



Dean S Reynolds, OD
Mario Andreatta, OD
Lisa M Edwards, OD, FAAO
Tracy Ho, OD

4025 Jackie Road SE: Rio Rancho, New Mexico 87124
505.892.8411 cov@swcp.com

Staff Grievances

Statement

According to its Statement of Purpose, City of Vision Eye Care is dedicated to a company enriched by men and women of diverse backgrounds, respectful of difference and enlivened by open dialogue, caring and just toward others, and committed to broad participation in achieving the common good.

City of Vision Eye Care recognizes that valid differences of opinions and interests will arise within a vibrant and dynamic working company. It is the responsibility of every member of that company to strive for effective communication and responsible decision making and the resolution of conflicts or disputes with reason, conscience, and compassion.

Purpose

The purpose of this policy is to provide individual staff members with a process for resolving work-related conflicts. The emphasis of the Conflict Resolution Process ("Process") is on early identification and resolution of disputes with fair consideration of both sides of a conflict. Conflict resolution is seen as a partnership designed to meet some individual and shared needs, result in mutual benefits, and strengthen the relationship.

For the purposes of this document the words conflict, dispute, problem, and complaint will be used interchangeably.

Procedure

Definition

Conflict resolution addresses workplace problems, disputes, or complaints which claim a violation or misapplication of company policies, regularly followed practices, Statement of Purpose, Guiding Principles, or Fundamental Values.

Timeliness

Individual attempts to resolve a conflict or dispute should begin as soon as possible. If the conflict resolution can be delayed to after patient care hours or before patient care hours the next day, it would be advisable to do so to avoid interruption of mid-day operations.

Location

Conflict resolution should be conducted away from visible and auditory range of patient care. If possible, conflict resolution should be conducted away from visible and auditory range of other employees. A private area for conflict resolution can be provided in the examination lanes if they are available with doctor approval.

Alternatively, employees may submit a note online anonymously through the employee portal.

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Process

Each member of the company is empowered and encouraged to deal with conflict resolution at the time of the conflict. Many times, a small problem will be successfully resolved immediately, rather than allowing it to fester and grow, resulting in a much bigger issue. Persons in conflict are encouraged to use their own skills and company resources creatively to resolve conflict in a mutually satisfying way.

Conflict Resolution Process

The goal of this policy is for conflict to be resolved by mutual agreement at the level requiring the least amount of outside intervention. When individual and informal efforts have been unsuccessful in resolving conflict, one or both of the parties may request a review process which relies on third parties to determine solutions:

Supervisor Review: An employee should first seek formal problem resolution with the supervisor. If the dispute specifically involves the supervisor, the employee should address the problem with the next higher level of management. Supervisors and managers are strongly encouraged to resolve disputes within the department. The supervisor or higher-level manager will document the issue, investigate the dispute and steps taken to attempt to resolve the problem.

Practice Owner Review: When either of the parties believes the problem has not been resolved through the Supervisor Review, either may present the dispute to the practice owner. Decisions at the Owner Review level are final.

No Retaliation: No adverse action may be taken against the individual bringing the complaint in good faith, or against any persons who furnish him or her with any assistance solely because of their involvement in the complaint.

Responsibility

Employees and supervisors are responsible for maintaining appropriate confidentiality and for participating in the conflict resolution process outlined in this Policy. It is the responsibility of the practice owner to employ the means of resolution detailed in this Policy. Any dispute concerning procedures or standards under this Policy is to be resolved by the practice owner.