

## Agency Service Coordination Manual

### 2.3 Conflict Resolution and Mediation

#### Background

By providing supportive services to individuals living with disabilities, disagreements and concerns from the individual, support network, other services or others from the community are to be expected. In most situations, concerns will be resolved by the agency providing case management. Some situations may require additional conflict resolution and involvement of Community Living disABILITY Services (CLDS) staff. Having a clear, appropriate and respectful way to address concerns is critical to ensure quality service delivery.

The procedure describes how concerns will be addressed and resolved, with processes for escalation where required. In some situations, individuals and/or their support networks may wish to file a formal complaint to the CLDS program, this process is described in the Formal Complaints section of this manual.

#### Process

##### Concerns from Individuals and their Support Networks

- The agency designate is the first point of contact in all matters related to the supports being provided. The agency designate may consult with the Service and Support Navigator (SSN) at any time, where the SSN will act as a consultative member of the support team and/or a mediator when required. While individuals, their families and/or support networks may wish to discuss a concern with CLDS staff, they will be directed to bring their concerns to the agency designate wherever possible.
- The majority of concerns and/or conflict will be resolved by the agency providing case management. Where a concern requires formal conflict resolution, the following process will be followed.



#### 1. Agency Designate

- Individuals, families, SDMs and members of support networks may submit a concern to the agency designate verbally or in writing.

- The agency designate will discuss the concern with the individual and/or appropriate members of the support network, and attempt to resolve the concern.
- If the concern is resolved, agreed upon actions will be documented and implemented by those involved. If further planning is required to carry out these actions, the agency designate will initiate planning as described in the planning section of this manual.
- The agency designate is responsible to communicate any relevant information to other staff or members of the support network as appropriate.

## **2. Agency Program Manager**

- If the concern cannot be resolved with the agency designate:
  - a) the agency designate will escalate the concern to the agency program manager (or comparable authority); or
  - b) the agency designate will provide the contact information for the agency program manager to the individual and/or appropriate members of the support network.
- The agency program manager will discuss the concern with the individual and/or the appropriate members of the support network and attempt to resolve the concern. The agency designate may or may not be involved in these discussions at the discretion of those involved.
- If the concern is resolved, agreed upon actions will be documented and implemented by those involved. If further planning is required to carry out these actions, the agency designate will initiate planning as described in the planning section of this manual.
- The agency designate is responsible to communicate any relevant information to other staff or members of the support network as appropriate.

## **3. Service and Support Navigator**

- If the concern cannot be resolved with the agency program manager:
  - a) The agency designate and/or the agency program manager will escalate the concern to the SSN; or
  - b) The agency designate and/or agency program manager will provide the contact information for the SSN to the individual and/or appropriate members of the support network.

- The SSN will:
  - review the concern;
  - gather information from the agency designate;
  - gather information from the individual and/or appropriate members of the support network;
  - schedule a time to discuss the concern.
- The SSN may choose to consult the CLDS Program Manager or other relevant department staff at any stage of the conflict resolution process.
  - For individuals with the Public Guardian and Trustee (PGT) appointed as their Substitute Decision Maker (SDM), and where considered appropriate, the assigned Community Service Worker (CSW) may be invited to either participate in or lead the conflict resolution process.
- At the discretion of the SSN and on a case-by-case basis, discussions may include all parties involved or will occur separately.
- If the concern is resolved, agreed upon actions will be documented and implemented by those involved. If further planning is required, the agency designate will initiate planning.
- The agency designate is responsible to communicate any relevant information to other staff or members of the support network as appropriate.

#### **4. CLDS Program Manager**

- If the concern cannot be resolved with the SSN, the SSN will escalate the concern to the CLDS Program Manager.
- At this stage, the CLDS Program Manager will be responsible to provide formal direction to resolve the concern.
- The CLDS Program Manager will provide direction to the individual and/or appropriate members of the support network, as well as the agency providing case management, in writing.
- Actions will be documented and implemented by those involved.
- The agency designate is responsible to communicate any relevant information to other staff or members of the support network as appropriate.

- The SSN will follow-up with the agency designate at a pre-determined period in order to ensure actions have implemented as directed.

### **Concerns from Pilot Agencies, Partner Agencies or Other Service Providers**

- Throughout the Service Coordination Pilot Project, concerns may arise regarding established procedures or standards and/or the ongoing administration of the project.
- The role of the SSN is to act as a liaison between the pilot agencies and the CLDS program, and as such the SSN should be the first point of contact. Alternatively, the SSN can act as a mediator between the pilot agencies and partner agencies or other service providers should disagreements arise.
- The SSN will actively problem solve with the agency and/or any other parties to come to a resolution. The SSN will consult appropriate department staff wherever required.
- Concerns that cannot be resolved by the SSN will be escalated to the appropriate CLDS Program Manager and/or Regional Director.

### **Standards**

- The agency designate is the first point of contact for all matters related to the supports being provided. Attempts at conflict resolution should always be made within the agency designate prior to escalating the concern.
- All parties shall adhere to PHIA and FIPPA guidelines when communicating with and/or about an individual.
- Once a concern is escalated to the SSN, they will:
  - contact both parties to gather information within three business days; and
  - schedule a mutually agreed upon time to discuss the concern that will occur within two weeks.
- Once a concern is escalated to the CLDS Program Manager, formal direction will be provided in writing within one week of becoming involved.