



Woolwich Community
HEALTH CENTRE

and Wellesley Township
COMMUNITY HEALTH CENTRE

**Volunteer
Policies and Procedures
Manual
(Revised December 2017)**

**Woolwich Community Health Centre
Volunteer Policies and Procedures Manual**

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INTRODUCTION

The purpose of the Volunteer Policies and Procedures Manual is to provide overall guidance and direction to Woolwich Community Health Centre (WCHC) and Wellesley Township Community Health Centre (WTCHC) staff and volunteers engaged in volunteer supervision and volunteer work. All volunteers are registered with WCHC and may be deployed at any of the WCHC sites or outreach sites. These policies and procedures are grounded in the WCHC's vision, mission and values. For a more complete description of certain policies and procedures, as noted in some of the volunteer policies and procedures, please refer to the Human Resources Policy Manual or speak to your supervising staff.

**Woolwich Community Health Centre
Vision, Mission & Values Statement
April 2015**

Our Vision

An active, vital, connected community whose residents enjoy optimal health and well-being in all aspects.

Our Mission

Our rural, community-governed health centre leads collaboratively in providing culturally sensitive programs and services: primary health care, illness prevention, and health promotion.

Our Values

Holistic Approach

We offer comprehensive, integrated and accessible services and programs that focus on the physical, mental, spiritual and social determinants of health.

Respect and Compassion

We interact with individuals, families and communities in a caring, friendly, inclusive and compassionate manner.

Partnership

We build relationships with clients, volunteers, community groups, inter-disciplinary team members and other health care providers.

Accountability and Responsibility

We are committed to ethical practice and good stewardship of resources – fiscal, human and environmental.

Communication

We engage clients, staff and the community through listening, information sharing, consultation and outreach.

Our Approach

To achieve our Mission, we are committed to sustaining and continuously improving the:

- Quality, safety, and effectiveness of our care.
- Competence and expertise of our staff and volunteers in delivering programs and services.

CATCHMENT AREA AND PRIORITY POPULATIONS

Catchment Area

WCHC serves a geographical catchment area that includes the territory of Woolwich Township, Wellesley Township and the following areas of Perth County and Wilmot Township:

- In Perth County:
 - The area bordered to the north by Perth Line 72, to the east by Perth Road 116, to the south by Perth Road 119, and to the west by Perth Road 121
 - The area bordered to the north by Perth Line 56, to the east by Perth Road 103, to the south by Perth Line 43, and to the west by Perth Road 107
- In Wilmot Township, the area bordered to the north by Gerber Road (12), to the east by Wilmot Line, to the south by Snyder's Road and Christner Road, including all Baden and Petersburg addresses, and to the west by Wilmot-Easthope Road.

WCHC operates two health centre sites: the main site in St. Jacobs and the satellite site in the village of Wellesley. The Linwood Nurse Practitioner Office (LNPO) is an affiliated access point of the Wellesley site.

Each health centre site serves part of WCHC's catchment area:

- The St. Jacobs site provides primary health care to registered patients living in Woolwich Township.
- The Wellesley site and LNPO provide primary health care to registered patients living in Wellesley, Wilmot and Perth.

Residents from across WCHC's catchment area may access health education programs offered at any site.

Priority Populations

Among the residents of WCHC's catchment area, priority for primary health care intake and program development is placed on populations that may experience greater barriers to health or barriers to accessing health resources. Our priority populations collectively include:

- Seniors (60+) and their caregivers
- Families with young children (0-6)
- Farm Families, including those from conservative Mennonite groups
- Youth (14-19 years of age)

The general population is not considered to be a priority population. However, in setting priorities for primary health care intake and program development, WCHC will consider self-identified factors that increase the risk for poor health:

- "barriers to health", such as presence of chronic disease, social isolation, family history of significant disease, etc.
- "barriers to accessing health resources", such as low income, literacy issues, or lack of transportation, etc.

VOLUNTEER SERVICES BELIEFS

We believe volunteering enriches the quality of life for persons, families and communities. We further affirm volunteering is happening within and through the communities both informally and formally. We support the many ways in which volunteering naturally happens.

We believe volunteering is a partnership in which all parties involved receive natural benefits. Volunteers supplement and complement the efforts of the community and Woolwich Community Health Centre to achieve the highest level of health possible. We believe volunteers bring a fresh vitality and a diversity of skills which enables WCHC to function more effectively and enriches the health of individuals, families and community. Volunteer work may take many forms, both within the community and within the many programs and services of WCHC and WTCHC.

With sensitivity to the volunteer's needs and interests, it is our aim to work together in clearly defining their tasks and, where appropriate, setting time lines on their commitments. In this way we can provide well suited and meaningful opportunities that will encourage the personal growth and creativity of the volunteer.

We will strive to support and recognize volunteers for their valuable contributions.

VOLUNTEER RIGHTS AND RESPONSIBILITIES

A Volunteer has the right to:

- Information about WCHC, its policies, its services and its programs
- Know to whom they are accountable
- Be recognized as a valued team member
- Be supported and supervised in their role
- A healthy and safe working environment
- Information, research and learning opportunities to grow
- Be reimbursed for out of pocket expenses
- Be informed and consulted on matters which directly or indirectly affect their role

A Volunteer has the responsibility to:

- To fulfill the responsibilities of the volunteer role
- To regard volunteer work as a total commitment or responsibility that requires a definite allotment of time, talent, energy and intelligence
- To be present and on time for every commitment made
- To respect the confidential aspects of their work and the dignity and privacy of the people with whom they work.
- To be committed to WCHC's mission, vision, values and approach
- To undertake training as required and/or needed
- Value and support other team members
- Value and respect clients'/group participants' need for privacy and withdrawal
- Ask for support when needed
- Give notice before discontinuing with WCHC
- Act professionally

The Woolwich Community Health Centre (WCHC) will integrate volunteers for the purpose of complementing and supplementing the efforts of staff in areas of involvement as planned by the Board and staff.

GENERAL PRINCIPLES

Woolwich Community Health Centre is responsible for the actions of all of its volunteers who act within the scope of their volunteer duties.

It is therefore in the centre's best interest to assure itself of the quality of its volunteers and to provide appropriate orientation and supervision. (Human Resources Policy 3.1.F.1)

RECRUITMENT

Volunteers will be recruited for specific roles to support Woolwich Community Health Centre's programs and services and will reflect the diversity of the community. WCHC will ensure that equity and access are reflected in the methods of recruiting (Human Resources Policy 3.1.F.2).

- a) Recruitment will take place through individual staff. After identifying a specific task, they will write a job description and on a one to one basis, as well as through the newsletter, follow up with recruitment.
- b) General recruitment of volunteers for WCHC will take place on an ongoing basis, while focused recruitment based on the need for help with a specific function or program will take place as required.
- c) Recruitment strategies will be used to ensure that diverse groups of people are reached.
- d) Each potential volunteer must complete an application form (Appendix 3). Assistance to complete the form will be provided upon request. Resumes are appreciated but are not necessary.
- e) Volunteer applicants must submit at least 2 references from non-family members preferably from past work/volunteer experience or from a teacher, on the Volunteer Application Form. (Appendix 3)

SCREENING AND PLACEMENT

The Woolwich Community Health Centre screening process will provide an opportunity for staff and potential volunteers to understand the expectations, needs and resources of each. The Centre will take all reasonable precautions to ensure that no harm comes to its employees, volunteers, or the people who access WCHC services.

All volunteers are required to complete all screening requirements for the volunteer position for which they have applied.

Volunteers shall be screened for their suitability for a volunteer role and matched with positions that ensure the most satisfactory and mutually beneficial experience possible for the volunteer and for WCHC.

Procedure

1. The supervising staff is responsible for completing the screening process. This process includes:
 - A review of the completed Volunteer Application Form (Appendix 3)
 - An interview with the volunteer to explore their reasons for volunteering, their skills and their potential time commitment. (Appendix 4).
 - 2 reference checks from non-family members. (Appendix 5);
 - Immunization record checks if required for the volunteer position in which a volunteer is working. (Appendix 13, WCHC Record of Immunization)
 - A police check for working with the vulnerable sector is required for volunteer positions in which a volunteer is working with people who are vulnerable¹, or if the volunteer has access to confidential client information². (Human Resources Policy 3.1.C.2.1) For volunteer applicants who have not held continuous residency in Canada for 2 years, this will not be a barrier to volunteering. However, they will be required to be rechecked at the end of the 2 year residency period. No checks are required for those who are 16 years and younger.
 - a. Volunteers will be given the police check request letter on WCHC letterhead to be taken to any police office in Waterloo Region and this letter will allow volunteers to receive the subsidized rate for the police check. (Appendix 6)
 - b. Checks which are clear of any offenses are acceptable upon receipt and the volunteer work can commence.
 - c. Checks with offenses noted will be assessed by the supervising staff, Program Coordinator or the Office Administrator and the Executive Director on their own merits and relevant life history.
 - d. A police check for work with the vulnerable sector must be completed for WCHC and the original copy will be kept in the volunteer file.
 - A driver's abstract is required for Hospice Volunteers who identify that they may ever drive a client in their car.
2. Once all screening requirements are met and are favourable the volunteer is contacted to arrange an appropriate date for beginning the placement.
3. All screening documents will be maintained in confidence as part of the volunteer's file. Volunteer files will be locked in the Program Coordinator, Supervising Program Staff, Office Administrator or Executive Director's office as appropriate. A master list of volunteers will be kept at reception and on the public directory which includes the volunteer name, volunteer role, address, phone number, and emergency contact.
4. The Centre will reimburse volunteers for required screening processes.
5. Volunteer service with WCHC shall not begin until volunteers have signed the Volunteer Agreement (Appendix 9 or 10) and the Pledge of Confidentiality (Appendix 7) and all screening documentation is complete.

1 Footnote: For the purposes of these policies and procedures, the term "vulnerable populations" is defined to mean children, the elderly, individuals who have a disability which significantly affects their ability to carry out activities of daily living, people who are vulnerable to disease, and any others who may not be able to easily advocate for themselves. (this definition is developed from a definition that appears in a private members bill, Bill9, proposed by independent MP Peter Kormos in November 1999.)

2 This will apply to all volunteers except those volunteering on a standing committee of the Board of Directors.

VOLUNTEER JOB DESCRIPTIONS

Committees of volunteers (e.g. advisory groups) have clearly written descriptions of their functions and reporting duties.

Individual (i.e., not committee or advisory group) volunteer positions will have job descriptions when applicable, describing: title, specific responsibilities, time investment required, skills required, training and support provided, supervision provided.

A letter of agreement with individual volunteers will confirm job descriptions and expectations of their involvement as Woolwich Community Health Centre volunteers, as appropriate. This letter will be developed by the designated staff member and signed by the staff member, his/her supervisor, and the volunteer. (Human Resources Policy 3.1.F.3)

All regular individual volunteer positions will have a job description including the following:

- i) title
- ii) specific responsibilities
- iii) time investment required
- iv) skills required
- v) training and support provided
- vi) supervision provided

The volunteer job description will be written by the staff requesting the volunteer position and the job description will be approved by the supervisor and will be provided to the prospective volunteer prior to receiving the volunteer agreement.

ORIENTATION AND TRAINING

Procedure

1. The supervising staff will go through the Volunteer Orientation Check list and sign it when the orientation process has been completed. (Appendix 8).
2. New volunteers will be given a WCHC Volunteer Manual and Volunteer Handbook.
3. The supervising staff will have primary responsibility for specific program and placement orientation and for arranging any additional training required. Volunteers are required to attend any training sessions necessary to fulfill their responsibilities.
4. Volunteers are encouraged to identify any training needs and interests. Volunteers shall be invited to attend staff information and training sessions that are of interest to them as long as it is appropriate and as resources allow. Other training and educational opportunities outside of WCHC may also be made available to them, depending on the needs of their assignments, their level of commitment and WCHC's resources.
5. As part of the orientation process, the volunteer will be informed of WCHC's expectations regarding confidentiality and be required to sign the Volunteer Confidentiality Agreement. (Appendix 7)
6. The supervisor and the volunteer will work together to identify the volunteer's area of interest and accommodate as able.

SUPERVISION

Each individual volunteer shall be supervised by a designated staff member. The supervisor shall introduce the volunteer to the orientation manual and familiarize him/her with WCHC's procedures and policies. (Human Resources Policy 3.1, Appendix 3.1.3)

Procedure

1. Each individual volunteer shall be supervised by a designated staff member.
2. It is the supervisor's responsibility to provide a copy of the volunteer manual, to ensure that the volunteer understands WCHC's volunteer policies and procedures.
3. The probationary period for volunteers is 30 hours of work or three months placement, whichever comes first. Should any issues arise during this time, their supervising staff should address them immediately.
4. At the end of the probationary period, the contact person may meet with the volunteer to provide both of them with an opportunity to determine whether or not the placement is mutually satisfactory.
5. If the placement is not mutually satisfactory, either the volunteer or the supervising staff may request a re-assignment of the volunteer to an alternate position, or they may decide that the placement is not working and the relationship will be terminated.
6. Volunteers will report hours of work to their supervising staff in a timely way following the reporting guidelines provided by the supervising staff.
7. If a volunteer is unable to come in when expected, he/she should inform his/her supervising staff as soon as possible.
8. The supervising staff will work with the volunteer to maintain on-going communication as needed. They will also inform and/or consult with a volunteer about all decisions that would substantially affect him/her in his/her work within WCHC.
9. Any formal meetings will be documented in the volunteer's file.
10. The supervising staff will ensure that an annual review of the volunteer's placement takes place. This two-way discussion will include the volunteer's and supervising staff's comments on: satisfaction with the position and the work being done; areas of strength and/or need for improvement; goals and strategies for growth; possible changes to the volunteer position; and volunteer feedback on the nature of volunteering at WCHC. Written notes on the annual review will be kept in the volunteer's file.

CONFIDENTIALITY

All volunteers shall consider as confidential all information received directly or indirectly about clients, staff or other centre volunteers, and shall sign the pledge of confidentiality to this effect. (Appendix 6, Human Resources Policy 3.1.F.6)

REPORTING OF INCIDENTS, ACCIDENTS, ABUSE, ETC.

Volunteers must immediately report any instances of witnessed or suspected child abuse relating to a Centre client, to their Centre staff supervisor. This supervisor will adhere to WCHC's reporting practices and procedures (Risk Management Policy 8.10). All other incidents involving accidents, etc. will also be reported to the supervisor.

When any type of accident, injury, error or other situation of risk occurs during the course of operations at WCHC, an Incident Report **MUST** be completed and submitted to the Executive Director (or his/her designate, in the absence of the Executive Director) within one working day

The Incident Report should be completed by the staff person most directly involved in the incident; if the incident involves a volunteer or contracted service provider, the report should be prepared and co-signed by that person and the staff member who coordinates the work of the volunteer/contracted service provider.

ACCESSIBILITY OF PROGRAMS AND SERVICES

Woolwich Community Health Centre will take all reasonable measures to ensure that all clients have equal access to the services we provide. We will do this by:

- establishing policies, procedures and practices that describe how we serve people with disabilities
- using reasonable effort to ensure our client policies are consistent with the principles of dignity, independence, integration of services and equality of opportunity
- dealing with the use of assistive devices for people with disabilities in our policies
- communicating with people with disabilities in ways that take into account their disabilities
- welcoming people accompanied by guide dogs, service animals or support people and providing information about access
- providing clear, complete, timely and prominent notice of temporary disruption of any of our facilities used by people with disabilities to help them access our services
- providing timely, and ongoing training to our staff, students and volunteers who deal with clients, to ensure their understanding of and ability to implement our policies regarding service to people with disabilities.

All volunteers will receive training on the Accessibility for all Ontarians with Disabilities Act within the volunteer orientation timeframe. (Client Policy 3.2 8, Appendix 8)

BABY FRIENDLY DESIGNATION

Woolwich Community Health Centre is committed to promoting, protecting, and supporting breastfeeding, by implementing the tenets of the World Health Organization (WHO)/UNICEF *Baby-Friendly Initiative (BFI)* (2009).

WCHC protects breastfeeding families by ensuring that staff and volunteers adhere to the International Code of Marketing of Breast-milk Substitutes and Subsequent Resolutions of the World Health Assembly (Appendix 5.6). More specifically:

- We allow no advertising to pregnant women, mothers and their families of any items covered under the WHO Code including breast milk substitutes, nipples, pacifiers and any food that replaces breastfeeding, including "follow-up" formulas.
- We provide no free formula, bottles, nipples or pacifiers to pregnant women, new mothers and their families.
- We purchase formula and artificial feeding supplies, where applicable, at no less than 80% of retail price.
- We do not accept any funding, grants or gifts from companies marketing products addressed in The Code.
- We do not give group instructions on formula preparation or feeding.
- We provide individual instruction and support to those families who have made a fully informed choice not to breastfeed.

PEOPLE RECEIVING A STIPEND

There are three categories of the health centre volunteers, one category of which is eligible for financial recognition, as follows:

Health Centre Volunteers:

- The health centre volunteer is recruited for a specific role, functions within an approved health centre activity or program, and receives staff support to carry out the tasks involved.
- Recognition for health centre volunteers will be the satisfaction of contributing to the enrichment of the community.
- These volunteers have the option of requesting reimbursement to cover out of pocket expenses to a maximum set by the health centre.
- Volunteers in this category are typically involved as: Advisory/Planning Volunteers (such as Board and Board Committees, Advisory Groups, Steering Committees, Planning Groups); and Service/Program Volunteers (such as Hospice Volunteers, Clerical Support volunteers).
- These volunteers are community members who receive positive community reference, and support the mission and values of the health centre. They will have the personality, skill and other assets necessary to function in this role.
- A police check may be required of health centre Volunteers, depending on the nature of their role.

Community Volunteers:

- Community volunteers are capable, qualified community members who voluntarily attach themselves to a community initiative with which the health centre is a participant/supporter/partner.
- As a participant in a community initiative, health centre staff may support these community volunteers but the health centre assumes no expectation of accountability nor responsibility for the Community volunteer's work.
- Recognition for the community volunteer is the satisfaction of contributing to the overall well-being of the community.
- Community Volunteers are community members who by community invitation and/or self selection become involved in local community initiatives and remain part of the initiative as long as it is meaningful to them (e.g, volunteers with Woolwich Healthy Communities, Woolwich Adult Health Fair).

Health Centre Peer Workers/Child Care Helpers:

- The Health Centre Peer Worker or Child Care Helper is a capable and qualified person who is recruited to perform a specific non-professional role and function within an approved health centre activity or program.
- Health Centre Peer Workers or Child Care Helpers are community members who receive positive community reference from peers, support the philosophy and values of the health centre, have been a volunteer and/or leader within the health centre, as well as have the capacity to function in the prescribed role. A police check may be required.
- Peer Workers or Child Care Helpers receive staff support/supervision to carry out designated functions.
- Recognition for health centre Peer Workers may ~~will~~ be by means of honouraria or gift cards, plus expenses, as applicable.

- Health Centre Peer Workers or Child Care Helpers will have a letter of understanding from the health centre that states qualifications and requirements of the role; details of the related honourarium/gift cards and expenses to be reimbursed; expectations re: safety, security, incident reporting and confidentiality; and the relationship with the health centre staff coordinator.
- A police check may be required of Health Centre Peer Workers or Child Care Helpers, depending on the nature of their role.

ONLINE COMMUNICATION AND SOCIAL MEDIA

WCHC is committed to empowering employees to utilize online communication and social media tools appropriately for communication and community engagement. This policy applies to staff who have been formally delegated the authority to manage on-line communications on behalf of WCHC, as well as to staff and volunteers who participate in social media on their own time, and who may publicly acknowledge their role at WCHC in those personal communications. Regardless of the professional or personal nature of on-line communications and social media participation, all employees and volunteers have a responsibility to ensure that communication about or relating to WCHC maintains a values-oriented, positive, professional image, and protects the safety and privacy of all clients, staff and volunteers. Consequently, all employees and volunteers must ensure that their social media activity, whether for work or personal purposes, abides by WCHC's policies relating to:

- Confidentiality of Client Information
- Protection of Privacy
- Anti-Discrimination
- Ethics
- Prevention of Harassment and Violence in the Workplace
- Protection of Staff Information
- Official Spokespersons for the organization
- Boundary Issues

Procedure:

Employees and volunteers are on-line ambassadors for WCHC when posting in social media. To preserve the integrity of posts and conversations, WCHC staff and volunteers are expected to ensure the following when participating in any social media on behalf of or pertaining to WCHC:

- Stick to their areas of expertise and ensure consistent messaging across the organization.
- Not publish comments that are contradictory to WCHC's values or violate any federal or provincial laws, ethical codes, or governing bodies that oversee WCHC's work.
- Post meaningful information that complies with WCHC's Information System Policies on Anti-Spam requirements.
- Refrain from posting promotional material for `for profit` enterprises.
- Respect intellectual property, proprietary content, and confidentiality.
- Refrain from engaging in debate or disagreement.
- Not publish comments that pertain to any individual's experiences with WCHC programs.
- Exercise caution in considering any requests from clients or volunteers to `friend` or `follow` them on social media, keeping in mind WCHC's policies on Boundary Issues.
- Bring concerns regarding on-line communication and social media to the attention of a WCHC manager or the Executive Director.
- When using social media for personal purposes, avoid creating the perception of speaking on behalf of the organization by:

- Not posting content (pictures or text) regarding WCHC or its clients, volunteers or staff, that can be reasonably deemed as inappropriate or offensive.
- Recognizing that you are personally responsible for the content you publish on social media sites.
- When commenting on or communicating about WCHC, declare your opinions as your own and make it clear that you are not communicating on behalf of WCHC (other than as an incidental mention of place of employment in a personal blog on topics unrelated to WCHC).
- Not break the law. There may be legal liabilities for information contributed over any social media sites regarding WCHC.

CODE OF CONDUCT

Each volunteer is in a position of trust in dealing with others inside and outside of WCHC. WCHC expects all volunteers to act in a manner that will enhance its reputation for ethical performance. Volunteers are expected to conduct themselves according to WCHC's policies which govern legal, ethical and generally acceptable behaviour. Specifically these are:

Respect	Volunteers will be treated with respect and will treat with respect all with whom they come into contact in the scope of their work with WCHC regardless of a person's: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, gender, sexual orientation, age, record of offences, marital status, family status, or handicap, as stated in the Ontario Human Rights Code. No form of discrimination will be tolerated.
Confidentiality	Volunteers are responsible for maintaining the confidentiality of any information they learn about people (staff, volunteers, clients, or others) or agency business. This information is to be kept in confidence both during and after their service as a WCHC volunteer.
Political Activity	Volunteers will not involve WCHC in the activities of any political party or candidate for political office through the use of their volunteer time, their association with WCHC, or any access they may have to WCHC resources.
Conflict of Interest	A conflict of interest arises where a volunteer has, or could be seen to have; the opportunity to use/abuse the authority, knowledge, or influence derived from his/her position with the agency. This includes situations in which volunteers may be in a position to inappropriately influence a decision related to themselves or others. All volunteers shall immediately disclose to their liaison any business, commercial or financial interest where such interest might be construed as being a direct, indirect, or perceived conflict of interest with any of their responsibilities within the organization.
Communications	While volunteers are encouraged to promote WCHC, prior to taking any action or making a statement that might significantly affect or obligate WCHC, they must consult with and seek approval from the Executive Director. These actions may include, but are not limited to,

public statements to the press, coalition or lobbying efforts with other organizations, or any agreements involving contractual or other financial obligations.

ANTI-DISCRIMINATION

Statement Of Beliefs

We believe that discrimination exists in our society and affects health. We believe that it is our responsibility to work with our members and other partners to increase awareness of and eliminate discrimination in our midst. We believe that discrimination occurs when people are treated unequally without justification, or with disrespect. This will include, but is not limited to, discrimination on the basis of race, sexual orientation, language, colour, creed, religion, physical or mental ability, gender, class, economic status, citizenship, age, family or marital status. References to discrimination in this policy are governed by this definition.

The Board and staff of the Woolwich Community Health Centre are committed to building an environment free from discrimination in which Board, staff and members can participate in and benefit from the work of this organization without barriers. **Discrimination will not be tolerated.** Our policy and practices will reflect our belief that freedom from discrimination is an essential condition for good health. (Human Resources Policy 3.2.1)

CONFLICT RESOLUTION

Expectations Regarding Conflict

WCHC recognizes that conflict exists in all organizations. WCHC strives to support its staff and volunteers to be proactive in resolving and learning from conflict.

Conflict can be a healthy indication of an organization's willingness to consider new ideas, think of new approaches to recurring problems, challenge the status quo, or seek improved organizational performance. WCHC views conflict as an opportunity to resolve or manage differences that may be substantive in nature (i.e., conflict over what is being done), process-related (i.e., conflict over how things should be done), or values-related.

WCHC believes that conflict is best resolved through active involvement and "ownership" of the conflict by those involved in or experiencing the conflict. WCHC employees and volunteers are expected to participate in conflict resolution processes in good faith, and to seek necessary supports from within the organization, and external to WCHC as required, as outlined in the following sections.

Conflict Resolution Steps

Staff and volunteers are expected to make every reasonable effort to resolve conflict on an informal basis, with the other staff/volunteer(s) involved. However, if an informal approach is not satisfactory to one or more parties to the conflict, a series of increasingly more formal steps to conflict resolution will be taken, including but not limited to:

- Staff/volunteers involved in conflict seek support from their supervisor, if there is common supervisor. If staff/volunteers have different supervisors, both supervisors would be involved

with both staff/volunteers. If the conflict involves a staff member and her/his supervisor, the Executive Director will be accessed for support by the staff and supervisor.

- If the conflict involves the Executive Director, then support will be sought from the Board Chairperson. The Board Chairperson may consult with the Executive Committee to determine the most appropriate means for providing support for conflict resolution between the Executive Director and the staff member.
- If conflict cannot be satisfactorily resolved through support from/involvement of supervisors, the WCHC Executive Director may be accessed by supervisors and/or staff.
- Support from an external human resources consultant or mediator may be sought to facilitate a conflict resolution process; such resource people would be paid for by WCHC but their contract/engagement must be approved by Executive Director (or by the Executive Committee of the Board, if the conflict involves the Executive Director).
- Formal Alternative Dispute Resolution process could be initiated, with mediator chosen from list of mediators pre-approved by Management Team. Resolution would be confirmed on the basis of a formal agreement negotiated by mediator.

If the conflict resolution process and outcomes are ultimately not satisfactory to one or both of the parties involved, WCHC's Grievance Procedure (Human Resources Policy 3.1.C.7.2) may be implemented by staff/volunteers and WCHC's Client Grievance policy (Human Resources Policy 3.2.8) may be implemented by clients, as applicable. (Human Resources Policy 3.1.C.15)

DISCIPLINARY ACTION AND RE-ASSIGNMENT

Procedure:

1. The volunteer's supervising staff member is responsible for addressing situations in which a volunteer does not follow the policies and procedures of WCHC or is not able to meet the expectations of the volunteer role.
2. Under normal circumstances volunteers may expect:
 - Supportive and constructive criticism;
 - Suggestions regarding what and how to improve;
 - Time and opportunity to demonstrate improvement.
3. In all disciplinary actions, clear and substantial details regarding inappropriate behaviour or concerns relating to performance shall be provided by the volunteer's supervising staff person and communicated to their supervisor.
4. Disciplinary actions may include:
 - A verbal warning;
 - A written warning;
 - Re-assignment;
 - The mutual recognition that the volunteer must resign;
 - Conclusion of their volunteer experience.
5. Wherever possible, concluding a volunteer experience will only take place after a progressive approach to corrective action has been used and failed, and when the volunteer has had an opportunity to discuss the reasons for possible dismissal. The supervising staff will keep their supervisor informed throughout the process.
6. Any disciplinary action with a volunteer will be documented by the supervising staff in the volunteer file.

RESIGNATION, TERMINATION AND EXIT INTERVIEW

Volunteers and staff are expected to honour commitments they make whenever possible. WCHC is committed to: maintaining volunteer satisfaction at the highest possible level; learning why volunteers leave; and make changes where necessary.

Procedure

- a) When a volunteer resigns from the centre, the supervisor will assess the work of the volunteer and provide him/her with a letter of recommendation, if requested.
- b) The services of a volunteer may be terminated for just cause or by either party with consideration given to timing, as appropriate.
- c) It is the responsibility of the supervising staff to explain the reasons for concluding the volunteer experience to the volunteer.
- d) Exit interviews will be conducted whenever possible with volunteers who are leaving (see appendix 11).

VOLUNTEER FILES AND RECORDS

Procedure

A system of records will be maintained on each volunteer with WCHC. They will be locked in the appropriate supervisor's office and the information will be held in confidence. Volunteers may ask to see their records at any time. (Human Resources Policy 3.1.A.4.2)

1. The supervising staff is responsible for setting up and maintaining a volunteer file which shall include:
 - The volunteer position description
 - Volunteer application
 - Reference checks
 - Verification of police checks as required and/or any health checks completed
 - A completed volunteer orientation checklist and signed volunteer agreement
 - Any certification or licensing documentation
 - Performance reviews, notes of meetings attended, documentation of any disciplinary actions taken;
 - Documentation of training, awards etc.
 - Letters of reference written on the volunteer's behalf;
 - Documentation of the volunteer's reason for leaving and/or exit interview notes.
2. The volunteer is responsible for setting up a system to record their volunteer hours if they require any documentation of volunteer hours for a community agency, school, college or university program. All volunteers will be encouraged to report their volunteer hours regularly.
3. The Administrative Secretary is responsible for maintaining the volunteer contact list kept at the reception desk.

LIABILITY INSURANCE

The WCHC shall provide liability insurance coverage for volunteers acting within the scope of their duties. Volunteer drivers, however, are responsible for carrying motor vehicle insurance for their personal vehicles, with liability to a minimum amount of \$1,000,000.00 and third party liability coverage. (Human Resources Policy 3.1.F.5)

Procedure

Volunteers who are using their vehicles for WCHC business are responsible for providing a copy of their insurance to their supervising staff, to be kept on their volunteer file.

RE-IMBURSEMENT OF VOLUNTEER DRIVER EXPENSES

Volunteer drivers may request payment for costs associated with their role as a volunteer driver for a WCHC program. Payment for driving costs will be limited to payment for parking and/or mileage costs, as appropriate.

Appreciation

VOLUNTEER RECOGNITION AND APPRECIATION

Policy

Volunteers will be recognized on a regular basis by staff and will be invited to attend an annual appreciation event.

Procedure

Volunteers will be respected and valued in the following ways:

- concerns and suggestions welcomed
- open discussion and problem-solving
- support
- acknowledged publicly for their role
- participation in volunteer week
- an annual event shall be sponsored by WCHC to express appreciation to the volunteers for their many contributions