



Kindale Developmental Association

POLICY:	COMPLAINT MANAGEMENT POLICY
DEPARTMENT:	ADMINISTRATION
UPDATED:	AUGUST 2025
Kindale Developmental Association is committed to ensuring that all complaints are handled in a prompt, transparent, consistent, and effective manner, free from retaliation, and that a formal process is in place to review and resolve concerns, promoting continuous performance improvement.	

POLICY:

- All complaints received by a Kindale Board Member, Volunteer, and/or employee are to be handled in a prompt, transparent, consistent, and effective manner using the following procedure.
- Complaints made to any Board Member will be referred directly to the Executive Director.
- If you have been affected by or are unhappy with any Kindale policy and/or service, you have the right to make a formal complaint with us.

SCOPE:

This policy applies to all complaints and concerns received by Kindale Developmental Association, regardless of whether they are formal or informal, or who they are expressed by (including persons served, their personal networks, community members, Kindale employees, volunteers, Board Members, or external agency representatives). It covers the entire complaint management process from receipt and documentation to investigation, resolution, and annual analysis for quality improvement.

DEFINITIONS:

- **Employee:** Refers to Volunteer, Staff, Student Practicum, Managers, and Contractors within Kindale Developmental Association.
- **Formal Complaint:** A documented expression of dissatisfaction or concern regarding Kindale policies, services, or conduct of personnel, requiring structured investigation and resolution as per this policy. Formal complaints are always documented.
- **Complainant:** The individual or entity making the complaint or expressing a concern.
- **Advocate:** An individual available to assist a complainant with the presentation or discussion of any complaint or concern, whether a Kindale Advocate or an external advocate.
- **Retaliation:** Any negative action or barrier to service threatened or actualized against an individual for making a complaint.
- **Quality Assurance Team:** A designated group within Kindale Developmental Association responsible for overseeing quality and ensuring compliance with established standards.

RELEVANT INFORMATION:

- **No Retaliation:**
 - Anyone making a complaint or expressing a concern is able to do so in a safe and comfortable way, free from actual or threatened negative consequences from Kindale, or fear of such consequences, regardless of what the complaint is about, who it is directed to, or the eventual outcome. Any action taken will not result in retaliation or a barrier to service.

- **Complaints Covered By This Policy:**
 - Conduct of Kindale employees.
 - Decisions about the nature and/or amount of service provided to a person eligible for Community Living British Columbia (CLBC) services.
 - Quality of services received.
 - Handling of a person served, child, or youth's information (Confidentiality or Privacy Breach).
 - Concern about respect for the rights of a person served, child, or youth.
 - Concern about Kindale's policies or procedures.
 - Allegations of abuse or neglect of a person receiving services.
 - Allegations of fraud, theft, corruption, or other irregularities.

- **Availability of Advocates and Assistance:**
 - The complainant must be informed that a Kindale Advocate or an external advocate is available to assist with the presentation or discussion of any complaint or concern.
 - Complainants must be provided avenues to communicate with the advocate of their choice prior to the investigation process.
 - They must be advised that an advocate is available to assist them with their concern/complaint presentation and that they may speak to the Executive Director and/or Quality Assurance Officer and have them present.

- **Ease of Availability of Complaint Procedures:**
 - Complaint procedures and, if applicable, forms are made easily available to the person served. This may include providing them in information or orientation packets, posting them on the organization's website, or making them available at a central office or upon request to personnel.
 - Complaints can be submitted by:
 - Mailed to Kindale @ PO Box 94, Armstrong, BC V0E 1B0
 - Or emailed to complaint_or_concern@kindale.net
 - Hand delivered to Kindale offices @ 2725A Patterson Ave, Armstrong, BC
 - Or faxed to 250-546-3053

- **Safety and Confidentiality:**
 - The safety and confidentiality of the person(s) served and/or employee(s) of Kindale will be taken into consideration during any investigation.
 - Examples of this could be: The person(s) receiving services may be relocated. Employee(s) may be relocated. Employee(s) may be suspended with/without pay.

PROCEDURE:

The following standardized procedure is followed to ensure effective complaint management:

STEP 1 - COMPLAINTS ARE PROFESSIONALLY RECEIVED.

- Concerns and complaints come to our attention both formally and informally.
- It is the responsibility of the employee to listen carefully to the person making the complaint and respond accordingly.
- If it is an issue that can be promptly addressed in the conversation, the employee should do so and they are not required to complete the attached form.
- Employees are required to immediately inform their Manager about all complaints received. The Manager will make a note of the complaint and the solution and inform via email to the Executive Director for future reference.

- If the issue is one that requires further investigation or action, the employee must inform the complainant that a Manager will contact them within 24 hours. The goal in this step is to ensure that the person making the complaint is satisfied that they have been heard and that follow-up action will ensue. The employee needs to proceed to Step 2.
- If submitting the form via email, ensure a read receipt is obtained. If no communication is received from Kindale acknowledging receipt within 5 days, contact Kindale at 250-546-3005 and ask for the Executive Director or the Quality Assurance Team.

STEP 2 - ALL COMPLAINTS MUST BE DOCUMENTED.

- All formal complaints are documented.
- The employee who receives the complaint is responsible for completing the "Complaint Form" found in the policies and procedure manual and bringing it to the attention of their immediate Manager.
- The Complaint Form must be completed carefully by the person receiving the complaint so that the Manager and/or Executive Director is able to accurately assess the urgency of the issue.
- Should the Complainant require assistance with their complaint or concern, an advocate will be recommended.

STEP 3 - THE MOST APPROPRIATE SOCIETY REPRESENTATIVE DEALS WITH THE COMPLAINT.

- Employees are expected to be decisive and responsive in providing support, particularly when dealing with concerns that arise. Employees are encouraged to, when in doubt, err on the side of caution and "over-respond" rather than "under-respond."
- If it is an issue that the Manager is able to deal with, he/she should promptly do so. If the situation warrants the immediate attention of the Manager and he/she is not on shift, the employee must notify the Manager on call by phone.
- Within 5 days, the Manager will provide direction as to how to proceed with the complaint. It is the responsibility of the Manager to notify the Executive Director or Quality Assurance Officer immediately and forward the completed form to the Executive Director and Quality Assurance Officer. A formal discussion will take place with the Manager and Executive Director to ensure an effective plan of action is developed and/or completed.
- Within the next 5 days, the Complainant will be contacted with the outcome of the investigation of the concern and/or complaint. Written notification to persons served regarding actions to be taken will be provided.
- If this solution is not satisfactory to the Complainant, the concern/complaint will be referred to the Executive Director. The Executive Director and Quality Assurance Officer will review the information and investigation and respond to the complainant within 2 weeks.
- If the Executive Director is unable to resolve the complaint, the Executive Director will notify the Board of Directors for their information only. Should it be required, the Board of Directors will notify the complainant in writing that the Executive Director's decision will stand.
- The response and information is maintained and included with Board of Directors meeting minutes for future reference.
- If the Complainant is not satisfied with the final decision, assistance will be provided in contacting someone who can provide further assistance in the resolution of the complaint. This outlines levels of review, including the availability of external review. It may be one or more of the following:
 - A Facilitator for Community Living British Columbia.
 - The Child, Youth and Family Advocate Ombudsman.
 - The Information and Privacy Commissioner.
 - Community Care Licensing Officer.
 - Service Quality Advocate for Adults.
 - Family and Friends.
- **Time Frame for Investigation:**

- Investigation is to start immediately but may last up to a month. Timeframes are adequate for prompt consideration and result in timely decisions.
- **Executive Director Complaints:**
 - Complaints involving the Executive Director will be referred to the Board of Directors and Quality Assurance Officer for their investigation and review. The timelines for this investigation, review, and resolution may take up to a month to complete.

STEP 4 - DOCUMENTATION AND ANNUAL ANALYSIS OF THE COMPLAINT.

- All actions taken by the Manager to address a written complaint must be documented on the "Complaint Form" and reviewed by the Executive Director and Quality Assurance Officer.
- Once the complaint is addressed, the form is distributed as follows:
 - (a) The original "Complaint Form" is submitted to the Administration Office for filing in the central Society files.
 - (b) A documented analysis of all formal complaints is conducted at least annually. This review and analysis tracks whether formal complaints were received, trends, areas needing performance improvement, actions taken to address the improvements needed, implementation of the actions, and whether the actions taken accomplished the intended results. This analysis is reviewed by the Executive Director and the Board of Directors for opportunities regarding training and/or program/procedure changes and trends.

See Complaint/Concern Form below:

Kindale Complaint/Concern Form

Concern <input type="checkbox"/>	Complaint <input type="checkbox"/>	Name and Role of Person Taking the Complaint or Concern
Date: _____ Time: _____		_____
<u>Complainant Contact Information:</u>		
Name: _____		
Telephone: _____ email: _____		
Street Address: _____		
City: _____ Province: _____ Postal Code: _____		
Specific Program or Service		

Enquiry - Information Requested		
Complaint – Key Elements		
Office Use Only		
Action Taken (e.g. referred to Manager - further information requested)		
Date Actioned: _____ Time: _____		
Follow up required: Yes <input type="checkbox"/> No <input type="checkbox"/> provide details and further correspondence information		
All pertinent documentation to be attached reinvestigation and outcome.		
Reviewed by Executive Director _____ Date _____		
If you submit the form via email to complaint_or_concern@kindale.net please get a read receipt to ensure the form has been received. Within 5 days the Complainant will be contacted by the Executive Director or Quality Assurance Officer. If you don't receive a call back regarding this complaint please contact the Executive Director or Quality Assurance Officer @ 250 546 3005.		