



Listening to People Readiness Checklist

For GP Practices, Dental Practices and and Primary Care Providers



Preparing for the Listening to People Framework



A Readiness Checklist for GP Practices, Dental Practices and Primary Care Providers

From April 2026, NHS Wales will introduce the Listening to People (LTP) framework, bringing important changes to how concerns, complaints and redress are handled across health services.

The new framework builds on the existing Putting Things Right (PTR) arrangements but places greater emphasis on early engagement, meaningful conversations with patients, and learning from concerns.

For GP and dental practices, and other primary care providers, the overall principles may feel familiar. However, the framework introduces clearer expectations around how concerns should be triaged, discussed with patients, documented and resolved.

In particular, practices will be expected to:

- attempt early resolution where appropriate
- offer a listening discussion to understand the patient's experience and desired outcome
- ensure concerns are recorded and documented clearly
- communicate transparently with patients throughout the process
- demonstrate how learning from concerns leads to service improvement



While many practices already handle complaints thoughtfully and professionally, the new framework will require **small but important** adjustments to existing processes.

Where practices may experience challenges

Through our experience supporting organisations with complaint handling and investigations, several areas commonly present difficulty when new frameworks are introduced.

These include:



1. Structuring early resolution

Early resolution is intended to resolve straightforward concerns quickly and constructively. However, practices may find it difficult to decide when early resolution is appropriate and when a more formal investigation is required.



2. Conducting effective listening discussions

The framework places strong emphasis on early conversations with patients to understand their experience and expectations. Staff may benefit from clearer guidance on how to structure these conversations and record them appropriately.



3. Documenting discussions and decisions

Recording what was discussed with a patient, what outcome they hoped for, and how decisions were reached is an important element of the new framework. Many existing complaint systems were designed primarily around written responses rather than documenting conversations.



4. Managing escalation and complexity

Primary care concerns may sometimes involve other organisations or raise issues requiring escalation. Clear processes help ensure concerns are directed to the appropriate organisation quickly and safely.



5. Demonstrating learning from concerns

The framework places greater emphasis on how organisations capture learning and improve services, rather than simply closing complaint cases.

Using this checklist

The following checklist is designed to help GP & Dental practices and other primary care providers review their current complaints processes and identify areas that may benefit from further development before the Listening to People framework comes into force.

It is not intended to be an exhaustive audit, but rather a practical prompt for reflection and preparation.

Rachel Gale
Director & Principal Consultant
The Outcome Practice

Supporting organisations to strengthen complaint handling, investigations and organisational learning.

1. Awareness and preparation

Does the practice leadership team:

- know that the Listening to People framework replaces aspects of PTR
- understand the introduction of the early resolution stage
- understand when concerns may need escalation beyond the practice

2. Receiving concerns

When a patient raises a concern:

- staff know who should receive the concern
- concerns are recorded consistently
- patients are told what will happen next

3. Early resolution

Does the practice have a clear approach to deciding:

- whether a concern can be resolved quickly
- when a concern requires investigation
- when escalation to the Local Health Board is required

4. Listening discussions

Does the practice:

- offer an early conversation with the patient where appropriate
- explore what happened from the patient's perspective
- ask what outcome the patient is hoping for
- record what was discussed

5. Communication with patients

Does the practice:

- explain the complaints process clearly
- keep patients informed if an investigation takes time
- tailor communication to the patient's needs

6. Documenting decisions

When decisions are made:

- the reasoning is recorded
- records show whether early resolution was attempted
- conversations with the patient are documented

7. Investigation process

If a concern cannot be resolved early:

- someone is responsible for leading the investigation
- the investigation approach is documented
- the final response explains findings clearly

8. Learning from concerns

Does the practice:

- identify recurring themes from concerns
- discuss learning with the team
- record improvement actions

If you answered “No” or “Not sure” to several questions, your practice may benefit from reviewing how complaints and concerns are handled in line with the Listening to People framework which comes into force in April 2026.

Support Options



Listening to People Readiness Snapshot

Listening to People Implementation Review

Includes:	You receive:
Review of the practice complaints policy	2-3 page readiness summary
Review of complaint templates and workflow	Suggested improvements to complaint workflow
Short readiness questionnaire	Listening discussion prompt guide
Written summary identifying key gaps	

Includes:	You receive:
Review of complaints policy, templates and workflow	Short readiness report
One-hour discussion with practice manager(s) or complaints lead(s)	Suggested triage model for early resolution
Review of two anonymised complaint examples	Listening discussion structure for staff
Practical recommendations to improve processes	Documentation prompts for recording conversations

Ideal for:

Individual practices wanting a quick readiness check.

Ideal for:

Practices and/or clusters wanting practical support to implement the new framework.

Price

£395 per practice

Introductory preparation offer

£295 when booked before 30 April 2026

Price

£795 per practice/cluster (operating under shared policy)

Introductory preparation offer

£595 when booked before 30 April 2026

Support Options



Listening to People Skills Session

Session covers:	Format:
Key changes under the Listening to People framework	90-minute live online session (or in-person if requested)
Early resolution versus investigation	Suitable for practice managers and complaints leads
Conducting effective listening discussions	Interactive discussion and practical guidance
Documenting conversations and decisions	Documentation prompts for recording conversations
Avoiding common complaint-handling pitfalls	

A practical capability session for Practice clusters or groups of practices aimed at frontline practitioners receiving and dealing with complaints.

Price
£1,200 per session
Introductory preparation offer
£900 when booked before 30 April 2026

The Outcome Practice Ltd



www.theoutcomepractice.co.uk

**To discuss a review for your practice or cluster book an
[exploratory call](#)**

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