

**Appendix 1**  
**Complaint Resolution Process at**  
**The Children's Bridge**

The formal complaint review process at The Children's Bridge (TCB) was revised in November 2023. Its related steps are as follows:

1. A family attempts to resolve its dispute with TCB operations and after a number (more than one) of attempts with either the Program Coordinator and/or Management is unable to do so.
2. The family (hereafter referred to as the complainant) has its issues presented to the Board by TCB Management, or the complainant directly addresses the Board in writing by email.
3. The President acknowledges receipt of the complainant that a sub-committee of Board members will be formed to review the issues raised, and that this committee may be in contact with them to obtain additional information if required.
4. The President informs the Board by email that a complaint has been received and through this communication names the examining sub-committee.
5. The sub-committee investigates the merits of the complaint by examining the materials provided by the complainant, reviewing the information available at the agency (in the form of communication logs, email correspondence, information materials presented, etc.), and requesting additional information as required.
  - a. At the discretion of the sub-committee, if the nature and scope of the complaint requires more in-depth information gathering to validate the issues raised in it, the sub-committee will communicate with other stakeholders or third parties.
  - b. Unless the third parties or stakeholders were named and/or CC'd in the initial complaint, any additional information sought by the sub-committee will protect the privacy and identity of the complainant.
6. The sub-committee reviews the information gathered and prepares a recommended response to the complainant. This recommendation is reviewed at the following Board meeting, discussed, and voted on.
7. When adopted by the Board, a formal response letter is prepared for the President's signature. This letter includes a summary of the complaint as understood by the Board, its understanding of the facts of the case. Its decision and the rationale for the decision. The Ministry of Children and Youth Services (MCYS) is CC'd on the response which will include, if required, the necessary information for the complainant to launch a formal investigation of The Children's Bridge by the MCYS should they feel the Board's review was inadequate.
8. If in response to the Board, the complaint submits new information, the complaint will be re-evaluated as per steps 3-5. The sub-committee may find the information sufficiently compelling to recommend changing the original recommendation, or it can recommend upholding the original decision. If the original decision is upheld, the response letter will recommend that the complainant seek a formal review by the MCYS.

**Please contact Lisa Cameron, President**  
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