Complaints and Grievance Policy and Procedure

HiFlex Physio

Scope: The Complaints and Grievance Policy and Procedure is applicable to all employees of HiFlex Physio including Management, Administrators, and all employees working with customers.

Purpose: The purpose of this policy is to provide a quick, effective and consistently applied method for a nonsupervisory employee to present his or her concerns to management and have those concerns internally resolved.

Policy Statement: It is the policy of HiFlex Physio to create an environment where complaints, conflicts, and grievances are welcomed and viewed as an opportunity for acknowledgement and improvement.
This is to ensure that individuals have the right to make comments and complaints and are encouraged to exercise their right in blame free, resolution-focused culture respecting an individual's right to privacy and confidentiality. It is acknowledged that such conflicts and complaints are vital to review internal performance and processes and to seek continuous improvement of services as we seek to achieve our high quality service objectives.

Procedures:

Step 1: Discussion with supervisor

1. Initially, employees should bring their concerns or complaints to their immediate supervisor (Centre Manager for employees working at our sites). If the complaint involves the employee's supervisor, the employee should schedule an appointment with that supervisor to discuss the problem that gave rise to the complaint within five working days of the date the incident occurred.

2. The immediate supervisor should respond in writing to the complaint within five days of the meeting held with the complainant employee

Procedures:

Step 2: Written Complaint

Complaints and Grievances written complaints can be made by:

1. If the discussion with the immediate supervisor does not resolve the problem to the mutual satisfaction of the employee and the supervisor, or if the supervisor does not respond to the complaint, the employee may submit a written complaint to the employee's by completing an Employee Complaint form to Centre Manager.

2. Employees may forward this form directly to General Manager, Human Resources, if required.
If the complaint is about:

- Another team member then an interview is arranged with the Centre Manager
- Centre Manager then arrange an interview to phone the General Manager, Human Services

3. An acknowledgement of the written complaint is due within five working daysfrom the receipt. The complaint should include:

- The problem and the date when the incident occurred.
- Suggestions on ways to resolve the problem.

4. Upon receipt of the formal complaint, the General Manager, Human Resources must schedule a meeting with the employee within five working days to discuss the complaint. Within approximately five working days after the discussion, General Manager, Human Resources should issue a decision both in writing and orally to the employee filing the complaint.

Step 3: Appeal of decision

a. If the employee is dissatisfied with the decision of the General Manager Human Resources, the employee may, within five working days, appeal this decision in writing to the Chief Executive Officer (CEO).

b. The CEO may call a meeting with the parties directly involved to facilitate a resolution or refer complaints to a review may occur if the CEO believes that the complaint raises serious questions of fact or interpretation of policy.

The CEO may gather further information from involved parties.

Recommended Technique and Procedures:

When working with complainant and employees, read the following guidelines but undertake what is relevant to the particular situation:

- Address the issue early. The longer you let an issue fester, the more time you waste and the greater chance you have of it spiralling into other problems.
- Address the issue privately. Set up a time to talk in a private place, where you won't be overheard or interrupted. Speak to the person with whom you have the conflict and try to resolve the issue one-on-one before involving others.
- Expect discomfort. You may have to say up front: "Although this is uncomfortable for me, if I don't address this, I'm afraid we will not meet our goal."
- Be specific and objective. Identify the specific issue at hand and the effect it is having. Avoid generalizing statements such as "always," "ever" or "never." Stick to the subject; try not to digress into broad personality issues or revive past issues.
- Focus on the outcome. Do not dwell on problems or blame. Keep the spotlight on finding solutions and how you will reach the desired outcomes. "In order to reach the goal of X, I think we need to do Y."
- Be open. Doing so establishes an atmosphere of mutual respect and cooperation. Listen to and consider others' opinions, points of view and ideas. Understand and appreciate that they think differently than you and may bring a greater, or different, understanding to the table that will help resolve the problem more quickly and effectively.
- Respond constructively. Let the other person know you value what he or she is saying, even if you don't agree. Try to avoid responding negatively or directively, for example criticizing, ridiculing, dismissing, diverting (talking about yourself rather than about what the other person has said) or rejecting the other person or what they are saying.
- Know your triggers. Learn to recognise your personal warning signs for anger and figure out the ways that work for best for you to constructively control your anger.
- Maintain a sense of humour. Be willing to laugh, including at yourself. Maintaining a sense of humour can relieve stress and tension, and help get you and others through a difficult time .
- Learn to compromise. Compromise is important in any relationship. If you disagree on an issue, discuss the problem calmly, allow each person to explain his or her point of view, and look for ways to meet each other in the middle.
- Don't attempt to resolve conflict when tempers are flaring. During an argument, often no one can agree on a reasonable solution. If that is the case, agree to take a break and come back to the problem later, when you have had time to settle down and think about the issue.
- Know when to retreat. The conflict resolution process will not always work. The level of the skills of some people may not be at the point where they can be full partners in this process. For example, you may have a spouse who does not want to, or know how to, solve the problem. You may also have a conflict with a coworker, boss or higher-up who is known for irrational outbursts. You must take all these factors into consideration and know when it may be more appropriate for you to cut your losses and retreat

Responsibilities

Negotiation and conflict resolution is the responsibility of the following:

- Centre Manager,
- Assistant Manager or
- General Manager, Human Resources or their delegate.

Note: this will be determined by the complaint or conflict situation.

Reporting

Centre Manager is to report any complaints to General Manager, Human Resources

General Manager, Human Resources will report complaints to CEO.

CEO will take any Complaint Reports to the Board for review, to determine if there are changes required.

Approvals and Review
Name
Job Role/Position
Next Review Date