Bradford & District NHS Complaints Report

A study of real life experiences and how people find the process



Foreword

The Independent Complaints Advocacy Team (Bradford & District) has worked alongside Healthwatch Bradford and District for the past five years - both services are commissioned by the local authority in Bradford & District to get citizen's voices heard about their use of health care services.

ICAT work independently with individual citizens supporting them to navigate the complex NHS complaint procedure; we work with any Bradford & District citizen who wants to make a complaint about any NHS or NHS commissioned service.

Because each organisation has different complaints policies and procedures, and often each case is treated differently, it can be very confusing and daunting making a complaint about an NHS organisation. Often people are still sick or are bereaved while making a complaint. At ICAT we aim to help make sense of the complaint process, get individual's voices heard and try to help people receive fair and equitable treatment throughout the complaint procedure.

Over the previous five years we have worked with over 800 Bradford citizens and have come across a number of issues that make complaining about NHS provided and commissioned services in Bradford and District difficult, lengthy and ultimately very frustrating for complainants.

As Healthwatch is an organisation that strengthens the voice of citizens as a collective, in influencing local healthcare services, we were happy to work alongside them again in gathering individuals experiences together to influence local services here in Bradford.

It is our hope that this collective voice and experience can help to improve NHS complaints handling in Bradford & District, making the process more equitable and streamlined, more meaningful for patients, and ultimately a useful learning tool for the NHS organisations.

 Sharon Cullerton, Managing Director of Vital, which hosts ICAT





Healthwatch Bradford and District

On the 1st April 2013 under the provisions of the Health and Social Care Act 2012, 152 Local Healthwatch organisations were established throughout England.

The aim of local Healthwatch is to:

- Strengthen the collective voice of citizens and communities in influencing local health and social care services to better meet their needs.
- Support people to find the right health and social care services for them by providing appropriate information and signposting.
- Encourage and support people and groups to share their views about services; listen to people's needs and experiences of services.

We achieve this by:

- Listening to people, especially the most vulnerable, to understand their experiences and what matters most to them.
- Influencing those who have the power to change services so that they better meet people's needs now and in the future.
- Empowering and informing people to get the most from their health and social care services and encouraging other organisations to do the same.



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Summary

This project aimed to find out how people feel about the NHS complaints procedure. We worked with the Independent Complaints Advocacy Team (ICAT), which provides support to people making a complaint about any service provided or commissioned by the NHS in Bradford District. ICAT is independent of the NHS. We asked people who had contacted ICAT about their experiences.

Over the course of six weeks in October 2017, 95 people completed a survey asking them about their experiences of making a complaint, or, if they had decided against doing so, what had contributed to this decision.

We heard:

More people found it easy to find information about making a complaint, than difficult. People used online information, spoke to PALS (Patient Advise Liaison Service), others in the health service, or an advocate.

- People found the complaints process itself more difficult, often finding it hard to get an update on the progress of their complaint, and sometimes facing long delays before their issue was resolved.
- Some people expressed frustration with the way that their complaint was handled.
- Among those who had decided against making a complaint after contacting ICAT, the main reasons given were a belief that their complaint would not change the way the service was run, and fear that complaining would have a negative impact on the care that they or their family received in future.



Introduction

When care does not meet expectations and people have a negative experience, it's critical that service providers take steps to put things right as soon as possible. Importantly, practitioners need to learn from what happened. However, research carried out by Healthwatch England in 2014 found that two thirds of people do not complain when they receive or witness poor care. This was often because they did not know how to complain, were worried about being penalised by the service, or they did not think they would be taken seriously.

The NHS procedure, set out in the Appendix, is the statutory mechanism for dealing with

complaints about NHS care and treatment. All NHS organisations in England must operate by this. However, how this is implemented by different services may vary.

There has been significant focus within the NHS in recent years on improving the complaints process and, in particular, learning from complaints.

Despite these efforts, we still continue to hear from people across Bradford and District that they find the complaints process difficult to navigate. As a result of these concerns, we decided to find out more about people's experiences of making a complaint.

Our approach

In developing this project, we worked in partnership with Bradford Independent Complaints Advocacy Team (ICAT), who provide independent support and advocacy to people using the NHS complaints process in Bradford. ICAT is delivered by VITAL (previously Bradford and Airedale Mental Health Advocacy Group (BAMHAG)).

We worked with ICAT to develop a survey asking people to share their views and experiences of making a complaint about services provided or commissioned by the NHS. This would include services paid for by the NHS but provided by non-NHS organisations, such as NHS patients at private dental practices or the Yorkshire Clinic. We spoke to people who had made a complaint, and those who had considered doing so but had not complained. In line with data protection requirements, ICAT sent the survey on our behalf, to all clients on their database from the past two years.

Respondents were given the option to complete an online survey or receive a paper copy. A couple of respondents met with us for a face-to-face interview. We also shared

the survey through our social media and through voluntary sector and NHS partners, to give those who had not contacted ICAT the chance to complete the survey.

The survey was split into two parts; part one was completed by people who had made a formal complaint about an NHS service. Part two was completed by people who had considered making a complaint.

These findings provide some insight into the types of experiences and challenges people face when they want to complain about NHS services.



All three NHS Foundation Trusts in Bradford District - Airedale Hospital, Bradford Teaching Hospitals, and Bradford District Care Foundation Trust - will receive a copy of our findings, along with Bradford City and Districts Clinical Commissioning Groups.

A total of 97 people shared their views:

- 63 people completed the survey online.
- 32 people completed paper copies of the survey.
- 2 people shared their experiences through face-to-face interviews.

Of the 38 people who provided monitoring information:

- 24 told us they were female.
- 14 told us they were male.
- 30 of the respondents told us they are White British.
- 5 people identified themselves from the Black Asian and Minority Ethnic background.
- 3 said they were of mixed Ethnic background.

Limitations

The survey focused on people's experiences of making a complaint, to any service. As a result we cannot provide analysis of people's experience of making complaints to particular service.



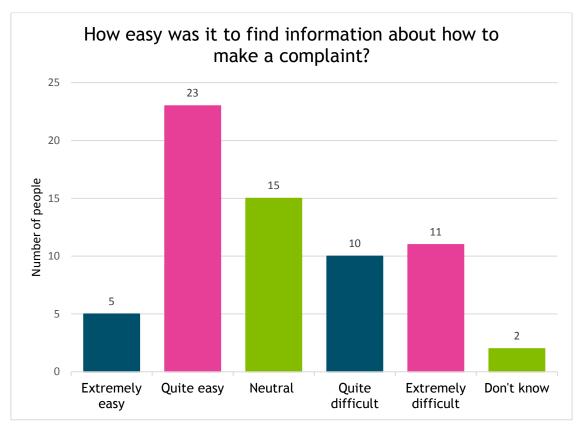
Findings

Making a complaint

70 people told us they had made a complaint. The following sections set out their experiences.

Information about the complaints process

We asked people who had made a complaint how easy it was to find information about how to make one. Overall, 28 people found it quite or extremely easy, compared to 21 who found it difficult or extremely difficult. A small minority of people felt it was neither easy nor hard.



The majority of people who had made a complaint had looked online for information about the process, or spoke to Patient Advice Liaison Service (PALS). Others spoke to staff within health services they were accessing, their advocate, or support

worker, or they looked in the phonebook. A couple of people were already familiar with the process. Most of those who told us that it was quite or extremely difficult to find information about making a complaint had looked for information online.

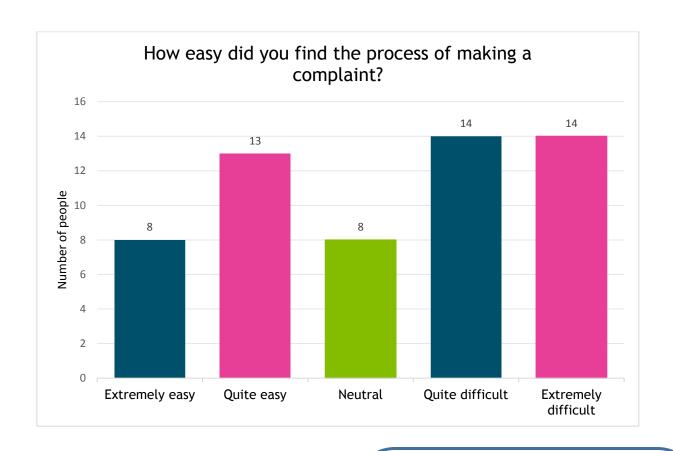
Comments on information about the process as a whole included:

"Process not very clear at BRI."

"Lack of information on the timescales for feedback on the complaint."

Making a complaint

We also asked people how easy or difficult they had found the process of making a complaint. Again, views were mixed, but overall, more people reported finding this quite or extremely difficult than easy or very easy.



We heard that going through the complaints process could be very stressful for patients and their families:

"The stress of looking after an ill loved one as well as working through the complaints procedure was immensely stressful to the family."

People told us that a range of factors contributed to the process feeling difficult. For some, it was the design of the process, which seemed focussed on the system rather than the person, and it could be difficult to get hold of someone to speak to. This meant the process did not feel very accessible.

"The health service complaints procedure is designed to protect the NHS, not support the ill patient."

"Making a good, well-structured argument using the right terminology and quoting their own failed procedures was quite difficult and took a lot of time, advice and effort."

"I left numerous messages for someone to contact me from PALS."

People told us that the process felt very slow, that they were not always kept informed about what was happening.

Support to make a complaint

We also asked people about whether they had received any support in making a complaint, and how this affected their experience. As we expected, given their role in disseminating the survey, many people who completed the survey had received support from ICAT. Other sources of support included friends and family, hospital patient experience service, carers and mental health workers. A number of people were not supported by anyone.

Overall, the people receiving support to make their complaint didn't report finding the process any easier than those without support. This may reflect the support on offer, but given that we received several positive comments about support, may also reflect just how challenging people find the process:

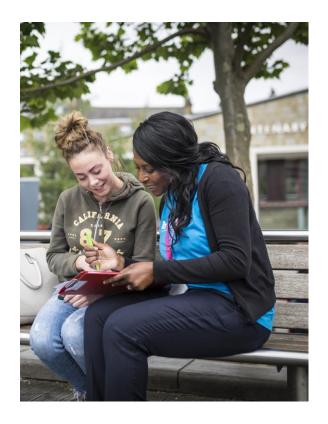
"I found it quite easy thanks to the support of the Advocacy team though I also found the process stressful and long winded."

"Dreadful absolutely awful thanks the lord for our heaven sent advocate how [sic] has kept us sane."

"The people at Bamhag [now known as VITAL] helped me and without them l [sic] was at the end of my patience."

"My mental health worker had the knowledge otherwise I would have struggled."

"The support I was given [by ICAT] to address the complaint was 100%."



One person reported receiving support from the hospital patient experience team and was positive about it:

"The support I received in lodging my complaint from the patient & advice team was so helpful."

One person told us that they had been refused help from the hospital team and had been signposted to ICAT.



Complaints handling

Most people we spoke to felt that their complaint had not been dealt with effectively (41 compared to 16 who felt it had been handled effectively).

People told us that it was important to them that they were treated with compassion, and that services listened to them when making a complaint, but that people often did not feel that this was the case:

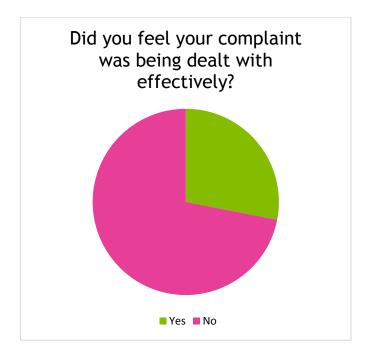
"Doctors don't really listen, I am nobody, so what can you expect."

"The NHS took far too long and tried to dismiss me and provide obstacles/excuses. I had to keep writing and also reminding them."

"Constant delays from BRI, kept asking for more days to resolve complaint."

The majority of respondents told us that there were no outcomes and that issues were left unresolved. Some were still in the middle of the process when we spoke to them. We heard from a number of people who remained unsatisfied at the end of the complaint process, and felt that they had not been listened to.

While not everyone will be happy with the outcome of their complaint, everyone should feel that the process is fair. People should feel that their complaint is investigated thoroughly and fairly to avoid undue delay.



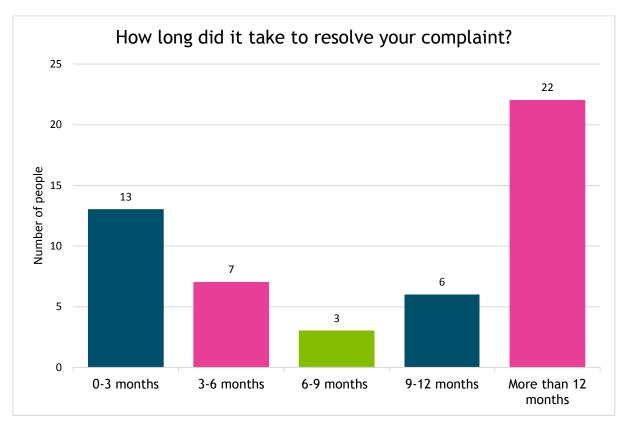
"At the beginning of the complaint, the relevant people responded, but after a short while there were no updates and no adequate responses to questions asked just being fobbed off by the admin clerk in the complaints department. The goal posts kept changing as to when we would get a result."

"Made a phone call, new [sic] by the manner of the person speaking to me that it wouldn't go anywhere I Put it in writing and the correspondence I received back was inadequate."

One respondent explained that although the complaint had not been resolved they felt it had been dealt with effectively, but did not expand on this question.

Timescales

Our findings suggest that more should be done to ensure complaints are dealt with quickly and sensitively. We heard that complaints took a varying amount of time to resolve, but that the process could sometimes be very lengthy: 22 people out of 51 told us their complaint took more than a year to resolve.



We do not know whether the organisations had followed the NHS complaints procedure when responding to a complaint (see Appendix) or whether what were perceived as delays may have been necessary to resolve the issue. However, it appears that people's expectations could have been better managed.

"I am still awaiting the outcome of my complaint which has been with the hospital complaints department since April 2017."

"We dropped the complaint as we could no longer cope with the process. This was at the report stage."

"The issues raised are still not being dealt with properly 18 months late."

"Our complaint is ongoing from March 2014 to present."

Taking complaints further

10 people out of the 54 who responded to the question about resolution of complaints told us their problem had not been resolved and they were still waiting for a response.

Among those who had completed the process 8 people told us they remained unsatisfied with the outcome.

The NHS Constitution gives people the right to take their complaint to the Ombudsman¹ if they are not happy with the way their complaint has been dealt with by the NHS. Nine people told us they had taken their complaint to the Ombudsman when they were dissatisfied with outcome.

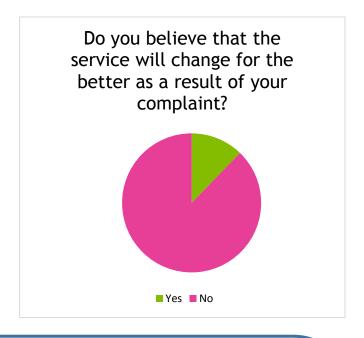
Do complaints lead to change?

We asked people whether they believed that their complaint would lead to changes in the services they had used. 43 people said they did not believe that the service would change for the better as a result of their complaint.

Even those who believed it would lead to change still highlighted areas of concern about the process.

"Not at all not in the slightest they will become even more untouchable."

"Bradford Hospitals appear to have a policy of dismissing all complaints by patients. I have had issues with lost medical records."



"I feel that a 'not sure' response should be added to this particular question as that is really my true belief. I believe that there is potential for change if enough people are involved in expediting this on every level and that adequate mechanisms and actions are undertaken to actually facilitate change."

"I was reassured that processes had been put in place to ensure that what happened to me wouldn't re occur with other patients. Recently however, I had cause to visit the same surgeon that the complaint was about. My primary concern was that he had not read my notes when I was admitted and unfortunately when I saw him again, he proved that once again he was unaware of my history, so in that respect nothing had changed."

"As a result of me being unhappy with the written response, (despite the complaint being upheld) my complaint was looked at again, & I received an amended written response - which I was then more than happy with. It even listed a course of actions the Trust were going to take as a result of my complaint. I felt that I had been listened to & that the fault in the system that we had experienced was now going to be rectified - so that it wouldn't be happening to anyone else in the future."

¹ https://www.ombudsman.org.uk/about-us/contact-us

Please Note: Tina and Jackie are pseudonyms used to protect the participants' identities in the report.

Case Study 1

Tina's story....

Tina initially made a complaint in 2014. She felt that poor communication between Bradford Teaching Hospital and Leeds General Hospital had meant her condition worsened. She wrote to the Chief Executive Officer of Bradford Teaching Hospital, having been encouraged by her family and friends. She wanted to help improve communication between the hospitals so that 'in the future no-one slips through the net'.

Tina felt that she faced many obstacles in trying to make a complaint. She was put in touch with PALS, but felt that they were slow to act, and reluctant to take on her complaint.

PALS told Tina about the ICAT service who then gave her 'fabulous' support through the process of making a complaint.

During the complaints process, Tina was not kept updated and was passed between multiple staff members who were not able to resolve her complaint. This caused frustration at an already stressful time. She felt that the Trust was not being as open and transparent as it could have been.

Having first complained in 2014, Tina's case was not resolved until 2017. Looking back, she said that she would not make a complaint again and would not recommend others do so.

Case Study 2

Jackie's story....

Jackie raised her concerns on many occasions directly with staff at Bradford Teaching Hospital but felt she was not listened to. She wrote a letter to the CEO and a response was made by telephone informing her that the complaint was being treated informally and a meeting would be arranged with the consultant who was involved in the complaint.

Jackie was disappointed that the Trust was encouraging her to meet with the consultant and began to feel harassed.

The lack of communication, poor attitude and the process began to have an effect on her health. At times 'she had suicidal thoughts' due to her experience of making a complaint, and she felt this caused problems for her family.

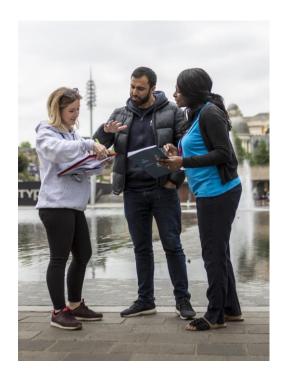
ICAT were instrumental in supporting Jackie in this complaint, advocating on her behalf at a very distressing time.

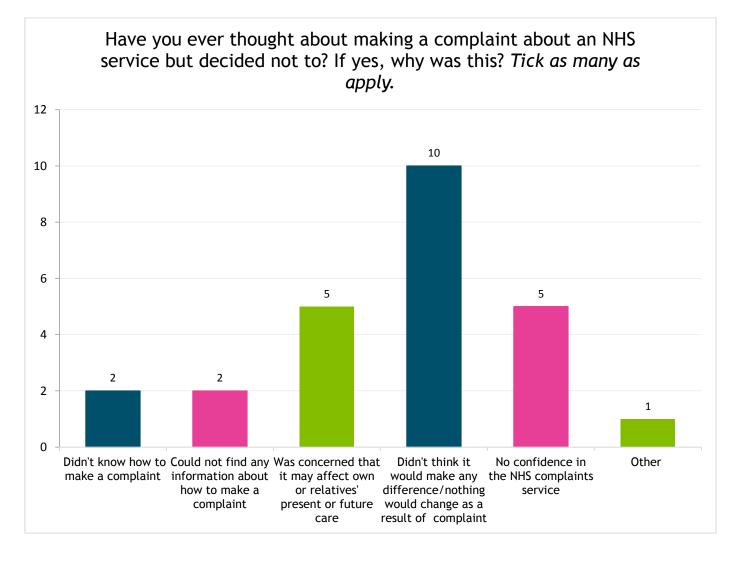
Deciding not to make a complaint

We also surveyed people who had considered making a complaint about an NHS service, but had decided not to pursue this. 21 people told us this was their situation. We wanted to know why they had made the decision, and to understand better how they view the process.

We gave people a range of options, and more than one answer could be selected.

The most common reason given for not making a complaint was that people felt that if they did complain, nothing would change as a result. People also felt that if they made a complaint, it might affect the quality of care they and their families received from the service.





We asked people who had not made a complaint whether they thought that complaints lead to change in how services are provided.

Two thirds of people (12 out of 18) told us that they did not believe something would change for the better and had little confidence in the NHS complaints process.



Overall, while this was a much smaller group, these findings suggest that a lack of faith in the system can deter people from making a complaint.

A small proportion of people mentioned that while had not made a complaint yet, they would do if necessary, as they felt it would make a difference to service delivery.

"The professionals all stick together and protect their own when raising complaint. They do not use it as a lessons learnt."

"Possibly if I was using an advocacy service to make the complaint rather than doing it myself."

Conclusions

Making a complaint can be an emotional experience for people as they revisit difficult or upsetting experiences. The complaints procedure should not add to their distress.

Although most people found it easy to access information about making a complaint, this was not universal, and, more often than not, going through the complaints process was more challenging. While people were positive about the support on offer from ICAT, too often even this help was insufficient to make going through the process easy.

Some of the biggest issues people reported were a lack of communication about the progress of their complaint, and the often lengthy timescales involved in reaching a resolution.

People told us that they often feel that their complaints are not properly resolved through the complaints process. We also heard that people found it hard to contact PALS for advice and support, something which reflects what we have heard through our general work.

Complaints can be a valuable source of feedback about care which could be used to improve services and patient experience. However, we heard that people do not have faith that their experience will be used to make improvements. This is a significant consideration when people decide not to make a complaint. This is not good for either patient or service.

Finally, we heard that some people are put off making a complaint because they fear that it will affect the care they receive in future, and that people did not trust that their complaint would be dealt with effectively. More needs to be done to reassure people that it is safe and worth their time to make a complaint when they receive poor care.

Recommendations

We believe that in order to improve people's experience of the complaints process:

- 1. NHS services should ensure that people have access to clear, up-to-date, and consistent information about making a complaint.
 - a. This should be available in accessible formats, and be prominent in all settings, including waiting rooms, appointment letters and online.
 - Frontline staff and PALS should be enabled to provide accurate information about making a complaint, including providing information about advice and advocacy support.
- 2. Services should work with patients and carers to design both the complaints process where appropriate, and, crucially, the information about the process. This

- will help to ensure that the process is accessible and user-friendly.
- 3. When a person makes a complaint, services should make contact as soon as possible to explain what will happen, and the expected timescales.
 - a. Agreement should be made about how often they should be given an update on the progress of their complaint.
- 4. The complainant should be informed if there are any delays, with an explanation of why this has occurred.
- 5. Services should report back to the individual about what, if any, changes are made as a result of their complaint. Topline feedback on organisational responses to complaints, such as 'you said, we did' should be published to demonstrate that the service is listening and learning from complaints.

Appendix: making a complaint about NHS services

Your right to complain

The NHS Constitution sets out people's right to make a complaint about the care and treatment they receive from all NHS services.

This sets out:

- Complaints should be acknowledged within three working days and be properly investigated.
- People have the right to discuss how the complaint will be handled, to know how long it is likely to take to be completed, to be kept informed of process, and to be told the result of any investigation including any action to be taken.
- The right to take your complaint to the Parliamentary and Health Service Ombudsman or Local Government Ombudsman if you are not satisfied with how your complaint was handled by the NHS.
- The right to make a claim for judicial review if you think you have been directly affected by an unlawful act or decision of an NHS body or local authority.
- The right to compensation if you are harmed by negligent treatment.

It also pledges that:

- The NHS will treat you with courtesy and give you appropriate support through the handling of a complaints.
- Your complaint will not adversely affect your future treatment.
- You will receive an explanation and apology when mistakes are made, and are told what lessons will be learned to prevent a similar incident in future.
- Organisations will learn from complaints and claims and use these to improve NHS services.

You can find out more about the NHS Constitution, as well as making a complaint online here: https://www.gov.uk/government/publications/the-nhs-constitution-for-england

How to make a complaint about an NHS service

You may wish to discuss concerns with the care provider at an early stage, as it may be possible to resolve the issue quickly. The PALS service, part of the NHS, may be able to assist at this stage, to help you get an appointment, or to resolve an issue more informally. You can find out about local PALS here: https://www.nhs.uk/Service-Search/Patient-advice-and-liaison-services-(PALS)/LocationSearch/363 or on the provider's website.

If you decide to make a formal complaint, you have a choice about who to make the complaint to: either the service directly, or the organisation that commissions it. If your complaint is about more than one service, you only need to make one complaint and the service will coordinate with the others involved.

If you want support to make a formal complaint, you can ask the Independent Complaints and Advocacy Service. Unlike PALS, this is entirely independent of the NHS. You can contact them via: http://www.icatbradford.org.uk/

A complaint should normally be made within 12 months of an incident or it coming to your attention, although this time can be extended where there were good reasons not to make it sooner, and it is still possible to carry out a fair investigation.

Complaints can be made verbally or in writing. You should receive an acknowledgment of your complaint and an offer of a discussion about how it will be handled within three working days.

If you accept, the discussion will cover the period within which a response to your complaint is likely to be sent - there's no set timeframe and this will depend on the nature of your complaint. If the response is delayed for any reason, you should be kept informed.

NHS Choices has information about how to find the commissioner of a service here: https://www.nhs.uk/nhsengland/complaints-and-feedback/pages/nhs-complaints.aspx. It also provides information about making a complaint about social care services. You can also contact Healthwatch Bradford or ICAT for advice.

If you made a complaint but don't receive a response or decision for more than six months, you should be told the reason for the delay. At this point you may also wish to contact the <u>Parliamentary and Health Service Ombudsman</u> or the <u>LGO</u>. However, the PHSO will only consider a complaint if they have written confirmation from the local organisation that they have exhausted the local complaints procedure.

Once your complaint has been investigated, you will receive a written response. The response should set out the findings and where appropriate, provide apologies and information about what's being done as a result of your complaint.

It should also include information about how the complaint has been handled and details of your right to take your complaint to the relevant ombudsman.

Appendix: copy of survey

This survey is for anyone who has made or thought of making a complaint about an NHS service in the last two years. We want to know about your experiences so that we can see what works well and what might need to be improved.

1. Have you made a complaint about an NHS service	e in the past 2 years?				
Yes					
○ No					
Information on how to make a complaint					
2. How easy was it to find information about how to	make a complaint?				
Extremely easy	Quite difficult				
Quite easy	Extremely difficult				
Neutral	On't know				
Where did you look for information about how to it.	make a complaint?				
The complaints process					
4. Did someone support you with making this comple	aint?				
Independent Complaints Advocacy Team	Health/ Care Professional				
Hospital Compliments, Complaints and Concern Team/Pati Experience Team	ient Nobody				
Family/Friend					
Other (please specify)					

5. How easy did you find the process of making a complaint?							
_ E	Extremely easy	O Q	uite difficult				
	Quite easy	_ E	tremely difficu	lt			
O N	Neutral	O D	on't know				
Please	e add any extra comments						
6. Did	d you feel confident that your complaint was bein	g dealt	with effective	vely?			
O Y	/es						
O N	No						
Please	e add any extra comments						
7. Did	d you feel satisfied with the outcome of your com	nlaint?					
	es	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,					
\bigcirc N	No						
Please add any extra comments							
8. How long did it take to resolve your complaint?							
O 0	0 - 3 months	O 9	12 months				
O 3	3 - 6 months	_ M	ore than 12 m	onths			
O 6	6 - 9 months						
9. Which stage of the resolution process did you reach in seeking resolution?							
\bigcirc v	Written response from local healthcare provider						
() L	Local resolution meeting with health care provider						
_ F	Parliamentary Health Service Ombudsman						
O 1	Don't know						
\bigcirc (Other (please specify)						

No Please add any extra comments Ave you thought about making a complaint? 11. Have you ever thought about making a complawas this? (Tick all that apply) Didn't know how to make a complaint Could not find any information about how to make a complaint	aint about an NHS service but decided not to? If yes
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Didn't know how to make a complaint	
	leiet
Could not find any information about how to make a com	and faint
	ipiaint
Was concerned that it may affect your/your relatives pres or future care	sent
You didn't think it would make any difference/nothing would change as a result of your complaint	uld
You had no confidence in the NHS complaints service	
Other (please specify)	
12. How confident are you that if you made a comp	plaint that it will be dealt with effectively?
Extremely confident	Quite unconfident
Quite confident	Not at all confident
Neutral	On't know
Please add any extra comments	

13. Do you believe that making a complaint will make a difference/something will change for the better a result of your complaint?	is a		
Yes			
○ No			
Please add any extra comments			
About you			
Thank you for completing the survey.			
It's really important that we ask a diverse group of people for their views. To make sure that we do this, we ask people to give us some information about themselves.			
Information we gather here will not be used to identify you, but it is very useful to help us see if different groups of people have different experiences when undertaking the NHS complaints process.			
If you can, please take the time to give us this information.			
For more information about Healthwatch Bradford and District, visit our <u>website</u> or like us on <u>Facebook</u> .			
14. What's the first part of your postcode? E.g. BD21			
15. What is your gender?			
Male			
Female			
Prefer not to say			

16. What is your ethnic group?				
Asian or Asian British: Indian	Mixed or multiple ethnic groups: White and Black African			
Asian or Asian British: Pakistani	Mixed or multiple ethnic groups: White and Asian			
Asian or Asian British: Bangledeshi	White: Irish			
Asian or Asian British: Chinese	White: English/Welsh/Scottish/Northern Irish/British			
Black or Black British: Caribbean	Gypsy or Irish Traveller			
Black or Black British: African	Arab			
Mixed or multiple ethnic groups: White and Black Caribbean				
Any other ethnic group (please specify)				
17. Nine Protected Characteristics				
Under the Equality Act 2010, people are not allowed to discriminate, harass or victimise others because they have any of the nine protected characteristics. Please tell us if any of these characteristics may have affected your experience.				
○ Age	Race			
Disability	Religion and belief			
Gender reassignment	Sex			
Marriage and civil partnership	Sexual orientation			
Pregnancy and maternity				
18. Would you like us to email you with Healthwatch news, information about available NHS services and to stay updated on the results of this survey? Yes No If yes, please leave your email address				
ii yes, piease ieave your emaii address				

Acknowledgments

Healthwatch Bradford and District would like to thank the Independent Complaints Advocacy Team for partnering up with us on this project. A big thank you also to everyone who contacted us directly and those who have met with us to talk about their individual experiences. We appreciate people taking the time to give us their feedback.

To find out more about Healthwatch, or to discuss this report please get in touch.

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