

## **EXECUTIVE SUMMARY**

This research project has been targeted to improve the complaint management system at Teaching Hospital Batticaloa (THB). The THB is one of the biggest and important health care institutions in Sri Lanka. There are various types of health care related services given to the public at THB for free of charge. The top-level administration receives lots of complaints from various units of the hospital. Hence, there were no proper system to manage the complaints found. Without a proper system the THB has faced many issues on managing the complaints. The need for a project to improve the complaint management system has been justified due to this purpose. The main objectives of this research-project were to identify the gaps in the complaint management system by the research component, then to implement a set of suitable interventions to improve the complaint management system for assessing the effectiveness of the intervention through the application of the research component.

Literature review on studies conducted in various countries in various industries including health care services clearly revealed about the importance of having a complaint management system.

The methodology included three main parts, they were pre interventional assessment, implementation of interventions and post interventional assessment. The aim of the pre interventional assessment was to identify the gaps of the complaint management. Data Extraction Sheet FGDs, KIIs and Primary survey have been used to identify the problems. The aim of the interventional phase was to implement suitable interventions to improve the complaint management. The aim of the post interventional phase was to assess the effectiveness of the interventions. Hospital Director, Deputy Directors, Accountant, Administrative Officer, and Unit in charges were the study population.

The important findings of the **pre interventional assessment** were: non availability of a proper system to manage the complaints, no categorization of complaints, delay in complaint management, non-availability of a mechanism to track the complaints and low satisfaction of staff on complaint management. **The interventions** formulated and implemented were: categorization of complaints into four major groups, introduction of a colour code system, introduction of a google sheet to register the complaints, an ice breaking programme between the subject clerk and unit in charges to improve coordination and introduction of a software to track the complaint. The **post interventional assessment findings** were: increase in the percentage of percentage of resolved complaints, reductive of percentage of complaints re written, reduction of average time taken for complaint management and enhancement of staff satisfaction on complaint management. All improvements have shown statistical significance.

The research project report discussed about the improvement of process indicators, output indicators and outcome indicators. Further the improvements have been compared and contrasted with the findings of various literatures all across the globe.

Important recommendations targeted: to sustain the interventions, to make needed modifications in the interventions in future according to the changes in external environment and to perform further auditing and monitoring.

The main limitation during the tenure was the direct and indirect effects of COVID 19 pandemic.

**Key words: Complaint tracking, Staff satisfaction.**