



**ADMINISTRATIVE MANUAL**  
*Policy & Procedure*

<b>Title:</b>	Resolving A Staff Concern or Issue	<b>Number:</b>	AD 10-07
<b>Section:</b>	Human Resources	<b>Date Created:</b>	April 2010
<b>Sponsor:</b>	CEO	<b>Last Date Approved:</b>	Nov 7/16; April 13/20
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<b>Distribution:</b>	All Employees	<b>Approval:</b>	Leadership Team

## STANDARD

DHW Long Term Care Facility Program Requirements, Final February 2019

7.1 Management of the Home: Residents live in a home that promotes their quality of life through the effective and efficient management of the Home.

### Windsor Elms Village Guiding Principle

**Respect, kindness and compassion** for all.

- We treat each other with kindness.
- We respect and acknowledge each other's contributions.
- We listen to one another to understand.
- We treat others as they wish to be treated.
- We honour the dignity and freedom of choice for residents.

## RATIONALE

**Most work-related concerns or issues are best resolved immediately.**

There is potential for negative impact to resident and staff when conflict goes unresolved within the organization. This negative impact can affect all aspects of well-being: Identity; Growth; Autonomy; Security; Connectedness; Meaning; Joy

- Conflict is only bad when it is left unresolved.
- Everyone is expected to use the skills to resolve conflict in a timely and respectful fashion.

## POLICY

The Windsor Elms Village encourages employees to resolve concerns and issues as quickly as possible. The process outlined in this policy provides a review and problem resolution process for employees whose problems have not been resolved to the employee's satisfaction, within the department. This process ensures fair and equitable treatment of all employees.

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## PROCEDURE

- A. Staff are encouraged to first try an informal approach, to solving their concern or issue, whenever possible, using the Active Kindness model. (Appendix B: Active Kindness – Resolving A Conflict)
1. Go directly to the person/group that you are having a concern with and discuss your concern in a positive and constructive manner, as soon as possible. You may also choose to discuss it with another Team member in confidence if you need help or advice with how to communicate the problem productively.
  2. You should also approach your Immediate Supervisor / Manager, immediately, when you feel you need his/her advice or when you feel you cannot approach the person directly. Your Immediate Supervisor / Manager will work with you to determine a solution, and may decide to include others in finding a solution. For example: It may be decided that this issue can be brought to a Team Meeting for discussion.
  3. **SAFETY CONCERNS** – Safety Concerns must always be dealt with **as soon as possible** - and communicated to your Immediate Supervisor / Manager and Department Head/Director of Care.
  4. If you are not satisfied with this outcome/solution, then you should discuss with your Department Head/Director of Care, who may also decide to include others in finding a solution.
  5. If you are not satisfied with this outcome/solution, then you need to take a more formal approach – which is to present your concern/issue in writing. This is when you need to complete a Staff Concern Form. (Appendix A)

### B. Completing a Staff Concern Form – Formal Approach to Solving a Concern or Issue

You are encouraged to first direct your written concern to your immediate Supervisor/Manager whenever possible. However, if you feel you need to escalate your concern to the next person in charge you should do so. These are the people you need to consider directing your concern to and in this order:

- |             |                                  |
|-------------|----------------------------------|
| 1st Option: | Immediate Supervisor/Manager     |
| 2nd Option: | Department Head/Director of Care |
| 3rd Option: | CEO                              |

### C. Follow up time on Concerns

1. Informal approach – During your discussions, you need to work out with the person/group, a suitable amount of time for finding a solution to the concern.
2. Formal approach – The person you select to direct your written concern to, will contact you within 7 days to acknowledge receipt of your written concern, and to provide you with any other information, such as the follow up plan.

## APPENDIX

Appendix A: Staff Concern Form – How to Resolve a Concern or Issue

Appendix B: Active Kindness: Creating a Caring Community - Steps to Resolving Conflict

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## Appendix A



### Staff Concern Form – How To Resolve A Concern or Issue

**Most work-related concerns or issues are best resolved immediately.**

- ✦ Conflict is only bad when it is left unresolved.
- ✦ There is potential for negative impact to resident and/or staff well-being when conflict goes unresolved within the organization.
- ✦ Everyone is expected to use the skills to resolve conflict in a timely and respectful fashion.

**A. Staff are encouraged to first try an informal approach, to solving their concern or issue, whenever possible, using the Active Kindness model:**

1. Go directly to the person/group that you are having a concern with and discuss your concern in a positive and constructive manner, as soon as possible. You may also choose to discuss it with another Team member in confidence if you need help or advice with how to communicate the problem productively.
2. You should also approach your Immediate Supervisor/Manager, immediately, when you feel you need his/her advice or when you feel you cannot approach the person directly. Your Immediate Supervisor/Manager will work with you to determine a solution, and may decide to include others in finding a solution. For example: It may be decided that this issue can be brought to a Team Meeting for discussion.
3. **SAFETY CONCERNS** – Safety Concerns must always be dealt with as soon as possible - and communicated to both your Immediate Supervisor / Manager and Department Head/Director of Care.
4. If you are not satisfied with this outcome/solution, then you should discuss with your Department Head/Director of Care, who may also decide to include others in finding a solution.
5. If you are not satisfied with this outcome/solution, then you need to take a more formal approach – which is to present your concern/issue in writing. This is when you need to complete a Staff Concern Form.

**B. Completing a Staff Concern Form – Formal Approach to Solving a Concern or Issue**

You are encouraged to first direct your written concern to your immediate Supervisor whenever possible. However, if you feel you need to escalate your concern to the next person in charge you should do so. These are the people you need to consider directing your concern to and in this order:

- 1st Option: Immediate Supervisor/ Manager
- 2nd Option: Department Head/Director of Care
- 3rd Option: CEO

**C. Follow up time on Concerns**

1. Informal approach – During your discussions, you need to work out with the person/group, a suitable amount of time for finding a solution to the concern.
2. Formal approach – The person you select to direct your written concern to, will contact you within 7 days to acknowledge receipt of your written concern, and to provide you with any other information, such as the follow up plan.



## Staff Concern Form

PLEASE read the attached "How To Resolve A Concern or Issue". Follow these steps before submitting a written concern.

1. First try to resolve your concern or issue immediately & informally (as outlined)
2. If the outcome or results are not satisfactory, then you may complete this form and consider first directing it to your immediate Supervisor/Manager.
3. Add more paper with details if necessary.
4. Please indicate on this form, to whom you wish to direct this concern.

1. Immediate Supervisor /Manager       2. Department Head/Director of Care       3. CEO

Your Name: \_\_\_\_\_ (required)      Contact Info: \_\_\_\_\_

Date: \_\_\_\_\_      Rate your concern level (circle): Urgent       Non-urgent

**What is your concern ?** (Provide dates, times, location, who is involved, who was there, how often does this occur, etc)

**What actions have you taken towards resolving this concern ?**

Have you tried to resolve it directly with the person or Team, or in consultation with your Supervisor/NH Manager ? Other actions taken.....

**What would you suggest as a solution to the concern/issue ?**

**To be completed by employee:**

Please contact me, within 7 days, to acknowledge receipt of my written concern, and to provide me with any other information, such as the follow up plan. I ask that you contact me by:

Phone       In writing - using the back of this form       I request a follow up meeting

**NOTE:** Enclose completed form in a white sealed envelope (found by Staff Concern Forms) & write on the envelope who is to receive the written Concern. You may choose to deliver it in person or to their mailbox

Response from immediate Supervisor/Manager.      Date Received: \_\_\_\_\_



## Staff Concern Form

Supervisor/ Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Response (or suggestions) from Supervisor /Manager:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Response (or suggestions) from CEO:

CEO's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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## Appendix B

### Active Kindness: Creating a Caring Community Steps to Resolving Conflict

- 1. Do some cooling off.**  
If at all possible, bring your emotions down to manageable proportions before starting. Intense emotion interferes with logical thinking.
- 2. Decide who will participate.**  
Besides the people involved, you may want to include a support person for each side or a trained conflict mediator.
- 3. Agree to the ground rules.**  
Location and time should feel safe and appropriate for all parties. No yelling, name-calling, interrupting, or physical contact.
- 4. Listen to the issues.**  
Each side talks for a set time without interruption.
- 5. Repeat back what you heard.**  
Each side repeats back what the other said until each is satisfied that they have been heard.
- 6. Brainstorm possible solutions.**  
Brainstorming means no judgment or criticism; list and consider all ideas.
- 7. Pick a solution(s) to try.**  
Both sides have to agree to the solution; either side can veto. Each side may have to give up a little of what they want, i.e., compromise. More than one solution can be chosen if that's the best way to resolve the issue.
- 8. Do it.**  
Give the solution a fair try. This may take hours, days or weeks.
- 9. Evaluate.**  
Get together once more and talk about how things are going. Pick another solution to try if needed.

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# **Fouls**

**Name calling**

**Put downs**

**Blaming**

**Threats**

**Hitting**

**Rolling eyes**

**Sneering**

**Bringing up the past**

**Speaking in absolutes**

**(you never, you always)**

**Making excuses**

**Not listening**

**Getting even**