

Stratifying complaints and resolutions by racialized and gender diverse patients' resource
guide
Krijntje (Kimmely) Zeldenrijk, Akaash Kakar
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Executive Summary

This project was designed to help the GWOHT address cultural humility and safety and stratify grievances and complaints. The clients asked us to create tip sheets, resource sheets, and a self-reflection tool to assess staff members and patients. The topics we cover in this project are cultural safety and humility, grievance policy and process, tips on grievances and stratifying complaints, and managing & analyzing grievances. We did research into cultural safety and divided the information into why we need it and how to create a culturally safe environment. We educated ourselves on what cultural humility includes and participated in self-reflections before creating our own cultural humility scale. We created a guide to what a grievance is and how to file one, this includes an infographic and a template. For stratifying grievances and complaints, we created a three-step process to help manage and analyze grievances and complaints. Following this is a second infographic we created on complaints. As our final deliverable, we have a patient and staff self-reflection survey on their experience with inclusion.

We created this document to flow from one topic to the next, not in the exact order in the GWOHT Gantt chart. This order made more sense to us because many of the topics overlap each other. This limits repetitive information. To help you look for sections we listed them. If you are interested in 3.1 you will find that on pages 3-8. If you are interested in 3.3 you will find that on pages 5-8. If you are interested in 3.5 you will find that on pages 8-10. If you are interested in 3.6 you will find that on pages 3-5, 9-11.

Cultural safety and Cultural Humility

Cultural Safety

Cultural safety is needed to ensure that designated equity-seeking and -deserving groups (such as Indigenous peoples, people with disabilities, women, and visible minorities) are not disrespected, excluded, or made to feel scared (Wabano Centre, 2014). Cultural safety is a self-reflection where it “analyzes power imbalances, institutional discrimination, colonization, and colonial relationships” (Wabano Centre, 2014). This is important because oftentimes members of these groups struggle to receive proper treatment and they fear coming forward to raise concerns because of their identity. Ensuring the members in these groups feel safe, welcomed, and respected can positively impact their experiences.

Why do we need culturally safe reporting processes?

Creating culturally safe reporting processes can help make all incidents that occur in the workplace made aware. Oftentimes, designated equity-seeking and deserving groups don't report their incidents because they are afraid of how they will be treated and looked upon. This is why it is important to create an environment where everyone feels safe and comfortable to voice their concerns and be supported through their experiences within the workplace. This will help the GWOHT gain an opportunity to learn and improve the workplace by having all incidents reported.

How to create a culturally safe environment

Creating an atmosphere of cultural awareness, cultural sensitivity, cultural competence, and cultural safety can make staff members feel much better since the company cares about them. Cultural awareness is the understanding and acknowledgment of differences between groups. Recognizing the various cultures can help make communication more effective and “promote self-confidence, resulting in employees who feel respected, valued and trusted as individuals” (Cultural awareness in the Workplace, 2017). Improving cultural awareness within the organization will not only positively impact staff members but also “improve patient experiences and satisfaction with their care” (Cultural awareness in the Workplace, 2017).

Next, cultural sensitivity is where people can interact with each other while simultaneously respecting their own values as well as the values of the individual they are communicating with (Hamidzay, 2017). This is important when interacting with others because cultural sensitivity creates awareness around the “importance of words, actions, and body language in cultivating relationships with different people and groups” (Glavin, 2018). Improving on this skill can lead to creating relationships, trust with others, and building a stronger connection with staff members and patients.

Finally, Cultural competence is being aware of the needs of staff members who follow different cultures and trying to accommodate them to the best of your ability. This shows a sign of respect and understanding to not only your staff members but patients as well. It is extremely

important to try and meet the needs of the staff members because they build and shape the reputation of the organization as a whole. If they are not respected then they may not show high levels of respect for the people they interact with, which is why it is extremely important to increase cultural competence within the workplace.

What is Cultural Humility and why is it important?

Cultural humility was at first used to educate physicians to work with diverse cultures, races, and ethnicities. It is a lifelong process of self-reflection and critique. We are to step back from our own assumptions, biases, and values. It is not possible to just have a brief course on cultural humility. It is an ongoing process in which we commit ourselves to the active engagement that individuals have to go through when facing patients, communities, colleagues, and themselves. This is an ongoing process because we are always in a changing dynamic of culture, and the changes that come with time. (Sage, 2022)

Cultural Humility Scale

Culture Humility Scale						
Towards my cultural background this staff member...		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	is educated about my culture.	1	2	3	4	5
2	is respectful.	1	2	3	4	5
3	Makes a lot of assumptions about my family structure.	1	2	3	4	5
4	understands my culture.	1	2	3	4	5
5	places me in an immigrant stereotype.	1	2	3	4	5
6	does not respect my political views.	1	2	3	4	5
7	does not understand my religion.	1	2	3	4	5
8	acknowledges their lack of knowledge about my culture.	1	2	3	4	5
9	asks questions when they are unsure.	1	2	3	4	5
10	acts like a “know it all”.	1	2	3	4	5

Methodology

The methodology that we used to create this cultural humility scale, was researching and participating in other cultural humility scales that we found online. We discovered that the most effective way to measure cultural humility is to create a scale. We created this scale through a mix of questions we found on other scales as well as our own. This scale is to be done with one individual in mind.

Explanation on how to complete the scale:

Read each statement on the scale and answer it from one of the five options ranging from “strongly disagree” to “strongly agree.” Once you have done that, add up your result from statements: 1,2,4,8,9 and do the same for statements: 3,5,6,7,10. With those two final numbers subtract your first total from your second. $(1, + 2, + 4, + 8, + 9) - (3, + 5, + 6, + 7, + 10) = X$. The higher this final number is the more culturally humble that staff member is. If the score is between 10 and 20 that person ranks high in cultural humility. If the score is between -10 and 10 that person ranks average in cultural humility. If the score is between -20 and -10 that person ranks low in cultural humility.

What is a Grievance? How to file a Grievance.

Introduction

A grievance is a complaint that is made because some action that management has done is going against that person/ group/ union agreement or the law. This can be done through different types of discipline, getting demoted, denial of benefits, etc. (Union, 2021). There are three types of grievances: individual grievance, group grievance, policy, or a union grievance. An individual grievance is where one person is suffering from an action from management that is violating their rights on the terms that they agree on. Group grievance is when a group’s rights are being violated and they take this up with their management. If the grievance is affecting more than one person you should work as a group and get all those involved to include them. The third type of grievance is policy/ union grievance. This grievance is when the union complains that management has not been holding their end to the agreements. (CWA 4900, 2020)

Procedure

The first step to relieving grievances is to speak among your coworkers and managers to resolve the problem. if this is not an option then consider filing a grievance. Have some type of informal communication with your direct supervisor. The supervisor must try and determine a solution to the problem. If the grievance is about your direct supervisor, the first step is always to discuss it with each other within an informal meeting. Request an informal meeting with your supervisor. Supervisors should always be trying to resolve any grievances as soon as possible. If

supervisors are unable to do this, they should pass on the grievance directly to the HR department. If a superior action that led to your grievance can lead to disciplinary action, then you should directly refer to your HR department or a supervisor on the next level. A typical grievance procedure is about four weeks long during the investigation but can still vary from each case. (Canadian Labour Congress, 2015)

The procedure is the following:

1. Employees are encouraged to talk about the issue informally (if possible) to the target of the complaint.
2. If the submitter of the grievance's matter is not resolved, they are to fill out a grievance form.
3. The submitter of the grievance is to provide the target of the grievance with a copy of the grievance form.
4. Investigation will start on the grievance.
5. The submitter of the grievance must be informed about the process.
6. If the solution given by management does not resolve the submitter's grievance, the submitter of the grievance can make an appeal to a higher level of management.
7. Before making an appeal, the submitter of the grievance should gather more information.
8. Once the appeal is granted, a hearing is called.
9. In the hearing, an official decision is made about the grievance.
10. The submitter of the grievance is to communicate the official decision to the target of the grievance. (Van Vulpen, 2021)

Tips when filing for a grievance:

When filing for a grievance, do not set unreasonable timelines for management to resolve your grievance. You do want to have some type of timeline but take in the situation and understand that it may need time to come up with a solution. Do not have a threatening approach, stay calm, and use problem-solving. Understand that your managers want your workplace to be a safe environment and try to do what's best for you. Having a threatening attitude will not help resolve your grievance any faster. Do not get discouraged by long delays from management, sometimes grievances take longer depending on the number of individuals involved. Be open-minded to solutions as long as they address your grievance. (University of Queen's, 2020)

Infographic on Grievances

For this section, we created a tip sheet in the form of an infographic on grievances. The reason we made the tip sheet in the form of an infographic is because it is easy to read and catches the eye. We created this infographic by looking through many different online sources, taking the information, and summarizing it to be short and informative. We have provided the link to the infographic; it allows anyone with the link to be able to edit.

Link to Infographic:

https://www.canva.com/design/DAE6-8ahw44/x8kFHGXhJoWHNzm-YlodnQ/edit?utm_content=DAE6-8ahw44&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton

Template of a Grievance submission

We sourced this grievance letter for the misbehavior of a colleague from the Template lab. (TemplateLab, 2021). This website has many different templates focused on official business files. This is the link to the website: <https://templatelab.com/grievance-letters/>

Grievance Letter for Misbehaviour of a colleague

Sample - 2

Date: _____

From,
Complainant's Name & Designation
Organization's Name
Address

To,
Officer's Name
Designation
Organization's Name
Address

Dear Mr. / Mrs.

This is to inform you about the inconvenience that I am facing every day at the workplace. My teammate is creating problems for me by abusing me verbally and also by misguiding me in many tasks.

As you know, I am a new employee here and have been clubbed with Name of the person in order to undergo on job training. Since day one, Name of the person has been very rude towards me and uses foul language against me at almost all times. The recent outburst of his anger in front of all the employees is one of them. Also, he misguides me with the work assignment which is hampering my training.

Kindly investigate this matter further and please resolve this issue. Due to this problem, I am not able to concentrate on my work and hence I request you to please team me up with someone else for the training purpose.

Yours Truly,

Complainant's Name,
Designation
Organization's Name

Stratifying Grievances and complaints

As a workplace committed to equity, diversity, and inclusion efforts, it is important to track and properly handle grievances and complaints that come into the organization to identify any patterns that might exist. This section outlines ways to manage and analyze grievances to recognize possible systematic issues of how the workplace is differentially impacting individuals.

Step 1. Ensure meaningful data is collected as part of grievances to allow for tracking of data.

When someone files a grievance, it can be important to track demographic details about the individual filing the complaint for administrative purposes. Collecting this demographic data should be done in compliance with all privacy and human rights legislation, as well as with data management and security best practices. For example, communicating to the individuals filing grievances that this information is being collected for administrative and analytic purposes so the individuals do not assume this data will be used as part of the investigation. Furthermore, individuals should have the right not to offer their demographic details if they wish to keep those anonymous.

The organization should also track the role of individuals filing a grievance (e.g., manager/director/senior leader, frontline staff, volunteer, board member, patient, community member, etc.) as well as the role of the person(s) the grievance is about. This will help the organization determine whether there are positions or individuals who are more likely to

experience certain types of grievances or engage in behaviour that prompts a grievance to be filed.

Finally, the organization should administratively be tracking the types of grievances that are being filed (e.g., discrimination, sexual harassment, verbal/physical assault, unjust decisions, failure to comply with policies, etc.). Tracking the types of grievances allow the organization to determine emerging and recurring issues.

Step 2. Review the data on grievances at regular intervals and track data longitudinally.

Collecting data is important but acting upon the data is essential to meaningful equity work in human resources. Depending on the frequency of complaints and the personnel resources available to the organization, it is recommended that grievance data should be analyzed quarterly to determine if there are recurring issues. Data should be stratified based on the above dimensions to identify trends or areas of concern. Furthermore, grievance data should be analyzed across quarters to determine whether there are increases, decreases, or emergent patterns in units, demographic groups, or roles/positions.

Step 3. Communication of grievances to senior leadership.

As part of accountability plans, organizations may opt to share some of their aggregate data to senior leadership or boards of directors. It is important that in sharing this data only non-identifiable, aggregate data is shared. This information should be kept confidential within the organization to limit potential risks or breaches of privacy. Senior leadership should interpret the results from an equity lens to determine possible areas for training, development, or other interventions.

Infographic on Stratifying Grievances and complaints

We created an infographic with tips and information on stratifying grievances and complaints. We looked at the process of stratifying grievances and complaints and condensed it, highlighting the important information and tips.

Link to the infographic:

https://www.canva.com/design/DAE84H7-1wc/oQg_6kTXgknOd-8ZZDfX4w/edit?utm_content=DAE84H7-1wc&utm_campaign=designshare&utm_medium=link2&utm_source=sharebutton

Survey of patients and staff

We have created this survey for patients to fill out on how their experience was when interacting with the health care practitioner(s) and how to improve for the future to make

customer satisfaction care better. The survey format is nice and simple so that if any edits need to be made, they can be done with no problems.

The staff self-reflection survey is to help GWOHT receive a better understanding of how their staff feels when working with patients, clients, and colleagues. Also, staff can express how they are being supported in relation to the sense of belonging and inclusion within the organization. The survey format is easy to edit and read so if any changes need to be made, they can be done easily.

Patient Self-Reflection Survey

1. Please describe how you felt from your recent interactions with your health care practitioner(s) at our organization.
2. How have you felt your cultural identity has been treated by health care practitioner(s) in our organization?
3. In what ways could our health care practitioner(s) better support your sense of belonging and inclusion in relation to your identities (e.g., culture, age, gender, sexual orientation, etc.)?
4. In what ways could our health care organization better support your sense of belonging and inclusion in relation to your identities (e.g., culture, age, gender, sexual orientation, etc.)?
5. If you could change one aspect of your experiences with our organization in relation to inclusion and belonging, what would it be?

Staff Self-Reflection Survey

1. Please describe how you felt from your recent interactions with our patients/ clients/ colleagues at our organization.
2. How have you felt your cultural identity has been treated by our patients/ clients/ colleagues at our organization?

3. In what ways could our patients/ clients/ colleagues better support your sense of belonging and inclusion in relation to your identities (e.g., culture, age, gender, sexual orientation, etc.)?
4. In what ways could our organization better support your sense of belonging and inclusion in relation to your identities (e.g., culture, age, gender, sexual orientation, etc.)?
5. If you could change one aspect of your experiences with our organization in relation to inclusion and belonging, what would it be?

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