

# Feedback: Concerns, Complaints & Compliments

Common sense and research make it clear — feedback and opportunities to use that feedback help improve service, whether from an individual, a group, or a company. Feedback in the form of concerns, complaints and compliments helps build strong relationships with our Residents, improve our care and services, and inspire and motivate our Team Members.

## Our Policies and Procedures Help and Support You

Our policies and procedures help and support you giving and receiving feedback. All of our policies and procedures flow from the [Code of Conduct](#). It guides our actions, behaviours and decisions so we can provide the highest standards of care, with compassion and integrity. The [Residents' Bill of Rights](#) is part of the Retirement Homes Act (RHRA). It is a complete list of the rights of a Resident in a retirement home. Encouraging feedback is one way we ensure that Residents' Rights are respected. Our [Concern, Complaints and Compliments Policy](#) ensures that feedback raised by our stakeholders is responded to promptly, transparently and fairly. All Team members are responsible for [Incident Reporting](#). Incident reporting is a critical part of our due diligence process.



## Part 1: Understanding Feedback

The word 'feedback' describes helpful information or criticism from a person, communicated to another person (or a group) who can use that information to improve current and future actions and behaviours. Feedback lets us know what we do well, and what can be improved. Effective feedback benefits the giver, the receiver, and the whole organization.

At Amica, we not only strive to be good at accepting feedback, we deliberately ask for feedback from our Residents and from our Team Members. Feedback can come in different forms:

- Verbal
- Written
- Electronic

## Encouraging Feedback

As part of our Move-in Checklist, all Residents are informed, in writing, of our concern/complaint process. Information on this process is also included in the Resident Handbook. We also review The Residents' Bill of Rights. "The right to raise concerns or recommend changes without interference and without fear of coercion, discrimination or reprisal..." This is the law – part of the Ontario Retirement Homes Act (RHRA).



Information on the concern/complaint process is available in many locations including the dining room, activity rooms and at the front desk. This includes a copy of the Concern/Complaint and Compliment Policy.

We encourage conversations. Just talking can defuse a situation, quickly resolve an issue or identify a problem in care, services or operations.

[All feedback must be entered into our online system to ensure tracking, responsiveness and follow-up.](#)

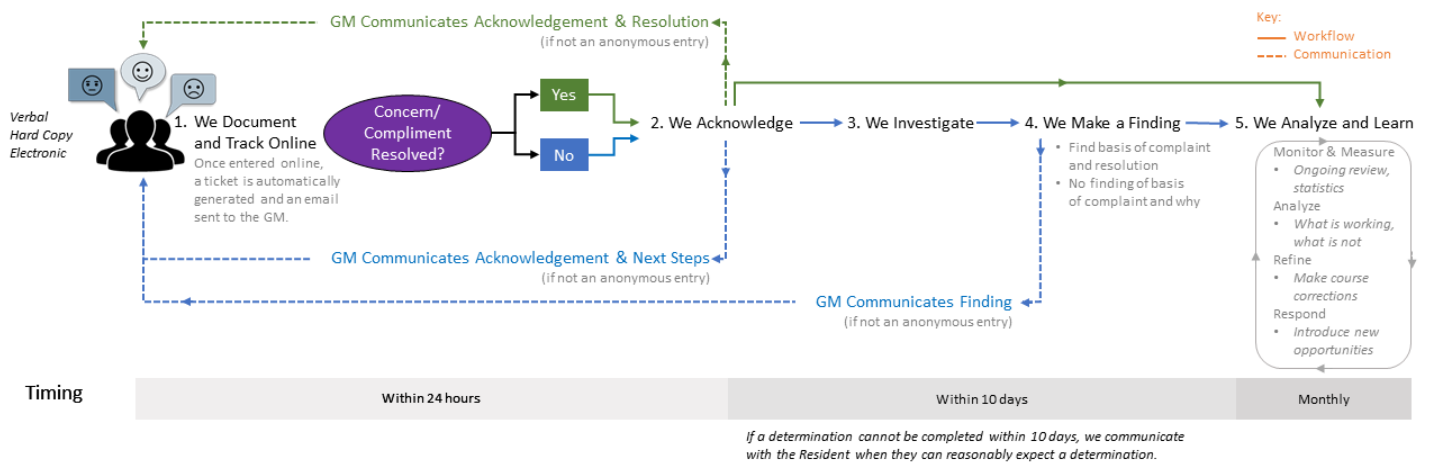
Feedback directed towards the Support Office and Amica vendors can also be submitted through "Tell Us How We are Doing." When feedback is submitted, an email is automatically generated to the GM.

## Part 2: Feedback and Continuous Improvement

‘Continuous improvement’ is not just a trendy saying. Ultimately it is about, “What did we learn?” Here are the key steps in the feedback workflow.

1. We document – we enter all concerns, complaints and compliments into the online tracking system for tracking and transparency.
2. We acknowledge – acknowledge receipt, next steps and resolution (if applicable).
3. We investigate – for concerns and complaints, try to understand, what happened, why, and the impact.
4. We make a finding – what happened, was there a resolution, and why.
5. We analyze and learn – statistics, trends, best practices, provide new opportunities for improvement.

Here’s the complete workflow including steps, communication and timelines.



In terms of timing, the standard for closing any complaint is within 10 business days. This does not mean if someone has an issue with parking that we build new parking in 10 business days – it just means that we have communicated our plan to address the complaint within 10 business days. If that means trying to free up parking on specific days or communicating a plan to create more permanent parking, that works.

If the Resident is unsatisfied with resolution, they can escalate to the Director of Policy, Compliance and QA. If they remain unsatisfied, they can escalate to the executive team or the RHRA.

*Note – where there is an allegation of harm, or risk of harm to a Resident, the investigation and online Incident Reporting Form are completed immediately.*

The data we collect from documenting and reporting enables us to identify best practices, problems and opportunities for improvements. The General Manager is notified when a feedback ticket is created and reviews what is happening daily. Each month, the GM analyzes and reports to senior management on feedback: celebrating compliments and accomplishments, and identifying problems, trends and opportunities.

Remember, through the CONNECT dashboard **all** Team Members can access Incident Analysis tools including Concerns, Complaints and Compliments.

## Part 3: Feedback is Personal

While we understand the benefits, receiving constructive criticism or negative feedback can be challenging ... for anyone. Being open to hearing what is being said can resolve or diffuse the situation.

It is a basic human need to be heard, valued, and appreciated. Words matter when you give a compliment, receive a compliment, voice a concern or complaint, or receive a concern or complaint.

Compliments:

- recognize accomplishment and our impact on others
- motivate us, build confidence
- feel more engaged
- we feel valued and connected to team
- highlight best practices

Simply ... *compliments feel good.*

Share the gift of a compliment ... when you see a fellow team member, a volunteer or a service provider doing something great, tell us!

### Dealing with Constructive Criticism or Negative Feedback

The moment you hear the words, your heart may race, your mind may scramble looking for an explanation or reply or you try to justify the behaviour or action being raised.

You may feel defensive. *You are not alone in your reaction or your feelings.*

Here are steps you can take to deal with negative feedback calmly and with grace.

1. Breathe. Just breathe. Don't rush to react. You have time before you need to respond. Breathe. Take a second.
2. Remember that there are benefits to feedback ... motivation, learning, building relationships.
3. Listen to understand what is being said. Then, ask a question to better understand. It's not a debate.
4. Say "thank you" for taking the time to talk to me.

Remember, a basic human need is to be heard, valued, and appreciated. When someone has a concern or compliment, they want to be heard and valued.

*We are always searching for ways to make our best, even better. Feedback help us be better.*