

Manual:	Service Delivery	Policy Number	25
Subject:	Complaints and Feedback		
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25 COMPLAINTS AND FEEDBACK

Complaints and feedback from patients/participants and the public assist the organization to improve the quality of services it provides. A flow chart of the complaints procedure will be displayed in prominent locations in the organization (see below). Complainants have the right to have their complaint reviewed and addressed without fear of embarrassment or reprisal. Respondents have the right to be informed of allegations and the opportunity to respond to the complaint. All complaints are investigated and responded to quickly so as not to delay appropriate action.

General Complaint Procedures

- Complaints related to service delivery (i.e., hours of operation, ability to book appointments) will be brought to the attention of the supervisor and/or Executive Director.
- Participants should address the complaint directly to the staff member, a student on placement or volunteer, or to the appropriate supervisor.
- If a complaint is made to another staff member, they will inform the individual about the policy and outline the options for addressing the complaint including speaking to the individual member/volunteer directly involved or the employee/volunteer's supervisor.
- Informal resolution of difficulties should be sought between the staff member and the complainant whenever possible before resorting to formal procedures.

Formal Complaint Procedures

- Formal complaints will be documented using the incident report form and placed in a central file by the Executive Assistant.
- The report shall include details regarding the nature of the problem, circumstances which precipitated the incident, how it was addressed, and whether or not the individual appears satisfied with the outcome.
- If a written complaint is received, an acknowledgement is sent to the complainant within 48 hours.
- Copies of written complaints will be given to the staff member, immediate supervisor and Executive Director.
- When a complaint has not been resolved to the individual's satisfaction with an employee, the appropriate supervisor will intervene to resolve the problem.
- The supervisor will review the complaint, including written documentation and interview the complainant and the employee/volunteer and witnesses if necessary within 10 working days.
- If the complainant does not make a commitment to resolve the issue within 10 working days, the matter will be considered closed.

- The supervisor will tell the employee/volunteer about the nature of the allegation, including the names of the complainant.
- Appropriate supports will be provided to both parties during interviews (e.g., a staff member may invite a colleague; the complainant may invite a relative, friend or neighbour).
- The supervisor will complete a written report including a summary of the facts, an analysis and a conclusion within 10 working days.
- The Executive Director shall be informed of the results of the investigation and any actions which will be taken.
- If the decisions or interventions by the staff member or the supervisor are unacceptable to either the participant or the staff, the complaint or problem shall be taken to the Executive Director for a final appeal.
- If the complainant prefers, the Executive Director can become involved at any point in the process.
- The Executive Director has the same responsibilities as the supervisor to share and document information and investigate in a timely manner.
- If the issue is still not resolved to the complainant's satisfaction, the Executive Director will inform the chair of the board of directors and ask for the assistance of outside professionals to help resolve the issue.
- Mediation/conflict resolution will be provided if all parties agree to participate.
- Upon completion of the investigation, the follow-up action will be determined by the severity and frequency of the misconduct.
- The consequence for an employee may include a reprimand, a verbal or written apology to the complainant, a suspension or dismissal, or a report to their specific professional licensing body.