

HEALTHCARE REGULATORS' COMPLAINT FORUM FOCUS

WORKING TOGETHER

2025 Report

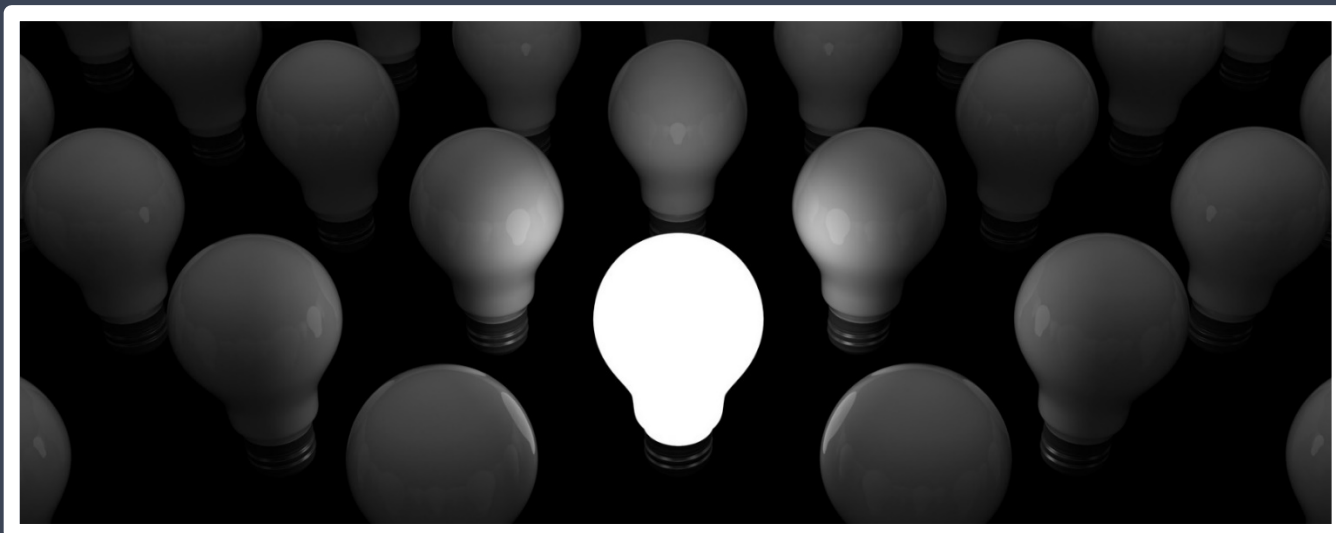
ROLE OF THE FORUM

The Healthcare Regulators' Complaint Forum brings together the nine UK healthcare regulators to support continual improvement in the approach to feedback, complaints and service concerns across healthcare regulation.

The forum is chaired and hosted by Nockolds Resolution, a division of Nockolds Solicitors. Nockolds Resolution specialise in complaint resolution in regulated sectors

The forum is a cross-regulatory group which works collaboratively to:

- identify barriers to the sharing of good practice in complaint management and assist in developing initiatives to address these;
- provide a platform for discussion and development of new initiatives across the Regulators that improve, process, quality and service delivery;
- consider what can be done to support effective resolution of corporate complaints, response times, customer satisfaction and insight led improvements as measured by the Professional Standards Authority (PSA);
- Explore and develop consistent and shared approaches to corporate complaint resolution, upstream learnings and improvements and analysis;
- monitor identified and emerging risks and advise on their prevention, mitigation and management;
- further develop constructive dialogue and interaction with the PSA to improve resolutions and quality improvement in escalating and protracted corporate complaints.



The forum provides a mechanism for shared learning and evolving practice in the areas of regulation currently assessed under Standard 4 of the PSA's Standards of Good Regulation

“The regulator reports on its performance and addresses concerns identified about it and considers the implications for it of findings of public inquiries and other relevant reports about healthcare regulatory issues.”

Within the Nockolds Healthcare Regulators' Complaint Forum, the regulators come together to share learnings, best practice and how to ensure complaint and feedback insight drives improvements in healthcare regulation and effective engagement with the public, professions and other stakeholders

This report provides a summary of the work and outputs of the forum group in 2024-26

AREA OF IMPACT

EXAMPLES OF IMPACT AT REGULATOR LEVEL



Aligned definitions & data

Identifying and aligning where appropriate the definition of corporate complaint, feedback & enquiry, along with complaint procedures & data capture for analysis

Across the Healthcare Regulators, definitions were collated, considered and refined to align data capture and to allow easier and more meaningful comparison and cross regulator analysis. This work continues as organisations refine and update their approaches to both collection and analysis.



Insight sharing

Understanding the complaint and feedback trends and sharing examples good practice to develop strategies to improve regulator performance (adopt and adapt)

“We share complaint trends with the forum, and note any cross-cutting trends with the other regulators (particularly the NMC following public inquiries)”



Learning loop

Developing a shared, deeper understanding of complaint trends and insight, and how organisations invest this insight to drive operational improvements, cultural and organisational change

“Taking learning from other regulators around recording outcomes, we’ve started to work on improving how we capture the outcomes to complaints (specifically around whether complaints are fully or partially upheld)”

Innovation workshop hosted at the NMC and facilitated by Nockolds explore how regulators can invest and demonstrate how continuous improvement is supported by complaints and feedback obtained through internal and external processes and frameworks.



PSA engagement

Co-ordinate dialogue and interaction between regulators and the Professional Standards Authority to share insight, good practice and quality improvement

“We’ve used the forum to discuss contact thresholds with the PSA, and to improve signposting in customer complaints to include reference to the PSA”



Team competences

Analysing complaint insight to identify, source and deliver CPD for regulator teams to increase confidence and effectiveness in complaint resolution

“We’ve attended training run by Nockolds around handling challenging interactions, to share learning with other regulators and embed learning within complaints teams to consistently manage challenging interactions across the regulators”



Upstreaming

Share best practice and new initiatives implemented to upstream learnings to drive operational and culture change in our organisations

“We have shared details of registrant fairness review and how this is being implemented into customer complaints work within our organisation”

FORWARD FOCUS

During 2026, the Forum will be:

- exploring how the forum can facilitate regulators reporting, analyse and address corporate complaints to further improve performance by addressing concerns identified about it.
- Considering the PSA consultation on the standards review, and introduction of new standards of good regulation following publication in early 2026.
- developing further methods of upstreaming to embed a learning loop approach to driving organisational change.
- considering how cross-regulator initiatives can support regulators to identify and consider the implications for individual regulators, of findings of public inquiries and other relevant reports about healthcare regulatory issues.
- seeking insight and gather examples and information on strategic and operational good practice in complaint handling and upstreaming from other regulated sectors or regulators to develop the approaches in healthcare regulation.
- considering how complaint trends and feedback analysis may and should inform regulatory reform.

For further details or to contact the forum to share insight, please contact Jennie Jones, jsj@nockolds.co.uk or 01279 712580