

Employees of the Hamilton Family Health Team

Employee Handbook

Revised February 22nd 2007

Purpose

The purpose of the Hamilton Family Health Team (HFHT) Employee Handbook is to provide employees with important guidelines specific to the employer/employee relationship. The handbook contains an overview of Human Resources practices and general information regarding responsibilities, benefits and administrative processes.

Background

The implementation of Family Health Teams is the provincial government's central strategy for delivering on three priorities: keeping Ontarians healthy, reducing wait times and improving access to primary health care. Since April 2005, 150 Family Health Teams have been approved across the province of Ontario.

Family Health Teams are intended to transform the health care system by:

- Providing comprehensive primary health care services through interdisciplinary teams;
- Providing patient-centred care;
- Emphasizing health promotion, illness prevention and early detection/diagnosis;
- Developing chronic disease management and self-care programs;
- Adapting to the needs of each community;
- Improving access through extended hours and a Telephone Health Advisory Service;
- Providing health care system navigation and care coordination with a single point of access;
- Using information technology to better integrate the system.

Culture

The Hamilton Family Health Team is committed to maintaining a culture of mutual respect, accountability, flexibility, innovation and collaboration. The HFHT will make a concerted effort to ensure effective communication and build positive relationships with its employees.

The Board of Directors of the HFHT has embraced the challenge of values-based management. Human Resources planning and management will be driven by our organizational vision, mission and values. These are currently being refined and will be published in a companion document, the *Hamilton Family Health Team Human Resources Plan*.

Recruitment and Hiring

Responsibility for recruitment, selection and hiring of HFHT employees rests with the appropriate manager. Selection will be based on a competitive process that includes screening, interviewing, testing (if appropriate) and checking references.

Where applicable, employees are required to provide evidence of good standing in the appropriate regulatory body for their profession and/or a *Vulnerable Sector Screening* search. All employees must successfully complete their probationary period.

Vacancies will be posted in a manner deemed appropriate by the hiring manager. Special consideration will be given to applications received from employees of the Hamilton Family Health Team.

i) *Criminal Records Search*

Some employees of the HFHT will be required to provide a *Vulnerable Sector Screening* search (obtained from the Hamilton Police Service) before the end of their probationary period. Documents dated within the preceding six (6) months will be accepted. The cost of this is to be borne by the employee.

A criminal record does not necessarily preclude employment with the HFHT.

ii) *Probationary Period*

The probationary period will be three (3) months. However, where there is concern about suitability, the Hamilton Family Health Team may extend the probationary period to allow more time for the employee to meet the requirements of the position. In no case will a probationary period exceed six (6) months. Entitlement for employee benefits will commence after three months, regardless of probationary status.

Departures and Retirements

i) Resignation

If you intend to resign, you are requested to do so in writing to your manager. Minimum notice of two (2) weeks for administrative staff and four (4) weeks for management and professional staff is requested. In order to best ensure patient continuity, the HFHT encourages longer notice periods where possible.

ii) Termination

Should your services no longer be required, the Hamilton Family Health Team will give you notice in accordance with the *Employment Standards Act*, except where your employment is terminated for just cause. On termination, you will receive the appropriate percentage of your gross earnings based on any unpaid vacation credits.

iii) Deemed Terminated

The Hamilton Family Health Team may consider you to have terminated your employment under any of the following circumstances:

- a) You are absent from scheduled work for a period of three (3) or more consecutively scheduled working days without notifying the Hamilton Family Health Team of such absence.
- b) You fail to return to work upon termination of an authorized leave of absence without being granted an extension.
- c) You utilize a leave of absence for purposes other than that for which leave was granted. (E.g. leave requested to provide care to ill family member actually used to "try out" another job.)

iv) Retirement

The HFHT does not have a mandatory retirement policy. Employees who plan to retire are asked to provide as much notice as possible, at a minimum respecting the resignation notice requirements, noted in section i) above.

Hours of Work and Compensation

i) *Hours of Work*

Your hours of work will be specified in your employment contract. Schedules, starting times, hours, etc. may be modified as required by your manager.

Administrative staff may, at times, be asked to work overtime. Every effort will be made to keep overtime to a minimum. Overtime must be approved in advance by your manager. A corresponding amount of lieu time will be given; this is to be taken as soon as possible after the overtime occurs.

ii) *Absence*

If you are going to be absent from work, you are required to notify your manager, giving as much notice as possible. Employees who work in primary care settings should first notify the appropriate person at their work location and then their manager.

iii) *Compensation*

Employees of the HFHT are paid in accordance with the MOHLTC-approved payment schedules. Hamilton Family Health Team has a bi-weekly payroll system with direct deposits. Payday is on alternate Fridays for payment up to the previous Friday. Changes to your banking information should be provided to Human Resources at least 2 weeks in advance.

iv) *Personnel Records*

It is important that your personnel record contain accurate information. It is your responsibility to notify the HFHT office promptly if there is any change in your family status, name, telephone number, address, bank information or educational achievements. The Change of Information form is found in Appendix I and on the Hamilton Family Health Team website.

Benefits

i) *Mandatory Benefits*

Legislation requires employee participation in the following benefits: CPP, EI and WSIB. Employee contributions to CPP and EI are deducted from your bi-weekly pay. Your pay stub will also reflect mandatory income tax deductions in accordance with Canada Revenue Agency guidelines and your direction.

The Hamilton Family Health Team pays the full cost of WSIB which reimburses you a percentage of lost wages resulting from accidents or injuries incurred at your regular place of work or when you are on Hamilton Family Health Team business away from your regular place of work.

ii) *Discretionary Benefits*

The Group Insurance Benefit Plan for employees of the Hamilton Family Health Team is administered through **Zavitz Insurance Inc.** Specific questions should be addressed directly to our representatives there: **Terry Zavitz** or **Trudi St. Marie**. They can be reached at **1-888-347-2437**.

RRSP / Health Care Spending Account

Employees of the Hamilton Family Health Team will receive an employer-funded, tax free benefit of up to \$4,000 (pro-rated to FTE) per calendar year to be applied, at the employee's direction, toward an RRSP, a Health Care Spending Account (HCSA) or a combination of the two. Employees who choose to contribute to an HCSA must contribute a minimum of \$250.00. Employees will be asked for direction related to this benefit annually.

For a detailed listing of items allowed under the HCSA, contact Zavitz Insurance.

Employees faced with high prescription medication costs may wish to consider the Trillium Drug Program or discuss cost-savings strategies with **Gerry Conroy - Benefits Consultant at 1-800-409-3976 ext. 203**. There is no cost to the employee for this consultation.

Long-Term Disability Benefits

Hamilton Family Health Team (HFHT) employees who work a **minimum of 17.5 hours per week** and become disabled may qualify for long-term disability benefits (LTD) covering 66.67% of their current salary up to a maximum of \$5,000 per month. (In some cases, there may be eligibility up to \$6,000 per month; the insurance carrier will clarify.) There is an elimination period of 120 days, however, employees are encouraged to begin the LTD application process as soon as the extended nature of the disability becomes known.

The provision of benefits (RRSP/HCSA) for employees in receipt of LTD will continue for a period of one year. *This policy is currently under review (Feb /07).*

Additional benefits covered through the Long-Term Disability Plan include *Best Doctors Service, Work-Life Employee Assistance Program*, spousal disability, worksite modification and others.

Specific questions related to the eligibility determination process and duration of benefits should be addressed with **Zavitz Insurance Inc. at 1-888-347-2437.**

iii) **Statutory Holidays**

The Hamilton Family Health Team recognizes the following holidays:

New Year's Day	Good Friday
Victoria Day	Canada Day
Civic Holiday	Labour Day
Thanksgiving Day	Christmas Day
Boxing Day	One (1) "floating day"

The HFHT will also recognize any other day proclaimed a holiday by the Government of Canada or Ontario.

a) In order to qualify for any of the above holidays, you must work your scheduled work day immediately preceding **and** your scheduled work day immediately following the holiday, unless your absence is due to an authorized leave of absence.

b) Employees of the Hamilton Family Health Team will not be required to work on recognized holidays.

c) Full Time Employees

When the statutory holiday falls on a regular work day, the employee will be given the day off with pay.

When the statutory holiday falls on a scheduled day off, the employee will be given another day off with pay.

d) Part Time Employees

Employees who work less than 1FTE will have their Statutory Holidays pro-rated to their FTE. Payment for stat holidays, pro-rated to FTE is included in the employees regular pay.

Statutory holidays may or may not fall on an employees regularly scheduled day of work. For example, 5 to 7 stat holidays per year fall on a

Monday. This may necessitate adjustments in scheduling so that, over the course of the calendar year, stat holiday hours reconcile. It is important to note that all employees receive the same pay and time off for stat holidays, pro-rated to their FTE.

iv) *Personal Days*

Up to five (5) days per year, pro-rated to FTE, are provided to be used as needed, for example, for sickness, religious holidays or personal/family commitments. Personal days must be pre-approved by your manager and cannot be carried into the next year.

v) *Vacation*

Vacation entitlement is earned in accordance with years of continuous service with the Hamilton Family Health Team/HSO Mental Health & Nutrition Program.

In the calendar year in which you are hired, you are entitled to up to 2 weeks vacation, pro-rated from your start date to December 31st, and pro-rated to your FTE.

Thereafter, vacation is determined on a calendar year basis as follows:

Up to and including 3 years: 3 weeks (or 15 days) pro-rated to FTE
4 years to 11 years: 4 weeks (or 20 days) pro-rated to FTE
12 years or more: 5 weeks (or 25 days) pro-rated to FTE

If an employee should leave the HFHT prior to earning the vacation credits taken, the excess payment will be recovered by the HFHT.

In exceptional circumstances an employee may request in writing to their manager permission to carry over unused vacation entitlement. Managers will consider such requests based on HFHT operational requirements. Part time employees may wish to accrue hours to facilitate vacation planning. Prior approval must be attained in writing from the Program Manager.

vi) *Professional Development Hours*

As part of the Hamilton Family Health Team's commitment to ongoing learning, allied professional staff are eligible for up to 96 hours (pro-rated to FTE) per calendar year for professional development. These hours are intended to assist with achieving professional goals. Professional development hours must be pre-approved by your program manager. The Hamilton Family Health Team will regularly schedule educational activities for allied health professionals.

The Hamilton Family Health Team will provide professional development opportunities to administrative staff as well. The frequency, nature and duration of such activities will be subject to the approval of the management team. Staff are encouraged to bring their ideas forward to their manager.

vii) Expenses

Employees will receive a travel allowance of up to \$65.00 per month (pro-rated to FTE) to reimburse travel expenses such as a bus pass, parking or mileage costs.

Eligible work-related expenses, other than those that are the responsibility of the primary care practices, must be pre-approved by your program manager in order to be reimbursed. Internal expense reports should be submitted for pre-approved expenses.

Leaves and Other Work Absences

i) Leaves of Absence

You may make a written request for a leave of absence, without pay, stating your reasons for such leave to your program manager/supervisor. The impact of the leave on the affected practice(s) and/or the HFHT will be taken into account when considering your request. When applying for leave, you must indicate the proposed date of departure and return. The request should be submitted a minimum of one (1) month prior to the intended start date. The final decision on any leave of absence will rest with the Executive Director.

Any leaves of absence will be subject to the following:

- a) Service-related benefits (e.g. vacation, personal leave) will not be interrupted if the leave is for less than one (1) month.
- b) If the leave is in excess of one (1) month, there will be no accumulation of vacation credits during the period of the leave, nor will employer contributions toward HCSA/RRSP or LTD benefits continue.
- c) In the case of maternity, adoption and parental leaves of absences, all benefits will continue to accumulate.
- d) You will not be paid for recognized holidays falling within the period of the leave of absence.
- e) Absences beyond an approved period of time may be considered as termination of employment.

Pregnancy Leave

- a) Pregnancy leave will be granted to female employees in accordance with the provisions of the *Employment Standards Act*.
- b) You must give written notification at least two weeks in advance of the date of commencement of such leave.
- c) You must confirm your intention to return to work four (4) weeks in advance thereof. You will be reinstated to your former position unless the position has been discontinued in which case a job comparable in both salary and responsibility will be offered. Please note that reinstatement to your former position does not necessarily mean returning to the same practice or location.

Parental/Adoption Leave

- a) A parent is defined as “a person with whom a child is placed for adoption and/or a person who is in a relationship of some permanence with a parent of a child who intends to treat the child as his/her own”.
- b) If you have become a parent, and have been employed for at least thirteen (13) weeks immediately preceding becoming a parent, you are entitled to parental leave.
- c) Parental leave must begin no later than fifty-two (52) weeks after the day the child comes into the custody of the parent for the first time.
- d) The parental leave of a female employee who takes pregnancy leave must begin when the pregnancy leave ends unless the child has not yet come into the custody of the parent for the first time. If the parental leave is being taken by a female employee who has also taken a maternity leave, parental leave can be granted for a maximum of thirty-five (35) weeks. If the parental leave is being taken by an employee who has not taken a maternity leave, parental leave can be granted for a maximum of thirty-seven (37) weeks.

The chart below was taken from the Employment Standards Act Fact Sheet.

How much time off can parents take for pregnancy and parental leave?

A birth mother can take both pregnancy and parental leave. Birth mothers are entitled to 17 weeks of unpaid, job-protected pregnancy leave. Those who take pregnancy leave are entitled to up to 35 weeks' parental leave. Birth mothers who do not take pregnancy leave, and all other new parents, are entitled to up to 37 weeks' parental leave.

If each parent of a newborn took the maximum leave allowed at separate times, the baby would have a parent home for 89 consecutive weeks (17 weeks of pregnancy leave for the birth mother, plus 35 weeks of parental leave for the birth mother, plus 37 weeks of parental leave for the other parent).

Parents may also choose to go on leave at the same time: for example, a father could take parental leave at the same time a mother is on pregnancy or parental leave.

Compassionate Leave

Compassionate leave will be granted for the purpose of mourning the death of a member of the employee's family (consisting of spouse, common-law spouse, children, mother, father, grandparents, siblings, mother-in-law and father-in-law). The employee may request bereavement leave and shall be granted up to a maximum of five (5) consecutive calendar days, a maximum of three (3) of which shall be without loss of pay. These days of leave will normally be confined to the period from the date of death up to and including the date of the funeral. In some circumstances, an employee may wish to request the use of Personal Leave Days to supplement their bereavement leave.

Pay for bereavement leave shall be based on time lost from regularly scheduled hours that would otherwise have been worked. Bereavement leave is not granted when an employee is on another leave of absence, sick, on vacation, or receiving Worker's Compensation benefits.

Compassionate leave of absence for other relatives and other circumstances will be considered on a case-by-case basis.

ii) *Jury Duty*

If you are required to serve on a jury on days you are scheduled to work, you will be paid the difference between your basic salary and the jury duty fee paid by the court. To receive this payment, you must ensure that the Hamilton Family Health Team receives a letter from the Court stating the days that you were required to attend.

iii) *Court Service*

If, on days you were scheduled to work, you are called in for court service (not jury duty) under summons or subpoena to act as a witness, you will be paid the difference between your basic salary and the fee paid by the court. To receive this payment, you must ensure that the Hamilton Family Health Team receives a letter from the court stating the days that you were required to attend. No allowance of pay will be made to you if you are summoned to court as a result of an alleged infraction of the law on your part.

iv) *Voting on Election Day*

If your schedule interferes with your ability to vote in a federal, provincial or municipal election, as specified by legislation, appropriate time off, without loss of pay, will be provided.

v) Office Closures

On occasions where the worksite is closed unexpectedly; for example, due to severe weather, you will be compensated for your regularly scheduled hours for that day. For closures that go beyond one day, employees should speak to their manager regarding alternate arrangements.

For scheduled office closures; for example, over the Christmas season, employees may schedule vacation, personal leave days, or make other arrangements with their manager to make up the hours.

Employee Wellness

i) Safety

It is your legal responsibility as an employee of the Hamilton Family Health Team to report any workplace hazards, to work in a safe manner, and to use appropriate precautionary measures or devices as provided by the Hamilton Family Health Team. You are encouraged to learn more about your rights and responsibilities under the *Occupational Health and Safety Act*.

ii) Accidents

If you have an accident or sustain an injury during normal working hours or while on Hamilton Family Health Team business, you must report it to your manager immediately in order to provide protection both for yourself and for the Hamilton Family Health Team. Allied professionals will also report any accident to the appropriate staff person at their work location. Such accidents are subject to the rules and regulations of the *Workplace Safety and Insurance Act*.

iii) Illness

The Hamilton Family Health Team promotes healthy lifestyle, illness prevention and chronic disease management among its employees. Employees requiring health-related workplace accommodations should contact their program manager or the Support Services Manager. Employees may be required to provide medical documentation when illness (other than chronic disorders) results in frequent or prolonged absences.

Problematic Substance Use/Addictions

The HFHT supports the recovery of employees with problematic substance use or addictions issues. There will be no penalty for seeking diagnosis and treatment for alcoholism, drug use, or any other addiction. Refusal to accept, or failure to follow the suggested plan or to improve performance, will be addressed as it affects work performance. Any employee with problematic substance use or an addiction will be provided an opportunity to seek treatment before any disciplinary action is taken.

Chronic Disorders

The Hamilton Family Health Team recognizes that chronic disorders of a physical, mental, or emotional nature can have a debilitating effect on an employee's ability to do their job. An employee whose job performance is negatively impacted by a chronic disorder, may be required to seek treatment in order to continue employment or return to employment following a medical leave. Employees with physical, mental or emotional disabilities have the

right to request workplace accommodation under the Ontario Human Rights Code. Workplace accommodation is a cooperative process and may require detailed medical documentation. Requests for workplace accommodation should be discussed with, and subsequently submitted in writing to the employee's manager or the Support Services Manager. The HFHT will endeavour to support individuals in their recovery process through appropriate workplace accommodations.

Policies and Responsibilities

i) *Conflict of Interest*

Employees of the Hamilton Family Health Team must ensure they are free of conflict of interest, either real or perceived. Any potential conflict of interest must be reported to their program manager so that appropriate action can be taken to protect the HFHT and/or the employee. An unresolved conflict of interest could result in the loss of employment with the Hamilton Family Health Team.

ii) *Confidentiality*

Employees of the HFHT must hold all information concerning patients, visitors, and/or staff in strictest confidence, whether such information is obtained directly or indirectly.

iii) *Harassment*

The Hamilton Family Health Team is committed to a work environment free of discrimination and/or harassment of any kind.

A detailed policy guideline regarding the reporting of workplace discrimination and harassment, including sexual harassment, is provided in Appendix II.

iv) *Program Evaluation*

Allied professional staff are required to submit program evaluations as required in a manner and timeline determined by their program manager.

v) *Professional Standing*

If applicable, employees of the Hamilton Family Health Team are required to submit to their program manager confirmation of registration with the appropriate professional college/association on an annual basis. A copy will be kept in the employee's Human Resources file.

vi) *Information Technology*

Information technology is an essential tool in any efficient and effective workplace. The HFHT encourages maximum utilization of technology to support communications and business processes.

All automated equipment provided to employees remains the property of the HFHT and/or the primary care practice and is to be used as required for business purposes. The HFHT recognizes that automated equipment will from time to time be used for non-business purposes. Employees are required to ensure that any non-business usage be conducted with respect for the employer and co-workers. Such use shall be restricted to breaks and lunch periods.

Misuse of automated equipment includes but is not restricted to:

- distribution of inappropriate material
- viewing of pornography or sexually suggestive materials
- internet purchases
- excessive time spent on internet searches or non-business related sites, chat rooms, etc.
- unauthorized or excessive telephone usage.

Staff using equipment belonging to the Hamilton Family Health Team, for example, laptop computers, palm pilots, audiovisual equipment, etc. are reminded of their responsibility to properly maintain such equipment; follow the appropriate procedures for obtaining, using and returning it; and immediately report any loss or damage.

vii) Discipline

Hamilton Family Health Team reserves the right to discipline or discharge employees in certain circumstances.

HFHT adheres to the principles of progressive discipline. Depending on the severity, consequence and frequency of a disciplinary matter, the following process will be followed.

1. verbal warning
2. written reprimand
3. suspension or termination

In extreme circumstances, the first and second steps may be waived. Examples of unacceptable behaviour include, but are not limited to:

theft, insubordination, dishonesty, intoxication, falsification of records, improper conduct, disclosure of confidential information about the Hamilton Family Health Team, its staff or its patients, repeated absenteeism or lateness and consistently being unavailable for work.

**HAMILTON FAMILY HEALTH TEAM
PERSONNEL ACTION NOTICE**

Name:		Job Title: Id #	Employee
Status:		Details of Employment	
Full Time _____ Part Time _____			
Contract _____			
FTE _____ Hrs per week _____			
PERSONAL CHANGE:			
Street Address:		Appt/Unit No.:	
City:	Province:	Postal Code:	
Home Phone including area code:		Email Address:	
Employee Signature:		Date:	
STATUS CHANGE:			
Effective Date:	<input type="checkbox"/> Full-time	<input type="checkbox"/> Part-time _____ FTE	<input type="checkbox"/> Contract <input type="checkbox"/>
	Other _____		
Select a Reason:			
<input type="checkbox"/> Sick Relief <input type="checkbox"/> Maternity Relief <input type="checkbox"/> Vacation Relief <input type="checkbox"/> Other, Please Specify:			
SALARY CHANGE:			
Effective Date:	Level Change or FTE Change:	Annualized Earnings	
BANKING INFORMATION CHANGE: (please attach a void cheque)			
Transit No.	Branch No.	Account No.	
TERMINATION OF EMPLOYMENT			
Last Paid Day / Resignation Date	Select one option from this section		
	Quit _____ Resignation _____ Retirement _____		
	Other _____		
Reason for Termination:			
Would you rehire?			
Comments			
Exit procedure requires the immediate supervisor to ensure the return/clearing of all items including:			
<input type="checkbox"/> Pass Keys <input type="checkbox"/> Parking Pass <input type="checkbox"/> Equipment (ie. Palm Pilot, Blackberry, Resources, etc.)			
PROGRAM MANAGER/PROGRAM COORDINATOR SIGNATURE: (Required for all of the above sections except Personal Changes)			
Signature:		Date:	
FOR HUMAN RESOURCES ONLY:			
Vacation Bank Balance			
Personal Leave Days			
Signing Authority:		Date:	

Workplace Discrimination and Harassment

Portions of this employment practice refer to the Ontario Human Rights Code. A copy of this Code is available in the Hamilton Family Health Team business office for review by all employees.

The Hamilton Family Health Team recognizes the dignity of every person and their right to work in an environment free of discrimination and harassment. According to the *Ontario Human Rights Code*, every employee has a right to freedom from discrimination on the grounds of:

- race
- ancestry
- place of origin
- colour
- ethnic origin
- citizenship
- creed (religion)
- age
- record of offences
- marital status
- family status
- disability
- physical or mental disability
- gender
- sexual orientation

Harassment is defined as treating individuals without respect or in a discriminatory manner, causing offense, humiliation or stress. Harassment has taken place when a person has been made aware that their words or actions are unwelcome, or where it is reasonably known that such words or actions are unwelcome, and where the offending behaviour continues.

Sexual harassment is defined as any unwelcome sexual comment or conduct that intimidates, demeans or offends an individual. Sexual harassment may occur between members of the opposite sex or the same sex. It is not confined to situations in which there is a reporting relationship.

Sexual harassment may include but is not limited to:

- unwelcome sexual innuendo
- unwelcome sexual advances
- inappropriate body contact
- request for sexual favours
- display of exploitative material

The Hamilton Family Health Team will not tolerate any form of harassment.

Reporting a Complaint

If you feel you are being harassed or discriminated against, report the incident or incident(s) to the Support Services Manager (Kate Rennick, (905) 667-4848 ext 132) immediately. You also have the right to contact the Ontario Human Rights Commission. These procedures can be followed without any fear of reprisal and with the assurance that all matters discussed will be kept confidential.

Any management staff member who witnesses or becomes aware of an allegation of harassment must immediately contact the Support Services Manager so that the procedure for filing a complaint can begin. Any person witnessing an incident may make a third party complaint.

Untrue and malicious allegations of harassment under this policy will be subject to disciplinary action.

Investigation Procedures

The Support Services Manager will meet with the complainant as soon as possible following the complaint to review the circumstances and discuss the options.

Anonymous Complaint: An anonymous complaint typically identifies the offender but not the complainant. In this situation the information will be kept on record but no investigation will be undertaken. Should additional complaints (anonymous or otherwise) be received naming the same offender, the HFHT will determine the most appropriate next steps based upon the information provided. Records of anonymous complaints will be maintained for statistical purposes.

Formal Complaint: A formal complaint is submitted in writing and will immediately trigger an investigation. An **informal complaint**; ie, a verbal review of a situation, will also be investigated. In either case the complainant will be provided appropriate supports throughout the investigation.

The Support Services Manager will formally advise the alleged harasser(s) and her/his manager of the complaint and give the alleged harasser an opportunity to reply to the allegations.

At the request of either party, and with the mutual agreement of both parties, a face-to-face meeting will be arranged. The Support Services Manager will attend the meeting. Either party can choose to be accompanied to the meeting by a member of the Hamilton Family Health Team staff.

The complainant will be notified of the outcome of the investigation normally within 15 days, including what, if any, disciplinary action has been or will be taken. If the outcome of this investigative procedure is not satisfactory to the complainant, and if the complainant has not previously brought this matter to the attention of the Human Rights Commission, the Support Services Manager will direct the complainant to the Human Rights Commission.

