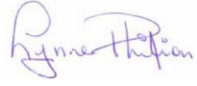




Policy for Client/Agency Relationship

Section:	Corporate	Number:	
Policy Subject:	Client / Agency Relationship – Complaints and Compliments Protocol	Policy Sponsor:	Lynne Phillion, Director of Services
Approved by:	Lynne Phillion	Signature:	
Date Issued:	April 8, 2015	Date Reviewed:	August 2023
		Next Review Date:	August 2024

1.0 Purpose, authority, and application of this policy

1.1 Purpose of this procedure

To define CCR's standards and processes and manage risk related to the reporting, analysis, and management of complaints and compliments received from clients (i.e. children, youth, primary caregivers, parents, families, visitors, community partners, and volunteers).

To ensure that CCR Staff authority, with respect to the treatment of clients, is limited to ensure the rights of clients to fair, equitable, and humane treatment are not impeded and that all relevant legislation is followed.

To ensure the use of client-related information does not conflict with the spirit of CCR's confidentiality statement and the principles of the Freedom of Information and Protection of Privacy Act.

To comply with the most up-to-date version of the Accessibility for Ontarians with Disabilities Act (2005) that requires organizations to have a process to receive feedback from the public that is related to accessibility of services, information, and customer service for people with disabilities.

1.2 Application and Scope

This policy applies to all employees, board members, volunteers, and students.

2.0 Policy

CCR's Governance Policy requires that all clients be treated with dignity, that all services are child and family centered, are sensitive to culture and language and include system and stakeholder collaboration.

In recognition of clients as partners, all CCR Staff and services endeavour to ensure the following client rights.

Clients have the right to:

- information i.e.: all options/resources available to child and/or family, including information on each child's progress

- protection of privacy i.e.: personal information is protected (See C.C.R. / R.E.C. Confidentiality Policy)
- make decisions i.e.: setting of priorities for their child
- right to services available
- right to participate i.e.: to have input into planning, to have opportunity to share information to team, right to observe

CCR values all feedback from the clients we serve. Feedback encompasses all information relating to our services, performance, or the way we do our business. It may come in the form of a compliment, suggestion, or complaint.

CCR is committed to responding to all complaints and concerns in a courteous, timely manner with a confidential, non-punitive process that supports effective and timely communication, investigation, action, and follow-up.

2.1 Compliments

CCR values compliments as they represent what our clients value and what they consider we are doing well; they provide an opportunity to recognize our Staff and reward excellence.

2.2 Complaints

Complaints are a valuable form of feedback to CCR as they represent what our clients consider we are not doing well. By investigating complaints, we can identify areas in need of improvement. Through the effective acknowledgement and handling of complaints we are working to build relationships and minimize the likelihood of the issue recurring or escalating. Complaints are vital to informing the continuous quality improvement of CCR's services and processes.

3.0 Definitions

3.1 Client

A client refers to the children, youth, primary caregivers, parents, families, visitors and community partners we serve.

3.2 Compliment

A compliment is feedback that communicates appreciation and acknowledgement of our services, performance, or the way we do our business.

A compliment may be about an individual Staff member, a team, or a service. A compliment could be expressed as:

- satisfaction or happiness with a service
- Staff going 'the extra mile' to provide excellent client service
- the client feeling valued
- good complaint handling-service recovery

3.3 Complaint

A complaint is feedback that communicates dissatisfaction or unmet expectation by or on behalf of a client. It could relate to any aspect of our services, performance, or the way we do our business. A complaint may relate to the performance of our agency in relation to our Client / Agency Relationship Policy including Staff attitude or conduct, or dissatisfaction with the quality of our service.

4.0 Responsibilities

4.1 Supervisors/Director

The Leadership Team will create an environment where feedback and continuous quality improvement of service is valued through:

- timely review and investigation of complaints
- ensuring every reasonable effort is made to successfully resolve complaints
- endorsement of the feedback process
- fostering a 'no blame' environment in which complaints are seen as a valuable and necessary part of continuous improvement
- provision of appropriate training and other support to empower Staff to confidently resolve complaints according to CCR's Client / Agency Relationship Policy
- recognition of excellence in service delivery and dissemination of positive feedback and compliments
- management of client expectations in terms of what the feedback process can and cannot deliver
- ongoing monitoring and auditing of the complaint handling process to ensure that it is effectively and efficiently maintained and continually improved

4.2 All Staff

CCR Employees are empowered to own and handle client concerns as they occur.

Staff will:

- promote CCR's values and Family Centered Care philosophy
- adhere to the Client / Agency Relationship Policy and Issue Resolution process
- review the Client / Agency Relationship Policy and Issue Resolution process with clients at point of service engagement and no later than one month after service engagement

5.0 Issue Resolution Procedure

5.1 At time of complaint

CCR recognises that the most effective and efficient way to resolve feedback and achieve client satisfaction is to deal with the issue as soon as possible, at the point where it is received.

Should a parent (client) feel that any of their rights, as described in section 2.0, are not being upheld, the following Issue Resolution Process should be followed by the CCR staff member:

1. respond to the client, and inform their Supervisor, within two business days of receiving the complaint
2. listen to the complainant to review and validate concerns and perceptions of the situation
3. thank them for bringing their concerns to our attention

4. make every reasonable effort of resolve the complaint in compliance with CCR's Client / Agency Relationship policy and within the scope of their practice and responsibilities
5. if a successful resolution is achieved, advise the complainant of the actions that will be taken to address their concern
6. if the issue cannot be resolved, it will be transferred to the Staff member's immediate Supervisor who will begin the Issue Resolution Process

5.2 Stages of Issue Resolution

The issue resolution process has four progressive stages. If a consensus is not achieved or a remedy cannot be implemented, the process is escalated to the next Stage within two business days.

The four stages of issue resolution are as follows:

- Stage One: Supervisor
- Stage Two: Director of Services
- Stage Three: Executive Director
- Stage Four: Board of Directors

5.3 Issue Resolution Process

At each Stage, the responsible person must adhere to the following processes:

1. communicate acknowledgment of the complaint within two business days of receiving it and thank them for bringing their concerns to our attention
2. review all pertinent information and interview others as required
3. attempt to resolve issues through facilitating communication between the complainant and the relevant parties, within the scope of practice and responsibility
4. if a successful resolution is achieved, advise the complainant of the actions that will be taken to address their concern
5. if the issue cannot be resolved all relevant information will be transferred to the individual responsible for the next Stage of the Issue Resolution Process, within two business days
6. once the process has reached the Executive Director or the Board of Directors level, a Client Issue Resolution form (Appendix A) must be completed, signed by the Client, and submitted to the Director of Services for tracking and reporting purposes and annual review by the Board of Directors

5.3 Issue Resolution Process (cont'd)

Complaints brought forward directly to the Board shall not be impeded if the parent (client):

- has exhausted the internal procedure and
- alleges that C.C.R. / R.E.C. Policy has been violated to the child or families' detriment; or
- the policy itself is insufficiently cognizant of civil or human rights and dignity

6.0 Compliment Tracking and Recognition Process

Any verbal or written compliments received will be shared with the appropriate Supervisor, who will recognize and celebrate with employees, program teams and Leadership Team as appropriate.

Letters or notes which single out a particular member of Staff should be shared with the appropriate Supervisor so they can be recognized for the quality service they have provided, as it is important that the relevant Staff and Supervisor know their services have been appreciated. Supervisor will include the Director of Services.

7.0 Concerns and Complaints Tracking and Compliance

Annually, the Director of Services will collate all Client / Agency Issue Resolution Forms and provide a report to the Executive Director, who will provide the report to the Board of Directors.

This report will include a summary of the types of complaints and concerns reported by Service and will include a summary of timelines and Stage of resolution.

This report will be reviewed annually by the Executive Director. This review will include an evaluation of the types and trends of concerns and complaints as well as an assessment of the effectiveness of the resolution process and actions taken to improve Client / Agency relationships and service delivery.

8.0 Family / Caregiver Feedback

Feedback surveys collect relevant and timely information about clients' unique experience with programs or services. Annual reports will be created that summarize feedback results, identify opportunities to recognize what we are doing well, and inform recommendations for continuous quality improvement.

CCR also has available on our website, an Accessibility for Ontarians with Disabilities Survey which provides a process to receive feedback from the public that is related to accessibility of services, information and customer service for people with disabilities.

9.0 Education

During the orientation process, new Staff will be made aware of the commitment of CCR to an open and constructive response to feedback and to the Client / Agency Relationship Policy.

Staff will review this Policy annually and be continually supported by their Supervisors in maintaining their understanding and managing these processes.

10.0 Policy Review

This policy will be reviewed every year or in the event of policy, legislative or regulatory change or direction from the funding source.



Concerns and Complaint Resolution Form

Date of receipt of complaint: _____

Name of staff initially receiving complaint: _____

Describe a brief history of concern or complaint (*attached all required documents*)

Describe actions taken to resolve the concern or complaint (*attached all required documents*)

Name of Client

Signature of Client

Date

Name of Executive Director

Signature of Executive Director

Date

Signature of Board Member:
(If required)

Date

Please submit to the Director of Services for tracking and reporting purposes