



## Complaints Management

Melaleuca Home for the Aged Inc. is committed to ensuring that any person or organisation using its services or affected by its operations has the right to provide feedback, make complaints about care and services, or to appeal a decision made by the organisation.

Melaleuca Home ensures that its service users and others can provide feedback and make complaints without reprisal, and promises to manage all complaints transparently. In this way, all concerns that are raised will be addressed in ways that ensure access and equity, fairness, accountability and continuous improvement.

The organisation will implement a complaints and appeals management system that:

- Allows and supports any person to make a complaint or provide feedback;
- Facilitates complaints by cultivating a supportive environment in which they can be made
- Is simple, accessible and easy to use;
- Is effectively communicated and promoted to all clients and stakeholders;
- Is proportionate to the size of the organisation and the services it provides;
- Ensures complaints or appeals are fairly assessed and responded to promptly;
- Is procedurally fair and follows principles of natural justice; and
- Complies with legislative requirements.

### Record of policy development

Version	Date approved	Date for review
2025/01	May 2025	May 2027

### Responsibilities and delegations

This policy applies to	Governing body/staff/volunteers
Specific responsibilities	Governing body/staff/volunteers
Policy approval	Governing Body

### Policy context – this policy relates to:

Standards	Aged Care Quality Standards
Legislation	Aged Care Act 2024 (Cth) Statement of Rights Australian Privacy Principles 2013 Police Certificate Guidelines (March 2017) Department of Health Workplace Health & Safety Act 2012 Workplace Health & Safety Regulations 2012



	Age Discrimination Act 2004 (Cth) Fair Work Act 2009 (Cth) Racial Discrimination Act 1975 (Cth) Sex Discrimination Act 1984 (Cth) Anti-Discrimination Act 1998 (Tas)
Organisation policies	Open Disclosure Quality Management & Continuous Improvement Grievance and Disputes
Forms, record keeping, other documents	Feedback and Complaints Form Feedback register Resident and Relative Handbook Statement of Rights

## Definitions

**Complaint:** an expression of dissatisfaction made to or about an organisation regarding its staff, services or products that warrants response or resolution.

**Complainant:** an employee, client, advocate, entity or member of the public who expresses their dissatisfaction about an organisation to either the organisation itself or an external body.

**Escalation:** the process of reporting complaints to the Aged Care Quality Safety Commission if the complainant is not satisfied with the outcome of their complaint.

## Principles

Melaleuca Home will:

- Ensure that all clients, and their families, carers and advocates are encouraged and supported to raise any concerns they have about the service or organisation;
- Consider all complaints it receives regardless of whether or not the complainant is a client of the organisation;
- Treat all complainants with respect and recognise the importance of their concerns;
- Maintain confidentiality of parties involved, keeping any information private to those directly involved in the complaint and its resolution. Information will only be disclosed if required by law, or if otherwise necessary;
- Ensure support and advocacy is available to clients who make a complaint and require support;
- Resolve complaints, where possible, to the satisfaction of the complainant;
- Clients, families and advocates have access to the organisation's complaints management policy;
- Deal with all complaints in a timely manner, and aim to provide a formal response to the complainant within three days of the complaint being received;
- Keep relevant parties appropriately involved and informed of progress of the complaint;
- Ensure that Governing body members, staff, volunteers/others are given information about the complaints procedure as part of their induction and are aware of procedures for managing client feedback and complaints;
- Ensure all service users, stakeholders and members are aware of the complaints policy and procedures;
- Ensure that all complainants are aware of and understand how to escalate their complaint to Aged



- Care Quality Safety Commission;
- Ensure that a complainant is not penalised in any way or prevented from use of services during the progress of an issue;
- Ensure that feedback data (both positive and negative) is considered in organisational reviews and in planning service improvements; and
- Review and evaluate the accessibility and effectiveness of the complaints management system and continually improve its processes.

## **Procedures**

### **Information for clients and stakeholders**

Melaleuca Home complaints and appeals procedure will be documented for clients and stakeholders in Resident and Representative Handbook which is made available on admission.

All clients will be informed of their rights and responsibilities with regards to complaints and appeals at the earliest possible stage of their involvement with the organisation.

The Resident and Representative Handbook will contain information on the following:

- How to make a complaint or lodge an appeal, including an anonymous complaint;
- Contact person for lodging a complaint or appeal;
- How the organisation will deal with the complaint or appeal, the steps involved and the timelines;
- The rights of the complainant to an advocate, support person or interpreter;
- How the person will be informed about the outcome of their complaint or appeal; and
- How to make a complaint to an external body including contact details.

### **Training procedures**

Staff will be trained on the complaints management procedures during their induction, and as part of ongoing refresher training.

Managers and relevant staff will undergo training for complaints management and resolution to support clients to throughout the complaint process and appropriately respond to complaints in an empathetic manner. This will include open communication strategies such as acknowledging the grievance without being defensive and making apologies while accepting responsibility for what occurred.

### **Making a complaint**

A person wishing to make a complaint may do so in writing or verbally to the:

- Staff member they were dealing with at the time;
- Manager/supervisor of that staff member;
- CCD or CEO
- Governing body or
- Aged Care Quality Safety Commission.

Complaints may be made by:

- Submitting a completed Feedback and Complaints form into the Suggestion Box located at reception. The Feedback and Complaints form is available in hard copy at reception.
- Written complaints may be sent to the organisation's postal address and/ or [admin@melaleuca.org](mailto:admin@melaleuca.org). Admin staff will be responsible for receiving this correspondence and



directing it to the appropriate person;

- Feedback and complaints via telephone may be made on 64279131 and
- Anonymous complaints may be made by the suggestion page on the website.

If the complaint is about:

- A staff member, the complaint will normally be dealt with by senior staff; and
- A senior staff person (e.g. CCD or CEO), the complaint will normally be dealt with by the most senior staff position or the Governing body President; and

Melaleuca Home encourages and supports all of its clients, their families and carers, and workers and others to make complaints and lodge appeals, in an environment where it is clear that complaints can be made without fear of any reprisal.

If necessary, Melaleuca Home will provide complainants with advocacy and support, or interpreter services.

### **Lodging an appeal**

Clients or their advocates may lodge an appeal if they disagree with a decision made by the organisation, or by a staff member, related to their complaint. An appeal should be made in writing and submitted to the CEO

### **Procedure for complaints and appeals management**

Any staff member may be a recipient of a complaint, and is responsible for:

1. Receiving the complaint:

- Listening to the complainant, acknowledging the concern raised, and explaining the next steps to the complainant; and
- Discussing with the complainant an agreed upon resolution (for smaller matters), or referring the complaint on to senior staff person or management for further investigation and action. The chosen action will depend on the type and severity of the complaint.

The person managing the complaint will be responsible for:

2. Processing the complaint or appeal:

- Registering the complaint or appeal in Feedback register and
- Informing the complainant that their complaint has been received and providing them with information about the process and time frame.

3. Investigating the complaint or appeal:

- Examining the complaint within three days of the complaint being received;
- Investigating the complaint and deciding how to respond, while maintaining principles of procedural fairness;
- Informing the complainant by letter, email or verbally within three days of the complaint being received of what is being done to investigate and resolve it, and the expected time frame for resolution; and
- Involving the complainant, and any other service users affected by an issue in the complaint, in an appropriate way in the resolution of the complaint, should they wish to do so.

4. Responding to and resolving the complaint:

- Making a decision or referring to the appropriate people for a decision within seven days of the



- complaint being received;
  - informing the complainant of the outcome and the reasons for any decisions made;
  - upheld (and if so, what will be done to resolve it);
  - resolved (and how this has been achieved); or
  - if no further action can be taken, the reasons for this;
- Informing the complainant of any options for further action if required; and
- If an apology is in order, ensuring that the appropriate person makes the apology and informs the complainant what the organisation intends to do to avoid further grievance.

Melaleuca Home is committed to ensuring that all complaints and appeals are addressed in a timely matter. Complaints or appeals will be investigated and resolved within seven days of being received. If this time frame cannot be met, the complainant will be informed of the reasons why and of the alternative time frame for resolution.

Melaleuca Home will use an open disclosure process throughout the complaints and appeals process, and will prioritise transparency and accountability.

#### 5. Reviewing the complaint:

If the complainant is not satisfied with the investigation and proposed resolution of their complaint or appeal, they can seek a further review of the matter by the governing body.

#### 6. Referral to external procedure:

A formal external complaints procedure may follow Step 4 if the complainant is still not satisfied with the outcome. The complainant will be referred to the Aged Care Quality Safety Commission and provided information and support to make the complaint externally if necessary.

### **Complaints involving specific staff members [or volunteers]**

The CCD or CEO has delegated responsibility for resolving complaints or disputes involving staff members [or volunteers].

Internal complaints, where a staff member [or volunteer] makes a complaint concerning another staff member [or volunteer], will be dealt with in accordance with the organisation's grievance and disputes policy.

External complaints by clients or stakeholders made against a staff member [or volunteer] will be managed by the CCD or CEO who will:

- Notify the staff member [or volunteer] of the complaint and its nature;
- Investigate the complaint and provide the staff member [or volunteer] with an opportunity to respond to any issues raised;
- Attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party; and
- Take any other action necessary to resolve the issue.

Any disciplinary action against a staff member [or volunteer] arising from a complaint will be taken in accordance with the procedures contained in the organisation's disciplinary procedures.



Complaints involving the CCD or CEO will be managed by the Governing body President.

### **Complaints involving organisation members or Governing body members**

Complaints made against a member or Governing body member will be referred to the President. The President, or their delegate, will:

- Notify the person about whom a complaint is being made of the complaint and its nature
- Investigate the complaint and provide the member with an opportunity to respond to any issues raised; and
- Attempt to mediate the dispute (if appropriate) and/or attempt to resolve the matter to the satisfaction of the outside party.

Where the President is the subject of a complaint, the complaint should be referred to other office bearers.

If the matter remains unresolved, the President or notified office bearer/s will raise the matter at the next Governing body meeting. Depending on the seriousness of the complaint, the Governing body may:

- Deal with the matter at its meeting; or
- Refer the matter to the process outlined in the organisation's constitution.

### **Cooperation in external investigations**

If any person makes a complaint about Melaleuca Home to an external body (including police, Ombudsman), the CEO will be responsible for liaising with the body responsible for investigating the issue. Melaleuca Home will fully cooperate in any investigation which may take place, this includes participating in early resolution, conciliation, and/or reporting to the body about resolution and corrective actions if required.

### **Record keeping**

A register of complaints and appeals will be kept in Feedback register located in Management Advantage (system) for a minimum of seven years or other period according to the organisation's service/funding agreement after the complaint has been made. The register will be maintained by the CCD and CEO and will record the following for each complaint or appeal:

- Details of the complainant and the nature of the complaint;
- Date lodged;
- Action taken;
- Date of resolution and reason for decision;
- Indication of complainant being notified of outcome; and
- Complainant response and any further action.

Copies of all correspondence will be kept in in Management Advantage.

The complaints register and files, and information contained therein, will be confidential, except where required by law or disclosure is otherwise necessary, and access is restricted to the CCD and/or CEO.

A statistical summary of complaints and appeals will also be kept in Management Advantage and maintained by the CCD and/or CEO. The CCD will be responsible for preparing a report any complaints to the Governing body as part of their monthly board report.

Results from this report will be reviewed by the Governing body and used to:

- Inform service planning by including a review of complaints and appeals in all service planning, monitoring and evaluation activities; and



- Inform decision making by including a report on complaints and appeals as a standard item on staff and management meeting agendas.

### **Continuous improvement of the complaints management system**

Melaleuca Home is committed to regularly reviewing and improving the effectiveness of its complaints management system. The complaints management system will be reviewed and evaluated every two years. This will include:

- Review of all complaint and feedback policies and procedures;
- Client and staff feedback about the accessibility and effectiveness of the complaints management system; and
- Implementation of a continuous improvement plan based on the review and feedback received.