

 Feedback and Complaints Policy (Residents and Clients)		Version: 9
Next review due by: 10/10/2028		Date: 10/10/2025
Developed by: National Manager, Consumer Experience		Page 1 of 8
Authorised by: Clinical Governance and Care Committee		Issued To: All Employees

PURPOSE

The purpose of the Feedback and Complaints Policy is to set out the requirements to:

- Encourage and support consumers - residents, clients and their family, friends, carers and others - to provide feedback, complaints, and suggestions.
- Support access to advocates, language services and other methods for raising and resolving feedback and complaints.
- Take appropriate action in response to complaints and feedback and use an open disclosure process at the earliest opportunity where things go wrong.
- Review feedback and complaints to improve the quality of care and services across all our Regis homes and services.

PEOPLE THIS POLICY APPLIES TO

This policy applies to all people performing work for or on behalf of a Regis group entity either as a:

- Direct employee (Employee) employed via an employment contract with a Regis Group entity; or
- Indirect employee (Worker) such as an agency worker, contractor, sub-contractor, student, trainee or unpaid volunteer in a Regis Group entity workplace.

This policy is limited to matters relating to the delivery of aged care and disability funded service delivery.

POLICY

1. POLICY STATEMENT

Regis is committed to fostering a culture of openness, respect, and continuous improvement. We encourage all consumers - residents, clients and their families and carers, and community members - to provide feedback and complaints without fear of reprisal. Feedback may include compliments, suggestions, concerns, or complaints. Our feedback and complaints management system is designed to be accessible, fair, transparent, responsive, and aligned with the Aged Care Act 2024, the Statement of Rights, and the Aged Care Quality Standards.

2. PRINCIPLES FOR FEEDBACK AND COMPLAINTS MANAGEMENT

Regis' approach to feedback and complaints management is guided by the following principles:

- **Person-Centred:** We respect the dignity, preferences, and individual needs of every resident and client.
- **Zero tolerance to victimisation:** People will be treated fairly and will not suffer consequences for providing feedback or raising a complaint.
- **Transparency & Open Disclosure:** We communicate honestly and promptly when feedback is provided, ensuring those affected are informed, supported, and involved in the response and resolution.
- **Restorative Practices:** We focus on healing relationships, understanding harm, collaboratively resolving issues, restoring dignity, and promoting independence and wellbeing.
- **Accessibility:** We support diverse needs including but not limited to language, disability, and cultural considerations.

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- **Timeliness:** We act quickly to respond to incidents, provide support, and complete investigations, minimising harm and ensuring prompt follow-up.
- **Continuous Improvement:** Feedback is an opportunity to learn. We analyse feedback data to identify trends and drive improvements.
- **Procedural Fairness:** We ensure impartiality and fairness in feedback review processes, giving those involved the opportunity to be heard and to respond.

3. HOW TO PROVIDE FEEDBACK OR MAKE A COMPLAINT

At Regis, we believe that open, respectful, and ongoing communication between consumers and their care team is essential to delivering high-quality, person-centred care. Day-to-day feedback is a valuable part of how we understand and respond to residents' needs, preferences, and experiences. We encourage consumers to share feedback freely and regularly with staff, as this helps us tailor care to what matters most.

While most feedback is best shared directly with the care team as part of everyday communication, we also offer a range of formal channels for consumers who wish to provide structured feedback or lodge a complaint.

This includes:

- **Verbally**, by speaking with any employee or manager at a Regis Home, Service or Corporate Office.
- **In writing**, by completing a feedback form available at all Regis Homes and Services, or by sending a letter to Regis Head Office (Level 2, 293 Camberwell Road, Camberwell VIC 3124).
- **Via Regis Advice**, our centralised and national service via:
 - Phone: 1300 998 100
 - Email: advice@regis.com.au
- **Via Shareline**, an independent and confidential reporting service:
 - Phone: 1300 987 621
 - Email: shareline@stopline.com.au
 - Online: regis.stoplinereport.com
- **Through advocacy services**, including the Older Persons Advocacy Network (OPAN) or other independent advocacy organisations.
- **To external regulatory bodies**, including the Complaints Commissioner, Aged Care Quality and Safety Commission and the NDIS Quality and Safeguards Commission.

Interpreter services, translation support, and communication aids (including the National Relay Service) are available free of charge to ensure equitable access to the feedback and complaints process. Access to these services can be facilitated where required.

4. ANONYMOUS FEEDBACK AND COMPLAINTS

Regis recognises that some individuals may prefer to provide feedback or make a complaint anonymously. Anonymous submissions are accepted via the above mechanisms and will be reviewed and acted upon to the extent possible based on the information provided. However, where feedback or complaints are submitted anonymously, Regis may be limited in its ability to investigate the matter fully or provide updates on the outcome. All anonymous feedback is treated seriously and contributes to ongoing service improvement.

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5. WHAT TO EXPECT WHEN PROVIDING FEEDBACK OR MAKING A COMPLAINT

Regis is committed to managing feedback and complaints in a manner that is timely, transparent, and respectful. Once feedback or a complaint is received, Regis will take appropriate steps to ensure the matter is acknowledged, assessed, and resolved in line with the principles of procedural fairness, open disclosure, and person-centred care. The individual who raised the concern, or their nominated representative, will be supported and involved throughout the process wherever appropriate.

The following can be expected when feedback is provided or a complaint is made:

- **Timely Acknowledgment:** The feedback or complaint will be acknowledged within a reasonable timeframe to confirm receipt and initiate the process.
- **Clear Process Information:** A clear explanation of the process, including expected timeframes for resolution, will be provided.
- **Involvement in Resolution:** Where appropriate, the individual will be consulted and involved in the resolution process, including the opportunity to respond to findings or proposed actions.
- **Progress Updates:** Regular updates will be provided throughout the investigation and resolution process.
- **Outcome Communication:** A clear explanation of the outcome, including any actions taken and the rationale for decisions, will be communicated in a timely way.
- **Privacy and Respect:** Matters will be handled with sensitivity, confidentiality, and respect for the dignity of those involved.
- **Escalation Options:** If the individual is dissatisfied with the outcome or process, the matter can be escalated to external bodies such as the Aged Care Quality and Safety Commission, the Complaints Commissioner or the NDIS Quality and Safeguards Commission.

6. ROLES AND RESPONSIBILITIES

Regis takes a whole-of-organisation approach to feedback and complaints, with clear points of accountability at every level.

Employees will be supported to know about and work in accordance with this Policy and are responsible for:

- Being aware of and able to communicate the feedback and complaints management policy and procedures.
- Being alert to feedback and complaints and supporting consumers to provide them.
- Effectively resolving feedback and complaints at the point of care, and if they are unable to do so, escalating this in a timely manner in line with the feedback and complaints procedure.
- Ensuring that feedback or complaints are reported into the feedback and complaints management system.

General/Service Managers, Clinical Care Managers and other senior Home/Service employees are responsible for:

- Fostering a positive culture for effective feedback and complaints management, including “catch n call” and ensuring they are regularly out on the floor to proactively receive and resolve consumer feedback and complaints.

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- Supporting effective and timely feedback and complaints management in line with the principles outlined in this policy, and if they are unable to do so, escalating this in a timely manner to the Regional General Manager or Executive General Manager.
- Practicing open disclosure where necessary at the earliest possible opportunity when things go wrong.
- Ensuring feedback and complaints are entered, triaged and managed in the feedback and complaints management system.
- For General Managers and Service Managers in particular, overseeing the management of high risk/complex complaints that occur within their home/service, including taking a lead on developing the response and ensuring it is of appropriate quality.

Regional General Managers, and National Managers are responsible for:

- Actively supporting feedback and complaints management processes.
- Overseeing the management of high risk/complex complaints that occur within their homes/services.
- Ensuring recommendations and commitments as a result of reviews are followed through and sustainably implemented and evaluated.

The Regis **Strategy and Care Excellence team**, are responsible for supporting and coordinating Regis' feedback and complaints management framework, including:

- Implementing feedback and complaints management procedures aligned to best practice.
- Providing support and advice to employees in the management of feedback and complaints.
- Ensuring appropriate feedback and complaints management resources, guidance, education and training are in place across Regis.
- Providing regular reports on data and performance to support governance responsibilities.
- Being the key contact and liaison for external bodies with respect to managing and resolving feedback and complaints.

The Regis **Board and Executive** are responsible for:

- Promoting a culture that values feedback and complaints.
- Ensuring effective feedback and complaints management systems are in place.
- Ensuring continuous improvement is implemented in response to the analysis and review of feedback and complaints data.

7. ROLE OF THE COMPLAINTS COMMISSIONER

The Aged Care Quality and Safety Commission and the Complaints Commissioner play a role in safeguarding the rights, safety, and wellbeing of older people receiving aged care services. The Complaints Commissioner is responsible for managing complaints about aged care providers, ensuring providers meet their obligations under the legislation, and promoting continuous improvement across the sector.

In this context, Regis is committed to:

- **Supporting consumers, their representatives, and advocates** to access the Complaints Commissioner where appropriate.
- **Cooperating fully** with the Commission's complaints resolution processes, including providing timely and accurate information as required.

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- **Complying with any regulatory actions or directions** issued by the Commission, including action notices or compliance requirements.
- **Supporting awareness** of the Commission's role among consumers and employees, through mechanisms such as orientation, training, and publicly available information.
- **Embedding insights and recommendations** from the Commission into Regis's continuous improvement and governance systems.

8. PRIVACY AND CONFIDENTIALITY

Regis is committed to protecting the privacy and confidentiality of individuals involved in the feedback and complaints process. Personal information collected in the course of managing feedback or complaints is handled in accordance with the Privacy Act 1988 (Cth), the Aged Care Act 2024, and relevant state and territory legislation.

Personal information is collected for the purpose of assessing, managing, and resolving feedback or complaints, and for improving the quality and safety of care and services. This information is stored securely in Regis's feedback management system, with access restricted to authorised personnel only.

Information will only be disclosed:

- With the consent of the individual whose information is involved;
- Where required or authorised by law (e.g. to the Aged Care Quality and Safety Commission, police, or other statutory bodies); or
- Where disclosure is necessary to prevent a serious threat to life, health, or safety.

Where appropriate, de-identified data may be used for reporting and quality improvement purposes.

9. PROCEDURAL FAIRNESS

Regis is committed to ensuring that feedback and complaints are managed in accordance with the principles of procedural fairness (also known as natural justice). This means that every individual involved in a feedback or complaint process is treated fairly, respectfully, and without bias.

The following principles guide Regis's approach to procedural fairness:

- **Fair and Unbiased Investigation:** Feedback and complaints are assessed objectively, without prejudice or conflict of interest.
- **Right to Respond:** Individuals who are the subject of a complaint are given a reasonable opportunity to respond to the concerns raised before any decisions are made.
- **Transparent decision-making:** Decisions regarding the outcome of a complaint are based on relevant facts and evidence. Clear reasoning is provided to explain how conclusions were reached.
- **Opportunity for Review or Escalation:** Where an individual is dissatisfied with the outcome or handling of a complaint, information is provided on how to seek a review or escalate the matter to an external body, such as the Aged Care Quality and Safety Commission.

10. TRAINING AND EDUCATION REQUIREMENTS

Regis recognises that effective feedback and complaints management relies on a well-informed and capable workforce. Employees must be equipped with the knowledge, skills, and confidence to identify,

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respond to, and escalate feedback and complaints appropriately, and to contribute to a culture of continuous improvement.

To support this, Regis will ensure that:

- **Mandatory training** on feedback and complaints management is provided to employees at the commencement of employment and at least annually thereafter.
- **Additional training** is delivered when there are changes to feedback and complaints management systems, relevant legislation, organisational policies. Additional training will also be provided when an employee becomes a responsible person or changes roles, as required.

Regis will monitor the effectiveness of training through employee and resident feedback, audit outcomes, and performance reviews, and will make adjustments as required to ensure ongoing capability across the organisation.

11. COMMUNICATION OF THE POLICY

Regis is committed to ensuring that consumers are aware of their rights and options for providing feedback or making complaints.

Mechanisms to support this at Regis include:

- The policy is made available via a plain English version and translated into other languages upon request.
- Information on how to provide feedback and complaints is visibly promoted across Regis Homes and Services through posters and brochures and is provided to consumers at the time of admission or upon request.
- Information, including the policy, is published on the Regis website.
- Employees are trained to explain the policy and associated procedures to consumers and their representatives, including how to access advocacy, interpreter, and accessibility services.
- The policy is regularly reviewed and updated, with changes communicated promptly to consumers and employees through established engagement channels.

12. EVALUATION MECHANISMS

Regis is committed to continuously improving its feedback and complaints management system through structured evaluation, governance oversight, and stakeholder engagement. Regular monitoring and review ensure that the system remains effective, responsive, and aligned with legislative and quality standards, as well as evidence based best practice.

To support this, Regis undertakes the following evaluation activities:

- **Monthly analysis of feedback and complaints data**, including trends, themes, resolution timeframes, and consumer outcomes. This analysis informs operational improvements and risk mitigation strategies.
- **Annual review of the feedback and complaints management system**, assessing its effectiveness, accessibility, and alignment with policy, procedure, and regulatory requirements.
- **Reporting to the Executive and Board**, including detailed complaints data, systemic issues, and recommendations for improvement. These reports form part of broader clinical governance and quality assurance processes.

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- **Engagement with consumers and employees**, including feedback on the complaints process itself, to identify barriers, opportunities for improvement, and areas requiring further support or education. This engagement includes with the Regis Consumer Advisory Bodies.

Findings from evaluation activities are used to inform policy updates, employee training, service redesign, and strategic planning.

DEFINITIONS

Term	Definition
Complaint	A complaint is an expression of dissatisfaction with any aspect of the care and services which Regis provides where the person making the complaint is seeking resolution.
Consumers	Consumers collectively refers to and includes residents, clients, family, carers and representatives across all Regis homes and services including NDIS participants.
Employee	Interchangeable term with worker and staff and defined as anyone employed or engaged by a registered provider to deliver aged care services.
Feedback	Feedback includes positive comments, negative comments and suggestions for improvement about the care and services to consumers across any Regis home or service.
Resident / Client	Includes all individuals receiving aged care services and is interchangeable with terms such as NDIS participant, individual, and consumer.
Responsible Persons	Regis adopts the definition of Responsible Persons as set out in the Aged Care Act 2024.

KEY LEGISLATION, ACTS AND REFERENCES

- Aged Care Act 2024 (Cth)
- Aged Care Quality and Safety Commission Act 2018 (Cth)
- Aged Care Quality and Safety Commission
 - *Better Practice Guide to Complaint Handling in Aged Care Services (2025)*
 - *Strengthened Aged Care Quality Standards (2025)*
 - *Open Disclosure Framework and Guidance (2019)*
- Australian Commission on Safety and Quality in Health Care
 - *Australian Safety and Quality Framework for Health Care (2010)*
 - *Australian Open Disclosure Framework*
- National Disability Insurance Scheme: Quality and Safeguards Commission
 - *Complaints Management and Resolution (Rules 2018)*
 - *Effective Complaint Handling Guidelines for NDIS Providers*

LINK TO STANDARDS

Standard 1	The Individual	☒
Standard 2	The Organisation	☒
Standard 3	The Care and Services	☒
Standard 4	The Environment	☐
Standard 5	Clinical Care	☐



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Standard 6	Food and Nutrition	☐
Standard 7	The Residential Community	☒
NDIS	Core Module - Rights and Responsibilities	☐
NDIS	Core Module - Provider Governance and Operational Management	☒
NDIS	Core Module - Provision of Supports	☐