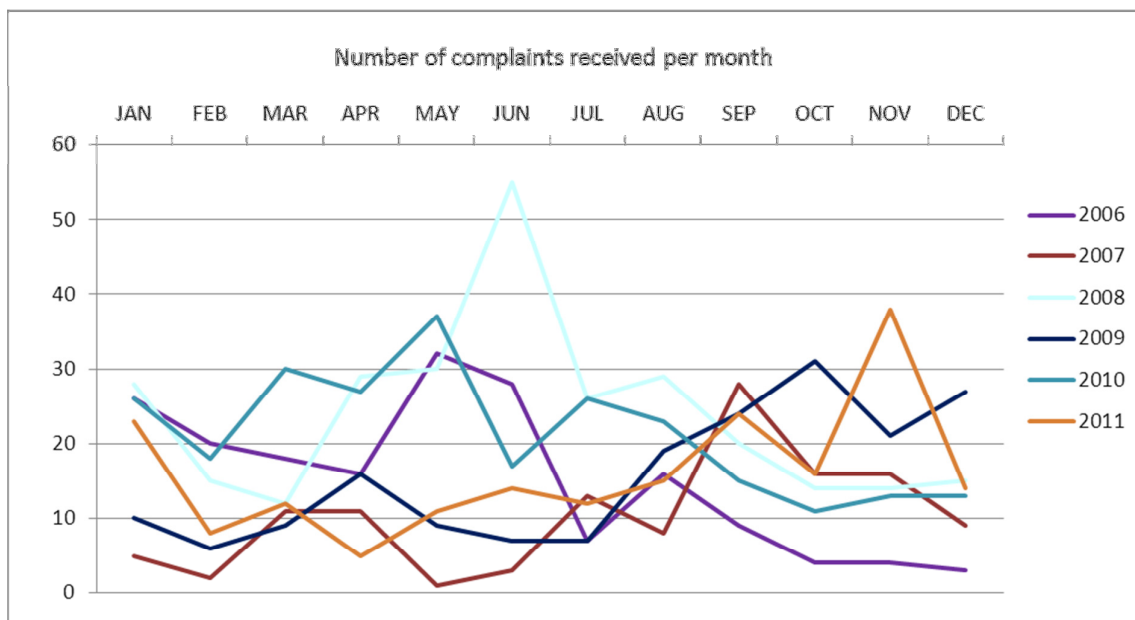
1.0 Background information

HPC is an organisation where positive or negative feedback is encouraged. Feedback provided to the EMT enables the organisation to bring about change, to continually improve, and be part of the organisation's wider approach to quality management. For the past two years, a more proactive approach to reviewing customer service feedback has been taken and customer service feedback is an item on the EMT agenda each month, where a corrective action approach is taken.

How is feedback co-ordinated?

The PA to the Director of Operations is responsible for co-ordinating all customer feedback that comes into the HPC. All correspondence is logged on a database and then sent to the relevant Director or Manager for investigation and a response.

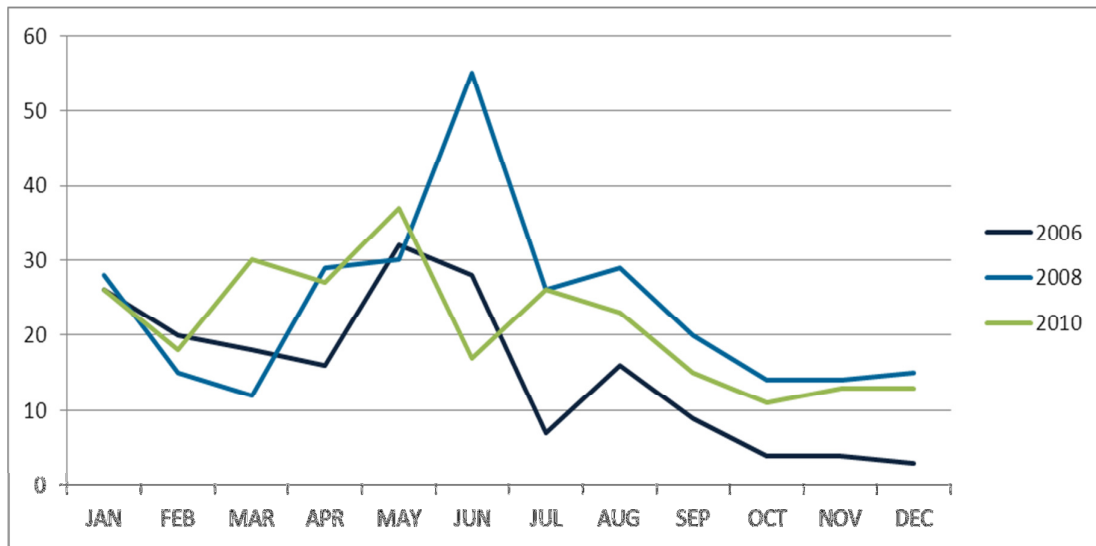
The table and graph below show the number of complaints received in the past six years.



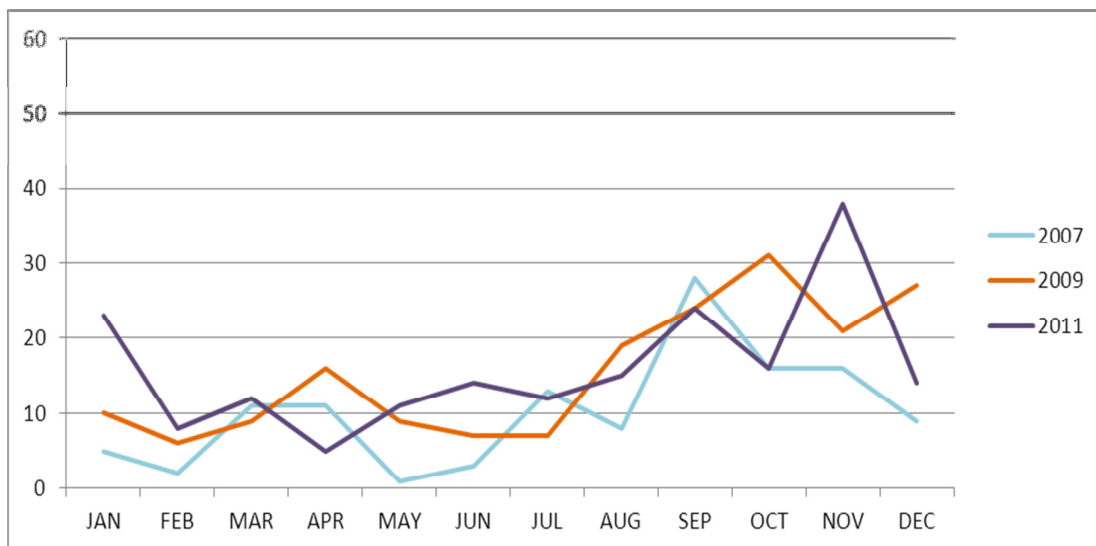
	Total no. of complaints
2006	183
2007	123
2008	257
2009	186
2010	256
2011	188

The table shows that the increasing size of the Register in the last 4 years has not resulted in a similar rise in the number of complaints.

The following graphs show the complaints received during the even and odd years of the renewal cycle for comparison of the trends.



Complaints received in even years



Complaints received in odd years

During the review period (October 2010 to September 2011) the HPC received 161 complaints, the majority of which concerned the registration process. However, the very high number and variety of transactions carried out by the Registration Department should be noted here; for example, in this period, the Registration Department answered 88,234 UK telephone calls and processed 10,606 UK application forms.

2.0 Detailed information about the complaints received in the review period

The table below summarises all the complaints received in the twelve month review period: 1st October 2010 – 30th September 2011

The HPC's customer service policy is to respond to a complaint within 18 working days, adherence to this policy has been given as a percentage in the table below.

Further information about the root cause is given in section 6.0.

Review month	Complaints	Main Issues (summary)	Number of complaints per department	Customer service policy	Root Cause
October	11	<u>Registration process</u> – time taken to process application <u>Customer service</u> - admin errors such as receiving letters addressed to other registrants and being incorrectly advised <u>Int'l application process</u> - time taken to process applications <u>Renewal process</u> - lapsing off the Register	Registration – 10 FTP – 1	100%	HPC 64% Registrant 0% N/A 36%
November	13	<u>Registration process</u> – lapsing off the register and payment issues <u>International registration process</u> – time taken to process application	Registration – 13	100%	HPC 38% Registrant 0% N/A 62%
December	13	<u>Registration process</u> – lapsing off the Register and payment issues <u>Customer service</u> – sending documents to an incorrect address <u>Int'l application process</u> - time taken to process applications <u>Fitness to Practise</u> – Protection of title/Registration issue and management of hearings facilities	Registration – 11 FTP – 2	100%	HPC 46% Registrant 31% N/A 23%
January	23	<u>Registration process</u> – lapsing off the register and payment issues <u>Int'l application process</u> – time taken to process applications and lack of	Registration – 19 FTP – 3 Comms – 1	86%	HPC 48 % Registrant 19%

		communication <u>Fitness to Practise</u> – case management			N/A 33%
February	8	<u>Registration process</u> – lapsing off the register and payment issues <u>Customer service</u> – being incorrectly advised. <u>Personal data</u> – being sent to third parties	Registration – 7 Finance – 1	100%	HPC 37.5% Registrant 25% N/A 37.5%
March	12	<u>Registration process</u> – lapsing off the register and payment issues <u>Customer service</u> – being incorrectly advised	Registration – 9 FTP – 2 Secretariat – 1	92%	HPC 25% Registrant 17% N/A 58%
April	5	<u>Registration process</u> – payment issues	Registration – 4 FTP – 1	100%	HPC 20% Registrant 20% N/A 60%
May	11	<u>Registration process</u> – payment issues <u>Employer reminder letters</u>	Registration – 7 FTP – 2 Comms – 1 Secretariat – 1	100%	HPC 27% Registrant 9% N/A 64%
June	14	<u>Registration process</u> – payment issues <u>Employer reminder letters</u>	Registration – 14	93%	HPC 28% Registrant 29% N/A 43%
July	12	<u>Registration process</u> – lapsing off the register and payment issues <u>Int'l registration</u> – rejection of applications	Registration – 11 Policy & Standards – 1	100%	HPC 17% Registrant 33% N/A 50%
August	15	<u>Registration process</u> – lapsing off the register and payment issues <u>Website</u> – online portal <u>Intermediate lapsing</u>	Registration – 14 FTP – 1	100%	HPC 20% Registrant 27% N/A 53%

September	24	<u>Registration process</u> – lapsing off the register and payment issues, including direct debit problems <u>Website</u> <u>Intermediate lapsing</u>	Registration – 21 Policy & Standards – 3	100%	HPC 16.5% Registrant 16.5% N/A 67%
-----------	----	--	--	------	---

3.0 Main areas of feedback

The key themes of the feedback received during this review period are listed below, the themes are listed in no particular order.

Registration department

General customer service

- Call backs – Any query that cannot be resolved to a caller's satisfaction is escalated for a supervisor to respond to
- Being incorrectly advised
- Administrative errors

Registration process

- Use of title on registration cards, e.g. domain of practitioner psychologist
- Quality and printing of registration certificate and cards

Renewal process

- Registrants not aware that they need to renew their registration
- Renewal forms returned but not received by the HPC
- Lapsing and intermediate lapsing from the Register
- Employer reminder letters – Registrant's employers are written to towards the end of the renewal window, asking for their help to encourage Registrant's to renew

CPD process

- Time taken to process CPD profiles
- Customer service
- Lack of communication

International Application Process

- Time taken to process applications
- Lack of communication throughout the process
- Customer service and registration advice
- Mixed messages and unclear information

FTP Department

- Lack of space at Park House – the effect on hearings and possible delays
- Receiving personal information that belonged to another Registrant

4.0 Numbers of complaints received by department and profession

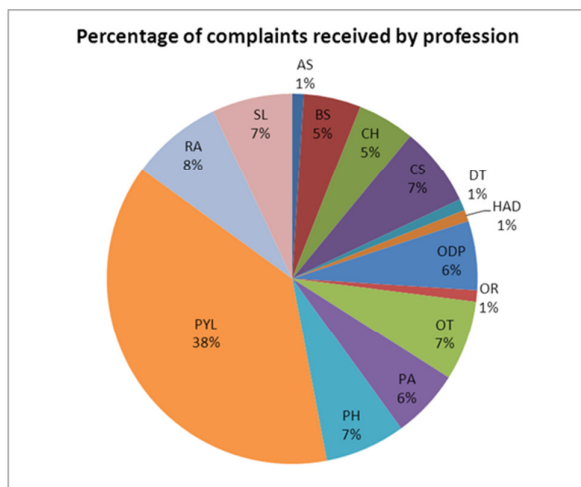
The Registration Department received the majority of the complaints, 87% of the total number logged, the Fitness to Practise received 7% of the total complaints, Policy & Standards received 4%, Secretariat and Communications both received 2% and Finance 1%.

From the data recorded for this review, practitioner psychologists sent us the most complaints – 38%; this is the second time practitioner psychologists have renewed their registration following their 19 month cycle. Radiographers sent 8% of complaints, physiotherapists and speech & language therapists both provided 7% of the complaints.

The table and pie graph below show the proportions of complaints received by profession.

	No of complaints received
AS	1
BS	5*
CH	5
CS	7*
DT	1
HAD	1
ODP	6*
OR	1*
OT	7*
PA	6*
PH	7
PYL	38*
RA	8
SL	7*

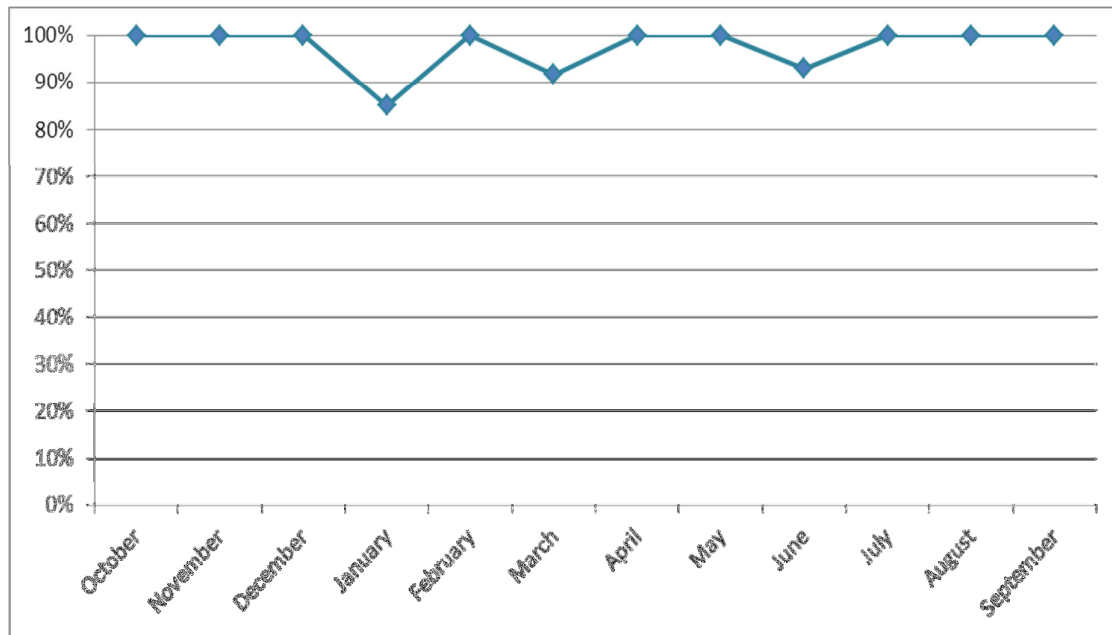
*denotes that the profession was in renewal during the review period



5.0 Customer service policy

Number of complaints responded to within our Customer Service Policy

As an organisation, our aim is to provide the best customer service we can for all our Registrants. Our aim is to deal with all complaints in an effective, fair and confidential manner and to respond to complaints within 18 working days.



Out of 161 complaints received during this period, we responded to 156 within our 18 working days service standard, this equates to 97%.

6.0 Root cause

The root cause analysis looks at the primary reason for the feedback. The feedback is assigned to HPC, the Registrant, or the feedback cannot be assigned as external causes such as industrial action or legislation are the root cause.

In this twelve month review period –

32% of all the complaints were HPC errors.

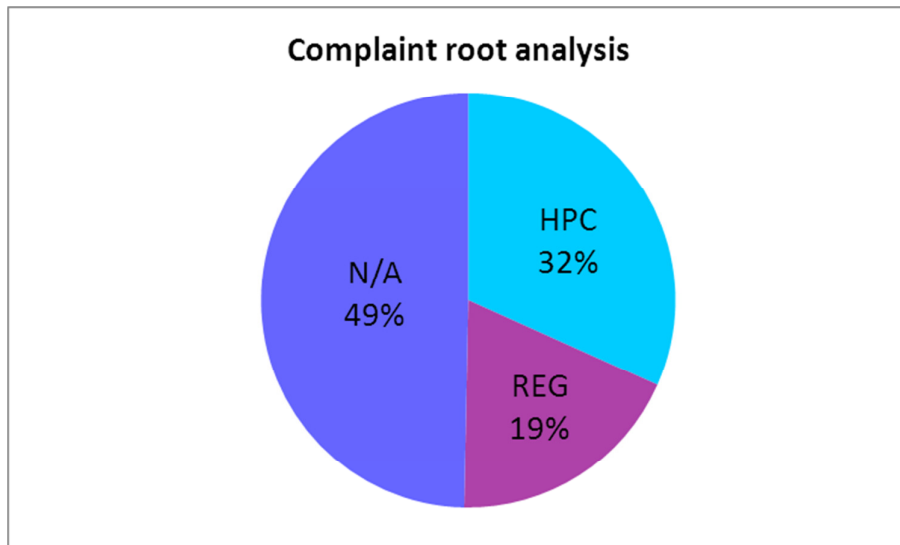
Examples of these would include customer service issues and incorrectly advising Registrants.

19% of all the complaints were Registrant's errors.

Examples of these would include Registrants not returning their renewal forms on time and Registrants failing to complete their renewal forms correctly.

49% of all the complaints were not applicable to a root cause.

Examples of these would include requests for clarification on our processes or explanations on HPC's power and remit, and other requests.



7.0 Corrective and preventive action

As an organisation, we use feedback to improve our processes. Examples of where we have used feedback to improve processes are listed below. This section focuses on the Registration Department as other departments have lower numbers of complaints logged.

UK application process

- The health reference has been removed from the admissions forms as this is no longer a requirement for entry to the Register. The removal of the health reference followed many years of feedback from applicants and GPs.

Renewal process

- The online renewal code letters have been revised, as feedback showed that they were causing confusion.
- The employer renewal reminder letters have been revised, and are now clearer.
- The employer reminder letters were sent at the same time as the final renewal forms, they are now sent 2 weeks after the final renewal forms (2 weeks before the end of the renewal window); this has resulted in a reduction in complaints as many Registrants renew their registration directly after receiving their final renewal form. As the number of letters being sent has decreased, so have the printing and postage costs.
- Lapsed notification letters are being sent to individuals and their employers.
- A DocXP upgrade was completed in 2010 (this is the system that controls the character and data inspection of renewal forms), this has improved the accuracy of addresses on NetRegulate.
- A second DocXP upgrade has been completed for correspondence logging, this means that correspondence is placed on NetRegulate within days of being received.

Registration certificate & card

- Following feedback from Registrants about the quality of the registration cards and certificates:
 - New certificates have been developed.
 - Hard cards have been introduced to replace the soft cards.

International registration

- There is new information about temporary registration on the website, a new form for applicants and new versions of the letters that are sent out; these improvements were made because complaints were showing that there was insufficient understanding about the difference between full and temporary registration.
- The assessment reports that are sent out for period of adaption applicants have been reviewed and revised to make them clearer, a period of adaption booklet has also been released to help these applicants.

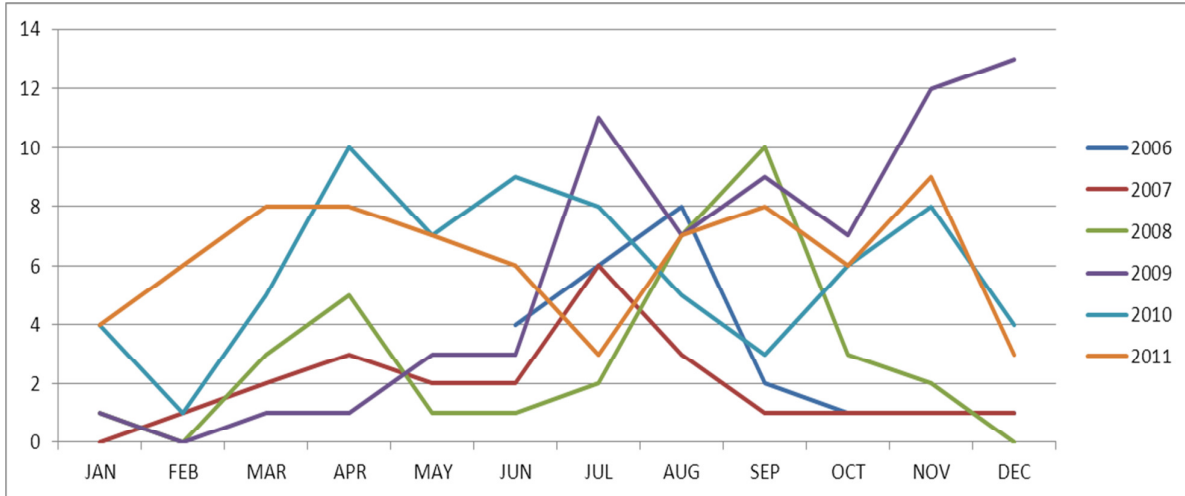
Other

- The Registration Department have introduced an online training module. This training module is being used to standardise training across the department.
- The Registration Department have had a change in their department structure, which has resulted in smaller teams and a smaller customer service manager to registration advisor ratio. This should result in improved real time performance management and more regular feedback and 1:1s for registration advisors.
- The standard template emails continue to be reviewed and revised, the complaint acknowledgment email has recently been improved.

8.0 Positive feedback

Members of staff and departments regularly receive positive feedback for the work carried out by the HPC. This feedback includes cards, letters and emails. Positive feedback is received for a wide range of activities carried out by the HPC, including giving presentations at seminars about CPD, carrying out meetings with aspirant groups and helping Registrants renew their registration online.

The graph below shows the positive feedback received from June 2006 to September 2011.



Total number of positive feedback

	No. of positive feedback
2007	25
2008	38
2009	74
2010	76
2011	75

9.0 Summary

The purpose of this report was to summarize the feedback received by the HPC during the 12 month review period for the Committee, with the actions taken to improve service as a result of this feedback.

The HPC has received a relatively small number of complaints, and where there have been shortfalls in processes, these have been reviewed and improvements have been made. By putting the feedback data into perspective and comparing it to the amount of work that is processed each day, the complaints the HPC receives is relatively small.