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Quality, Accreditation and Risk
Management Department

Title:	Employee Complaint	Index Number:	GLD-HRD-001 (Func. - Categ. - Sr.No.)		
Function:	Governance, Leadership and Direction	Category:	Human Resources		
Scope of application:	All AUBMC Employees	Original Date:	Reviewed on:	Next Review Date:	
		13.01.2009	03.03.2017	03.03.2020	

1. Policy

- 1.1. Employees at the American University of Beirut Medical Center (AUBMC) are encouraged to report complaints related but not limited to work related issues, health and safety concerns, relationships at work, unfair treatment to their supervisor, or any breach in the AUBMC Employee Standards of Behaviors (**Appendix 6.1**).
- 1.2. Supervisors shall be responsible to take all reasonable steps to identify and attempt to prevent and resolve problems in the workplace.
- 1.3. Complaints shall be treated promptly and confidentially. Strict confidentiality must be maintained when dealing with complaints
- 1.4. Wherever possible, complaints shall be resolved informally and with the fewest people possible involved, to protect the reputation of the individuals involved, and assist the return to a productive working relationship as soon as possible.
- 1.5. Complaints shall be resolved in a way that minimizes detriment to ongoing relationships rather than making a finding or allocating blame.
- 1.6. Ill-founded complaints that are misconceived, or lack substance, shall not be pursued by AUBMC.
- 1.7. Complaints that are malicious, or intended to intimidate or harass a staff member can lead to disciplinary action against the complainant on the grounds of serious misconduct.
- 1.8. If employees are not satisfied with the solution of the complaint, they may file a formal grievance as per the Grievance Policy and Procedures that could be found on the following link:
<http://www.aub.edu.lb/pnp/generaluniversitypolicies/Documents/InstitutionalIntegrityPolicy/GrievancePolicy/GrievancePolicy.pdf>.

2. Purpose

- 2.1. To promote a working environment where all staff are treated with dignity and respect and where complaints are taken seriously and dealt with promptly, effectively and sensitively.

3. Procedure

- 3.1. For complaints against medical staff, please refer to the policy on Disruptive Medical Staff behavior **(SQE-MST-006)**.
- 3.2. For complaints against employees; most problems shall be resolved with the immediate supervisor on an informal basis, unless the complaint is against the supervisor personally, in which case it will start with the second level supervisor. If the employee is uncomfortable in raising their complaint through their first/second level supervisor, the complaint can be made directly to the Human Resources.
 - 3.2.1. If the complainant is not satisfied with the handling of the complaint or timeliness, then he/she should make a formal complaint in writing to the second level supervisor, indicating the date reporting the problem to the supervisor, and the reason for not being satisfied with the solution.
 - 3.2.2. The complainant shall also send a copy of the complaint to the Personnel and Workforce Planning Manager for monitoring purposes.
 - 3.2.3. The second level supervisor needs to ensure that any investigation is objective, fair and the conflict is resolved in due time.
 - 3.2.4. The complainant can appeal against the second level supervisor's decision following the investigation. The appeal shall be made in writing to the Personnel and Workforce Planning Manager, who shall then lead the investigation process.
 - 3.2.5. The second level supervisor may choose to delegate immediately the investigation to the Human Resources Department upon receiving the complaint. In this case, the Personnel and Workforce Planning Manager shall lead the investigation in an objective manner, involving people as appropriate and inviting a union representative if need be, and make sure the conflict is resolved in due time. The Personnel and Workforce Planning Manager shall log the investigation under appropriate category (reckless behavior, at risk behavior, system failure or human error).
 - 3.2.6. The investigation shall focus on obtaining, collecting and analyzing all the evidence and information about the situation.
 - 3.2.7. Decisions are based on the basis of the accumulated information and evidence.
 - 3.2.8. At the end of the investigation, the Human Resources Department shall draft a report outlining the process, the minutes of the investigation meetings, the decision reached and the reasons for the conclusion. The report shall be made available to the complainant and the alleged offender and shall be filed in their personnel files.
 - 3.2.9. Human Resources Department shall protect employees who report a complaint to ensure non-punitive reporting and to avoid retaliation. Human Resources Department shall follow up with the complainant and investigate future related incidents.
- 3.3. For complaints regarding incidents that involve violence, please refer to the policy on Violence in the Workplace **(SQE-MUL-006)**. Violence shall be considered by AUBMC as sentinel event and shall be dealt with as per the policy on "Patient Safety and Risk Management Program" **(QPS-MUL-001)**.

4. Responsibilities

4.1. Supervisors/Managers:


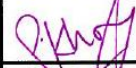


- 4.1.1. Set and monitor standards of behavior in the workplace.
- 4.1.2. Provide advice and support to staff making a complaint.
- 4.1.3. Deal with complaints at an early stage, and wherever possible, informally.
- 4.1.4. Ensure fairness, and impartiality when dealing with staff.

4.2. Human Resources Department:

- 4.2.1. Advise managers on all aspects of the operation of this policy and help maintaining consistency in its application.
- 4.2.2. Monitor the outcome of all formal complaints, and take appropriate action when necessary.
- 4.2.3. Lead investigation when needed.

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5. Signatures

Originally Prepared by AUBMC Human Resources Director, Dania Baba Wazzan, PHD			
Reviewed and Concurred by	Name	Signature	Date
AUBMC Human Resources Director	Ms. Roudaina Haddad		3-3-2017
Chief Quality and Compliance Officer	Petra Khoury, PharmD		6/3/17
Approved by	Name	Signature	Date
Medical Center Director and Chief Medical Officer	Hassan El Solh, MD		06/03/2017
Deputy EVP/Dean	Ziyad Ghazzal, MD		7/3/2017

6. Appendices

- 6.1. AUBMC Employee Standards of Behaviors

7. References

- 7.1. Joint Commission International Accreditation, Standards for Hospitals, 5th edition, April 2014, Governance and Leadership (GLD).

8. Modifications

- 8.1. Moderate modifications were made to the 3rd edition of this policy.

American University of Beirut Medical Center Employee Standards of Behavior

Preamble:

At the American University of Beirut Medical Center (AUBMC), we are dedicated to serve our community with the very best medical care and committed to advance care through innovative research and education in accordance with this document.

This document constitutes a compilation of guidelines that provides a common ethical framework for employees at AUBMC.

A. Our Mission

- Employees of the Medical Center acknowledge that AUBMC's mission is to focus on excellence in Clinical Care, Education, and Research; and provide excellent, accessible, and comprehensive health services to the people of Lebanon and the region.

B. Our Core Values:

- **Respect:** To consider worthy of high regard
- **Integrity:** Adherence to moral and ethical principles; soundness of moral character and honesty
- **Teamwork & Collaboration:** Putting the needs of the whole over your own personal gain
- **Accountability:** Acknowledgement and assumption of responsibility for actions and decisions
- **Stewardship:** The careful and responsible management of something entrusted to one's care
- **Diversity:** To better understand, represent and serve our community

C. Our Responsibilities:

As members of the AUBMC community and in service of our mission, We:

- Agree to make our first priority the well-being of our patients and all our work shall serve that goal.
- Agree to treat others with respect, courtesy, and dignity; conduct ourselves in a cooperative manner.
- Agree to practice our profession in an honest manner by adhering to moral and ethical standards.
- Agree to provide the highest quality of service irrespective of race, religion, political affiliation, and socio economical status, etc.
- Agree to treat our patients, families, colleagues, and members of the public based on their cultural preferences.
- Agree to attend to the needs of our patients in a prompt and sustained manner.
- Agree to listen and respond to patients, families, and colleagues in a compassionate, caring, and respectful manner.

- Provide only authorized entries for inquiry and changes into the systems and ensure proper documentation.
- Believe that teamwork and clear communication are vital in our practice.
- Provide accountability for own actions and subsequent consequences.
- Make wise use of the hospital’s human, financial and environmental resources.
- Ensure that AUBMC is safe, clean and welcoming to everyone.
- Agree to coordinate with other practitioners and hospital staff as appropriate.
- Agree to refrain from engaging in or tolerating abusive language. Prohibited language includes, but is not limited to, making offensive comments, racial or ethnic slurs, threats of violence, using foul language, and acting in a rude, intimidating manner, and criticizing individuals in inappropriate forums.
- Agree to refrain from engaging in any form of unlawful discrimination or harassment.
- Agree not to criticize or take action against any member raising or reporting a safety concern.
- Agree not to discuss confidential patient, employee, payroll, fiscal, research or administrative information in areas where others can overhear the conversation, e.g., in hallways, on elevators, in the cafeteria, at restaurants, at social events, in the coffee shop, etc.
- Agree not to look up or discuss private information about patients or staff for any purpose outside of our specified job responsibilities with others who do not have the need to know.
- Agree to abide by the rules, regulations and policies of the Medical Center in addition to applicable governmental laws and regulation.
- Agree that all charging practices and filing of cost reports must comply with the Medical Center’s rules and regulations regarding documentation. Prohibited practices include, but not limited to, accepting personal monetary incentives, submitting claims for payment that have not been properly coded, documented or billed according to applicable hospital’s laws and regulations, or seeking reimbursement for a service that is not warranted or documented.
- Agree to disclose any potential conflict of interest that we or our immediate family may have, including any interest in or relationship with any individual or organization which does business with AUBMC.
- Agree to abide by AUBMC dress code.

By my signature below, I thereby certify that I have received and agree to AUBMC’s Standards of Behavior. I agree to fully comply with the standards, policies, procedures and other provisions of this document. I understand that compliance with the provisions contained in the Standards of Behavior is a condition of obtaining and maintaining employment at AUBMC. I also understand that violation of this agreement may result in corrective actions in accordance with the AUBMC rules and regulations as well as policies and procedures.

Printed Name: _____ Date: _____

Employee’s Signature: _____ ID #: _____