Introduction
Complaints handling become part of the day-to-day work of the frontline professionals in hospitals. An important step in good complaints management is to be open to complaints and see them as an opportunity for improvement. This poses a challenge as frontline professionals are very often not comfortable with complaints, and as a result, tend to respond to complaints defensively. To overcome these negative feelings, frontline professionals should treat patient complaints as a way to improve and enhance reputation of our service. Changing the way frontline professionals feel about complaints requires training, and hence the reason for this workshop.

Objectives
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Adopting a quality improvement approach to handling complaints with the following elements
• Listening openly to and encouraging feedback from patients
• Negotiating with patients about outcomes rather than just telling them
• Managing skillfully the emotions of patients
• Management complaints as part of risk assessment, with suitable reporting and follow up actions.
• Learning from patient complaints and feedback for improving the service.

Methodology
A Practical Tips on Handling Enquiry / Complaints Workshops comprising three sessions were organized for all junior APNs or RN In-charge in 2017. The workshops were designed to encourage participants to raise real cases that they have come across and share their feelings with others freely and full-heartedly. By using the real cases scenarios and through lectures, videos, role plays and interactive discussions, participants were able to understand the patients sick roles and their relatives / care givers distress, the skills of using open and non-technical communication, the different
ways to say 'No' without creating hard feelings, and a proactive culture on complaint management, with Take Home Message issued to the participants at the end of the workshop.

**Result**

All participants (37 APNs or above, 46 senior RNs) (refer Figure 1) were invited for program evaluation, with 83 evaluation forms issued. All data were analysed by using Likert scale in the evaluation with (6) being set as the maximum score of satisfaction. Overall 98% of participants strongly agreed/agreed the workshop was useful, practical and the workshop achieved the aim of enhancing communication competency, even for dealing with emotional. Over 96-87% participants strongly agreed/agreed that the techniques learnt were easy to understand, remember and could practically apply in the clinical setting. Over 96% participants strongly agreed/agreed to further promote our culture in compliant management among nurses and they would recommend their colleagues to join the workshop in the future.

**Workshop Conclusions:**

The workshop was well received and welcomed by the management as well as the clinical frontline staff. The participants were actively involved in the scenarios role play, and applied proactive effective communication skills to enhance their competency in handling patient enquiry/complaint.

**Implications:**

A proactive approach is to listen and learn from patient feedback, whether it is through suggestions, comments, or complaints, for useful contribution to quality improvement. This workshop promotes positive attitudes, active listening skills and effective communication. It can be further developed in a more holistic way for wider adoption by cluster hospitals.