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The purpose of Cochise Regional Hospital (CRH) Human Resources Policies and Procedures Manual is to provide Administration and Department Heads with a systematic approach to administering Cochise Regional Hospital's policies and practices. This manual is designed to serve as a fundamental communications tool to help clarify Human Resources policies and practices and thus prevent morale problems, complaints, and disciplinary issues before they arise. Primarily, the manual is a working guide to help management provide equal employment opportunities to everyone regardless of race, religion, age, creed, sex, marital status, or disability, as is required by the Civil Rights Act of 1964, Title VII, and all other federal and state equal opportunity laws.

The written policies should increase understanding, eliminate the need for personal decisions on Human Resources policies and help to assure consistency in decision-making throughout the organization. It is the responsibility of each and every member of management to administer these policies in a consistent and impartial manner. Should an employee have any questions concerning the intent or administration of a policy or procedure, he or she should contact the Human Resources Department or the Chief Executive Officer (CEO) for an interpretation.

This manual can also be utilized as a training tool for new supervisors and managers. One of our greatest assets is a well-trained, qualified manager who is capable of administering the organization's Human Resources policies in an impartial and consistent manner. It is even more important today than at previous times for managers to know how to interpret policies effectively, clearly, and properly, because we rely on our work force to survive as a community-based organization and to provide the high quality care that our patients/residents deserve.

Procedures and practices within the scope of Human Resources management are subject to modification and further development through experience. Each member of our management team will assist in keeping our Human Resources
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Human Resources Policies and Procedures

program up-to-date by notifying Administration whenever problems are encountered or

Improvements can be made in the consistent application/administration of our Human Resources Policies

SUPPLEMENTS TO THE POLICY MANUAL

The development and/or revision of Human Resources policies are the responsibilities of the Human Resources Department and CEO acting under guidelines set by the Board of Community Healthcare of Douglas, Inc. (DCH).

Any Human Resources policies, practices, and guidelines contained in the Human Resources Policies and Procedures Manual will remain in effect until changes are necessitated by internal growth, economic factors, and/or state legislation. Any changes in policies or procedures will be announced by memo to all Department Heads. Included with this memo will be appropriate revisions to the Policy Manual and the Employee Handbook. It will be the responsibility of the Department Heads to issue policy revisions to all employees and discuss these policy changes with the employees. An attached sign-in sheet must be returned to Human Resources with the signatures of all department employees to indicate that they have received and read any policy changes which may occur.

REVIEW

All Human Resources policies of Cochise Regional Hospital will be reviewed by the Human Resources Department and the CEO on an annual basis and modifications made to reflect current procedural practices and ensure consistent treatment for all employees. The review date(s) and revision date(s) will be recorded at the bottom of each Human Resources policy.

Note:

- All personal pronouns used in the Human Resources policies shall include either gender unless the context clearly indicates the contrary.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
Human Resources Policy

It is the policy of Cochise Regional Hospital to maintain and continuously improve our human resources practices and employee relations to promote the retention, development, commitment, motivation, and satisfaction of a competent and qualified employee workforce.

We Believe:

- That every person wants to perform at his or her best, take pride in and contribute to the success of the organization.

- People provide our organizational intelligence, determine our reputation and produce our accomplishments.

- Involvement and teamwork are core human values. Everyone should be given the opportunity to provide input relevant to organizational decision making and policy/procedural development when appropriate.

- Integrity, honesty, trust and respect are fundamental values and expectations of the organization and its people.

- Everyone should be given freedom for self-growth and development within the organization and within his or her profession.

To support these beliefs, Cochise Regional Hospital intends:

- To provide for all our employees a safe and productive atmosphere in which to do their assigned duties, not only in physical surroundings but also in supervisory attitudes, actions, and communication.
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To ensure that everyone at Cochise Regional Hospital knows what is expected of him or her and is competitively compensated for the execution of his or her duties.

To recognize the rights of the individual and treat everyone in an impartial and consistent manner.

To provide a working environment which encourages employees to be a part of the organization.

To allow ample opportunity for employee development and growth and to encourage those who are dedicated, capable team workers to make their association with CRH a productive one.

To recognize that our patients are the most important reason for our existence as an organization and serve them courteously and professionally at all times.

To conduct all our activities in an ethical and legal manner so as to maintain and enhance, by our actions, a reputation as a progressive, growing organization, eager to make the community a better place in which to live.

SCOPE OF SERVICE

The essential processes provided by Human Resources create an environment that fosters competency, self-development and continued learning to support Cochise Regional Hospital's mission.

Management of Human Resources, in conjunction with the Department Heads includes:

- Defining the qualifications and competencies of staff.
- Assuring that staffing is adequate to meet the needs of the hospital.
Assuring that competent staff members are recruited and retained.

- Developing and implementing processes designed to ensure that the competence of all members is assessed, maintained, improved and demonstrated throughout the hospital.

Human Resources will develop and maintain an employee benefits program that attracts and retains quality staff members in a cost-effective manner, (Human Resources will assist the Department Heads, in the above mentioned management areas, pertaining to their departments.)

The Human Resources Department is open M - F 8:00 A.M. to 4:30 P.M. However, during evening and night hours, messages can be left on the Human Resource Department's voice mail for a forty-eight (48) hour response time. The Human Resources Department will function as a resource for personnel in relations applicable with state and federal labor laws, rules and regulations. The Human Resources Department staff will serve as a personal advocate assisting staff with procedural processes specific to Cochise Regional Hospital.

Reviewed: 1/02, 1/04, 10/05, 11/07, 07/14
Revised: 1/02, 10/05, 07/14
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Administration of Human Resources Policies

POLICY

Cochise Regional Hospital’s final operational responsibility for the uniform and consistent administration of all Human Resources policies rests with the CEO (hospital administration) under the direction of the DCH Board. Through delegation to its Human Resources Department representatives and Department Heads, Human Resources policies will be impartially and consistently administered. The Human Resources Department will ensure consistent administration of Human Resources policies throughout the facility. The responsibility for daily administration of Human Resources policies within each department rests with the Department Heads.

PROCEDURE

Cochise Regional Hospital will be responsible for ensuring the development/administration of the following Human Resources functions:

♦ The formulation and administration of impartial and equitable Human Resources policies and practices.

♦ Providing support to the Department Heads in the process of recruiting, screening and referring suitable applicants.

♦ Orienting new employees regarding Human Resources Policies, the Cochise Regional Hospital’s, benefits, payroll procedures, and other important information needed by employees who have recently entered the workforce.

♦ Maintaining adequate employment records of current and past employees and compiling personnel statistics. The Human Resources Department shall ensure that these records are available to Administration and Department Heads as needed. Requests for personnel information from outside
agencies and organizations should be referred to the Human Resources Department.

- Encouraging and maintaining good employer-employee relationships by acting as a liaison between these two groups.
- Obtaining and maintaining a file of up-to-date information about current legislation on labor laws affecting employees at Cochise Regional Hospital.

- Providing Department Heads with support; in maintaining job descriptions, performance evaluations, job classifications, and salary ranges, as needed.
- Assisting Department Heads in revising job descriptions, as needed.

- Administering and maintaining records concerning life insurance, retirement and other related benefits.

- Advising and assisting Department Heads concerning employee relations issues.

- Advising the CEO in the formulation and administration of an equitable and competitive compensation program.
- Coordinating the establishment and maintenance of an equitable and competitive benefits program.

- With the Payroll Department, ensuring the accurate and timely payment of appropriate wages for all employees in compliance with federal and state regulations.

Reviewed: 1/02, 1/04, 10/05, 11/07, 07/14
Revised: 1/02, 1/04, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Employee Handbook

POLICY

COCHISE REGIONAL HOSPITAL will provide a handbook which outlines the current Human Resources policies to employees of Community Healthcare of Douglas (DCH). It is the policy of DCH that each employee will read and acknowledge understanding of the Employee Handbook.

PROCEDURE

Upon hiring, all employees will be issued an Employee Handbook. Each employee will sign a receipt acknowledging receipt of the Employee Handbook. While employed at Cochise Regional Hospital, the employee may use the handbook as his or her personal copy and is asked to keep it up-to-date as new/revised policies are distributed. The handbook remains the property of Cochise Regional Hospital. Upon termination of employment, the handbook will be returned to the Human Resources Department. A copy of the handbook acknowledgment form is attached. Once signed, the form will be kept in the employee’s personnel file.
COCHISE REGIONAL HOSPITAL

HANDBOOK ACKNOWLEDGMENT

I hereby acknowledge receipt of the Cochise Regional Hospital Employee Handbook. I understand that the purpose of this Handbook is to provide employees of Cochise Regional Hospital with general information regarding the policies and procedures the organization attempts to follow in most cases but that NEITHER THIS HANDBOOK NOR ANY PROVISION OF THIS HANDBOOK IS AN EMPLOYMENT CONTRACT OR ANY OTHER TYPE OF CONTRACT. I also understand that due to the nature of the Hospital operations and variations necessary to accommodate individual situations, the policies and procedures set out in this Handbook may not apply to every employee or me. Similarly, I understand and agree that the organization may change or modify these or other policies or procedures relating to employment matters from time to time as it considers necessary in its sole discretion either in individual or organization-wide situations without notice to me. I understand and agree that these policies and procedures are to be interpreted and applied by the organization in its sole discretion, whose decisions in this regard will be final. I understand that, under no circumstances, are the policies and procedures set out in this Employee Handbook or in any other communication to employees, promises made by the organization that my employment will always be governed by them.

I understand and agree that my employment at Cochise Regional Hospital is for an indefinite term and is terminable at any time at the will of either myself or the organization for any reason. I understand that severance of this employment relationship at any time, by either party, for any reason not prohibited by law, will not constitute a violation of any express or implied contract. I also understand that this status can only be altered by a written contract of employment which is specific as to all material terms and is signed by myself and the Administrator of Cochise Regional Hospital.

I understand that it is the policy of DCH that each employee will read and acknowledge understanding of the Employee Handbook

I HAVE READ AND UNDERSTAND THE ABOVE STATEMENT AND AGREE TO READ THE EMPLOYEE HANDBOOK.

Print Name

Signature

Date
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Equal Employment Opportunity

POLICY

Cochise Regional Hospital subscribes to the policy of providing Equal Employment Opportunity to all applicants and employees under the law. In providing any employment opportunities, Cochise Regional Hospital will not discriminate against any employee by reason of the employee's race, religious creed, color, national origin, ancestry, or qualified disability as defined in the Americans with Disabilities Act, medical condition (cancer related), marital status, age, sex, pregnancy, sexual orientation, childbirth or related medical condition. Cochise Regional Hospital will also not discriminate on the basis of arrest records or the results of tests for the virus that causes Acquired Immune Deficiency Syndrome (AIDS) or other facts protected under relevant Federal and State laws.

This equal opportunity action includes, but is not limited to, issues regarding: employment, promotion, demotion, transfer, layoff, termination, recruitment, compensation, selection for training, and/or all Cochise Regional Hospital-sponsored social functions and recreational programs. It is also the policy of Cochise Regional Hospital that all vendors, contractors and others doing business with Cochise Regional Hospital adhere to the principles of Equal Employment Opportunity.

Furthermore, Cochise Regional Hospital is committed to providing a working environment in which its employees are treated with courtesy, respect and dignity. Cochise Regional Hospital will not tolerate or condone any actions by any person which constitute harassment of an employee.

Harassment can occur as a result of a single incident or a pattern of behavior where the purpose or effect is to create a hostile, offensive or intimidating work environment. Harassment encompasses a broad range of physical or verbal behavior which can include, but not necessarily limited to:

- Physical or mental abuse;
- Racial insults;
- Derogatory ethnic slurs;
- Religious slurs;
- Unwelcome sexual advances
- Sexual comments or sexual jokes;
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 Requests for sexual favors used as a condition of employment or affecting any personnel decision such as hiring, firing, promotion or compensation.

Finally, sexual harassment which generates a hostile work environment will not be tolerated. In practical terms, this means that conduct such as deliberate, repeated, unsolicited verbal comments, sexual jokes or ridicule, physical gestures or actions of a sexual or physical nature and/or solicitations for sexual favors will not be permitted by managers, employees, physicians, vendors or any others associated with Cochise Regional Hospital.

Violations of this policy will subject the offender to disciplinary proceedings. Any complaint of sexual or other type of harassment will be promptly and fully investigated by the Human Resources Department and the CEO.

PROCEDURE
If an employee believes that he or she has not been provided equal opportunity in any employment condition under the law, the employee should file a complaint with the Human Resources Department. The Human Resources Department will promptly conduct an objective and thorough investigation of the complaint and will present its findings to the Chief Executive Officer for a decision. A detailed description of the investigation procedure can be found in Policy 1.G.06, Sexual Harassment.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Americans with Disabilities Act of 1990

POLICY

1. **Administration:**

   Cochise Regional Hospital’s Administration has the responsibility of enforcing all policies/procedures related to compliance with the Americans with Disabilities Act of 1990. (See Sections 2 & 3)

   The CEO will ensure compliance with these regulations through effective delegation to Department Heads and the monitoring of all personnel policies/procedures and physical facilities for compliance on a monthly basis.

   **A. Administration/CEO:**

   The CEO and Executive Team of Cochise Regional Hospital will ensure all personnel policies and practices relating to employment will comply with ADA regulations. These policies include hiring, recruitment, transfers, promotions, wages, benefits, and all other conditions of employment.

   **B. Department Heads:**

   Department Heads will ensure that all practices/procedures within their scope of direction comply with ADA regulations. Neither they nor their employees will perform their tasks in any manner which violate ADA guidelines.

2. **Americans With Disabilities Act - Title I:**

   It is the policy of Cochise Regional Hospital to ensure compliance with the Americans with Disabilities Act of 1990 (Title I). To assure compliance with the law and regulations, Cochise Regional Hospital:

   **A. Prohibits discrimination against qualified individuals with disabilities in the recruiting, application, and hiring processes.**
I. Prohibits discrimination against qualified individuals with disabilities in all terms and conditions of employment, including promotion and training procedures, benefits, recreational facilities, and cafeterias.

II. Will provide equal access to facilities to qualified disabled employees/applicants.

III. Will ensure that no applicant/employee is limited, segregated or classified in a way that adversely affects job opportunities or status resulting from the individual's disability.

IV. Will not utilize practices and procedures which have the effect of unlawfully discriminating against disabled persons, nor may it permit discrimination by employees.

V. Prohibits discrimination in employment issues against individuals because of their association or relationship with a person with a disability.

VI. Ensures that qualified individuals with disabilities are provided reasonable accommodation(s) to perform the essential functions of the job, unless doing so causes undue hardship to Cochise Regional Hospital. The type of accommodation(s), if any, is to be requested by the employee and will be determined on a case-to-case basis.

VII. Will ensure that a job description describing the essential functions and necessary qualifications exists for each position at Cochise Regional Hospital.

VIII. Will post all applicable ADA notices as required by law and adhere to posting requirements/regulations.

3. **Americans with Disabilities Act - Title III:**

   It is the policy of Cochise Regional Hospital to ensure compliance with the Americans with Disabilities Act of 1990 (title III). To assure compliance with the law, Cochise Regional Hospital:
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A. Prohibits discrimination against any individual on the basis of disability in the full and equal enjoyment of goods, services, facilities, privileges, advantages, or accommodations of Cochise Regional Hospital.

B. Will not provide disabled individuals with goods or services which are "different" or "separate" from those offered to the general populations, unless doing so is necessary to provide individuals with disabilities benefits that are as effective as those provided to others. All goods and services will be offered in the most integrated setting appropriate to the needs of the individuals.

C. Will not unlawfully refuse to serve individuals who have known association with persons with disabilities.

D. Will remove all structural barriers to accessibility and communications if doing so can be accomplished without much difficulty or expense (readily achievable). If a barrier cannot be readily removed, goods or services will be made available through alternative methods, where doing so is readily achievable.

E. Will ensure that new construction and alterations adhere to all regulations affecting accessibility by disabled individuals. Facilities will be readily accessible and usable by individuals with disabilities unless it is structurally impractical or the cost and scope of the alteration are disproportionate to the cost and scope of the overall alterations.

DEFINTIONS

1. Definition of a "Qualified Disability":

A person has a disability under ADA if he or she:

A. Has a physical, mental or emotional impairment that substantially limits a major life activity. In practice, this definition means that the person cannot perform a major life function at all or cannot perform the life function as well as an average person. Major life activity includes sitting, standing, lifting, reaching, hearing, breathing, seeing, speaking, walking, and performing manual tasks, caring for oneself, learning or working. Temporary conditions of short duration with little or no long-term or permanent impact are generally not considered disabilities under the Act.
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B. Has a record of a substantially limiting impairment. In other words, the person who has a history of a past disability is considered to be a person with a disability under ADA.

C. Is regarded as having a substantially limiting impairment. (The person is considered to have a "qualified disability" if an impairment that does not limit a major life function is assumed or treated by others (the employer) as limiting or as a disability.) For example, if an employee with high blood pressure that is not substantially limiting was reassigned to light duty to protect the employee from a possible heart attack, the high blood pressure would constitute a "qualified disability".

D. Is someone who associated with persons with a disability. An employer could not deny a candidate a job because a person has a family member or friend with a disability.

2. Definition of a "Qualified Individual with a Disability":

A. Has the skills, education, employment experience or license required for the job.

B. Is able to perform the essential functions of the job. Essential functions of the position is determined by Cochise Regional Hospital. Essential functions are those actions or tasks that a worker who holds a position must be able to perform with or without reasonable accommodation.

3. Definition of "Reasonable Accommodation":

An accommodation is any change in the work environment or in the way things are customarily done. There are three basic categories of reasonable accommodation:

A. Accommodations that are required to ensure equal opportunity in the application process;

B. Accommodations that enable employees with disabilities to perform the essential functions of the position held or desired; and

C. Accommodations that enable employees with disabilities to enjoy the same benefits and privileges of employment as are enjoyed by employees without disabilities.
The "Reasonable Accommodation" requirement means barriers are removed or alleviated. These barriers may be physical or structural obstacles, rigid work schedules or in-flexible job procedures or the way in which particular tasks are accomplished. "Reasonable Accommodation" does not imply that Cochise Regional Hospital must set lower standards for a person with a disability. It only means that Cochise Regional Hospital will work with the person to determine if some accommodation can be established that will allow the person to perform existing essential job duties.
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Sexual Harassment

POLICY
Cochise Regional Hospital maintains a working environment free from all forms of sexual harassment of any employee or applicant for employment. Complaints of sexual harassment will be promptly and thoroughly investigated in the strictest confidence. Where sexual harassment has occurred, Cochise Regional Hospital will immediately take appropriate corrective action, including possible temporary suspension or termination of employment. Sexual harassment has been defined by the EEOC to be any unwelcome sexual advance, request for sexual favors, or other verbal or physical conduct of a sexual nature when:

1. Submission to such conduct is an explicit or implicit condition of employment.
2. Submission or rejection of such conduct is used as the basis for employment decisions.
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance, or creating an intimidating, hostile or offensive work environment.

PROCEDURE

Responsibilities of Cochise Regional Hospital

Cochise Regional Hospital has an obligation to ensure that its actions, and those of its agents and supervisory employees, are free from sexual harassment of employees and applicants for employment. Cochise Regional Hospital will take immediate and appropriate corrective action in instances in which it has knowledge of such sexual harassment. Cochise Regional Hospital is also obligated to take immediate action and appropriate corrective action in those instances where it, its agents, or supervisor employees know of sexual harassment of any non-employee either under Cochise Regional Hospital’s control or with respect to whom it is legally responsible.

Administrative Responsibilities

All levels of Cochise Regional Hospital management and supervisory employees are responsible for:
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1. Affirmatively assuring employees that all forms of sexual harassment are expressly prohibited by Cochise Regional Hospital policy and that the Human Resources Department will conduct a prompt and thorough investigation in the strictest confidence of reported and suspected occurrences of sexual harassment and will take immediate and appropriate corrective action.

2. Informing Human Resources Department of all reported and suspected occurrences of sexual harassment.

3. Rejecting any offer or promise of sexual favors made by any employee or applicant for employment in anticipation of or in exchange for some employment decision and concurrently advising such employee or applicant for employment that such an exchange violates the policy of Cochise Regional Hospital and will not be condoned.

Employees and Applicants for Employment

Any employee or applicant who feels sexually harassed or who knows of or suspects the occurrence of sexual harassment is responsible to inform the Human Resources Department of the facts regarding such harassment so that the organization may promptly and thoroughly conduct an investigation. An employee or applicant for employment who reports an occurrence of sexual harassment will be informed that an investigation will be conducted and that appropriate corrective action will be taken.

Corrective Action

No Violation
In the event that a thorough investigation of a reported or suspected occurrence of sexual harassment reveals that the employee has not engaged in any form of sexual harassment, the CEO will inform both the employee and the complaining party that a thorough investigation has been conducted and that there exists no grounds or basis to substantiate such report or suspicion of sexual harassment.

Violation
In the event that a thorough investigation of a reported or suspected occurrence of sexual harassment reveals that an employee has engaged in a form of sexual harassment, a written warning will be issued to such employee that additional or further acts of sexual harassment will result in further corrective action including possible suspension or termination of employment.
However, in instances in which Cochise Regional Hospital determines through the investigation that an employee has engaged in sexual harassment constituting a serious violation of this policy, then such employee immediately will be subject to suspension or termination of employment. Examples of serious violation of the policy include, but are not limited to, the following:

1. Using the power or authority of one's position to explicitly condition an employment decision upon the response of an employee or applicant for employment to a request for sexual favors.

2. Abusive physical actions to obtain sexual favors.

The CEO will act deliberately to ensure that the corrective action taken with respect to each violation of the policy is commensurate with the seriousness of the particular offense. Accordingly, investigations with thorough and appropriate corrective action will be applied in a timely, consistent, and uniform manner.

All facts will be reviewed concerning any occurrence of sexual harassment prior to any employee’s termination under this policy as a result of such occurrence.

**Documentation**
Cochise Regional Hospital will document all matters related to reported or suspected sexual harassment, including contents of meetings, interviews, results of investigations, and all other related actions. Following each investigation and the implementation of any appropriate corrective measures, the CEO will advise the complaining party that a thorough investigation has been conducted and that appropriate corrective action has been taken.
Sexual Misconduct

Sexual misconduct often begins with boundary violations, but not all boundary violations lead to such serious conduct. Once boundary violations have occurred, there is a greater possibility of sexual misconduct occurring.

DEFINITION

Sexual misconduct is an extreme boundary violation that involves the use of power, influence or knowledge inherent in one’s profession to obtain sexual gratification, romantic partners, and/or sexually deviant outlets. Any behavior by a Health Care Provider (HCP) that is seductive, sexually demeaning or reasonably interpreted by a patient/family member as sexual, is a violation of the HCP care-taking responsibility to the patient/resident/family. Sexual misconduct includes any and all sexual and romantic behaviors, physical and verbal with the patient/family. A patient consent to, initiation of, or participation in sexual behavior or involvement with HCP does not change the nature of the conduct because staff members have full responsibility to maintain proper boundaries.

Sexual misconduct between a Health Care Provider (PC) and former patient, after termination of this relationship may still constitute unprofessional conduct, if the sexual contact is a result of exploitation of trust, knowledge, influence, or emotions derived from the professional relationship. Sexual misconduct that occurs outside the workplace, may raise questions as to whether that same misconduct will be repeated with patient/family, and therefore, may impact the ability of the HCP to safely provide patient care.

PROCEDURE

- Health Care Provider (HCP) should be aware of any feelings of sexual attraction to a patient and should discuss such feelings with a supervisor or trusted colleague. Under no circumstances should a HCP act on these feelings or reveal, or discuss them with a patient/family member.

- HCP will transfer the care of a patient toward whom the HCP feels a sexual attraction to another HCP, recognizing that such feelings in themselves are neither wrong nor abnormal. HCPs supervisor or trusted colleague should help in understanding and resolving them.
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- HCPs must be alert to signs that a client may be interested in or encouraging a sexual relationship. All steps must be taken to ensure that the boundaries of the professional relationship are maintained. This could include transferring the care of the patient to another HCP.

- HCPs will respect the dignity and privacy of patients/family at all times. Staff members should be particularly aware that examinations and treatments involving the sexual or private parts of the body can be upsetting to the patient, and the HCP will prevent or minimize any such trauma.

- HCPs will provide a professional explanation of the need for each of the various components of examinations, procedures, tests and aspects of the care to be given. This can minimize any misinterpretations a patient/family might have regarding the HCP’s intentions and the care being given.

- HCPs communications with patient/family should be clear, appropriate and professional.

- HCPs will never engage in communication with patients/family that could be interpreted as flirtatious, or which employ sexual innuendos, i.e., off-color jokes or offensive language.

- HCPs will not discuss the personal problems, or any aspect of their intimate lives, with patient/family.

Sexual misconduct will be promptly and thoroughly investigated in the strictest confidence. When sexual misconduct has occurred, Cochise Regional Hospital will immediately take appropriate corrective action, including possible temporary suspension or termination of employment and will be reported, as required by law, to the appropriate licensing agencies, i.e., Arizona State Board of Nursing.

Effective Date: 12/01
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
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Open Door Policy

POLICY

The opinions, suggestions and questions of employees are important to Cochise Regional Hospital. Staff members are encouraged to speak their minds at any time about issues at work that concern them. Toward that end, Administration is committed to listen and provide employees with honest, straight-forward responses to their comments and questions.

PROCEDURE

In order to ensure open and honest communications, each Department Head and Supervisor has been instructed in their communication responsibilities. Any representative of management is available to listen to the employee’s views. In addition, we may conduct company meetings and periodic opinion surveys to obtain input from all employees. Specific details regarding Cochise Regional Hospital’s communications program are described in Section I, “E” Policies 1.G.56 and 1.G.59.

If an employee has a question or concern, the first person to notify regarding a question is the employee’s Department Head. If a Department Head cannot answer the question or cannot obtain the appropriate information, the Department Head should refer the employee to the Human Resources department or Administration/CEO.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14  
Revised: 2/02, 10/05, 07/14
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Confidential Information

POLICY

It is Cochise Regional Hospital's policy that all information of a medical or business nature concerning patients, families, doctors, or employees be considered strictly confidential and personal. Under no circumstances will such information be discussed with any unauthorized person(s) either inside or outside Cochise Regional Hospital.

PROCEDURE

- Disclosure of confidential information can be released only through the following channels:
- All requests for patient information must be routed through the Director of Nursing.
- All personnel information requests must be routed through the Human Resources Department.
- All media requests must be routed through the CEO or Head of Marketing/Public Relations.

PROTECTED HEALTH/EMPLOYEE INFORMATION

Employees of Cochise Regional Hospital have access to Protected Health/Employee Information of a highly personal and intimate nature regarding the patients entrusted to, and trusting in, their care. Professionally, ethically, and legally, it is the responsibility of all employees and volunteers to maintain the strictest confidentiality regarding patients, their diagnoses, treatment, condition, or any personal information learned about them (or their families) during the course of their stay.

Discussion about the patient should be limited to staff members who are involved in the patient's treatment and should only be held in areas where the discussion cannot be overheard by other employees or visitors.

Information and documents about the patient's care may only be released by Cochise Regional Hospital with the patient's consent in strict accordance with our disclosure of Protected Health/Employee Information process.
OTHER CONFIDENTIAL INFORMATION

Employees are expected to exercise this same respect for privacy and confidentiality with regard to fellow employees, the medical staff, and volunteers who perform services at the Cochise Regional Hospital. Information on Cochise Regional Hospital operations or on personnel matters is to be considered strictly confidential and is to be discussed only in conjunction with the legitimate functions of an employee’s job duties.

Employees who may have access to Cochise Regional Hospital-related information of a personal/confidential nature regarding staff members will hold such information in the strictest confidence. This type of information would include corrective actions, wages, performance evaluations, etc. Only authorized Administrative Personnel may disclose privileged information. If contacted personally about confidential information, the employee should direct the inquiring party to the Department Manager or a member of the Human Resources Department.

Because confidentiality of patient and employee information is so important, it is covered both in new employee orientation and in-service training sessions. Patients and their families (as well as other staff members) rely on the discretion of employees in scrupulously adhering to the rules about the safeguarding of information. Therefore, any unauthorized release of confidential information will result in corrective action up to and including dismissal, depending on the severity of the offense.

There will not be any retaliation against any person, patient, patient’s relative, staff member or business associate who exercises the privacy rights granted to him or her by the HIPPA regulations.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
Solicitation and/or Distribution

POLICY

Because of the need to maintain an atmosphere conducive to our mission of high quality care, the rest and recovery of our patients, and employee productivity, Cochise Regional Hospital discourages behavior which will distract employees and patients. Solicitation activity must not interfere with our function of providing health care to our patients. Cochise Regional Hospital has adopted the following policy with regard to solicitation and/or distribution on Cochise Regional Hospital property.

1. Employee Solicitation and/or Distribution

A. Except for activities related to approved employee programs, employees may not solicit (orally, telephonically, or in writing) other employees, patients, or visitors any product or services or approach anyone to join or contribute to any organization, fund, activity or cause anywhere on Cochise Regional Hospital property at any time.

B. Except for activities related to employee programs approved by Administration, employees may not distribute any materials or services on Cochise Regional Hospital property anywhere at any time.

C. Off-duty employees may not come onto the premises of Cochise Regional Hospital at any time to solicit any products or services, or distribute any materials, or for any other reason without the express consent of the Department Head or Administration.

2. Non-Employee Solicitation and/or Distribution

Solicitation and/or distribution of any products or services or approaching anyone to join or contribute to any organization, fund, activity, or cause by non-employees, including Medical Staff, are not permitted upon the Cochise Regional Hospital property anywhere at any time. The only exceptions are fundraising activities conducted by the Auxiliary and other activities which have received prior written approval from the CEO. Unauthorized persons on our property will be requested to leave; if they fail to comply, the police will be called.

3. Solicitation Involving Food Sales

Other than the cafeteria, gift shop, vending machines, and for activities related to employee programs approved by Administration, food sales on hospital property, including parking lots, are not allowed per County Health regulations. Please notify Administration immediately if food vendors are present on hospital property.

Reviewed: 2/02, 12/03, 1/04, 10/05, 11/07, 07/14
Revised: 9/01, 2/02, 7/02, 12/03, 10/05, 07/14
Patient Rights

POLICY

All patients, regardless of physical or mental condition or handicap, shall be treated in a courteous, caring, respectful manner consistent with the mission of the Cochise Regional Hospital. Patient abuse may be any act and/or omission that raise a patient's level of trauma or his or her perception of trauma. Patient abuse includes, but is not limited to, physical, mental, emotional and/or spiritual abuse. Cochise Regional Hospital will not tolerate physical, mental, emotional, or spiritual abuse of any patient at any time.

At the time of hire, employees are given a copy of this document, "Patient Rights". It is the employee's responsibility to see that these rights are not violated. Any employee accused, in writing, of abusing any patient shall be suspended from duty immediately pending an investigation of the allegation. Upon completion of the investigation, the employee involved, the Department Head, and the investigator will meet for a review of the facts.

If the facts do not support the accusation, the employee shall be returned to duty and shall receive normal pay for those days missed while under suspension. If the facts support the accusation, the employee shall be terminated for willful misconduct, as required by law, and may be referred to authorities for prosecution. The CEO will ensure that proper professional agencies and, if needed, law enforcement officials are notified.

Any employee who witnesses patient abuse or is aware of it happening and fails to notify his or her Department Head will be subject to the same procedure as though he or she committed the abuse.

Effective Date: 2/1/99
Reviewed: 12/03, 1/04, 10/05, 11/07, 07/14
Revised: 10/05, 07/14
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Community Relations/Consulting

POLICY

As a service to the communities of which we are a part, Cochise Regional Hospital employees may participate in activities such as teaching, delivering lectures, accepting speaking engagements, and other job related activities that contribute to their professional development and enhance the image of the organization.

The organization also recognizes that certain employees may have an opportunity to participate in consulting activities to other organizations and individuals. Employees are permitted to engage in consulting activities so long as they do not conflict with the goals and activities of Cochise Regional Hospital.

It is expected the activities above will be conducted so they do not detract from the employee’s ability to perform his or her assigned responsibilities. Employees must never use their positions or their association with Cochise Regional Hospital to seek personal gain or privileges in community affairs.

PROCEDURES

All employees of Cochise Regional Hospital are eligible to participate in outside activities within the guidelines established in this Human Resource policy. The types of outside activities described in this policy include: educational (teaching and lecturing), speaking engagements, and consulting.

1. Under no circumstances will employees of Cochise Regional Hospital market, sell, or use the ideas, programs of patient care, systems, or products developed as a part of their employment at Cochise Regional Hospital without the written consent of the Chief Executive Officer.

2. The employer retains the prerogative of placing certain limitations on the time available for an employee to conduct outside activities on Cochise Regional Hospital time if it is deemed to be counter-beneficial to the organization.

3. All outside activities and honorarium involvement on behalf of Cochise Regional Hospital must have Administrative approval.

Effective Date: 2/1/99
Reviewed: 2/02, 10/05, 11/07, 07/14
Revised Date: 10/05, 07/14
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Conflict of Interest/Outside Employment

POLICY

Employees are cautioned against maintaining any outside business or financial interest or engaging in any outside business or financial activity which conflicts with the interests of Cochise Regional Hospital or which interferes with his or her ability to discharge his or her duties fully. An employee’s position must never be used to promote or advance personal gain directly or indirectly.

PROCEDURE

All employees are required to disclose in writing to the Chief Executive Officer any proprietary or financial interest they may have in any organization with which Cochise Regional Hospital does business, or with which it is in competition, in order that a determination be made as to whether a conflict of interest exists.

Nothing in this policy is intended to restrict investment or require disclosure of any investment of any corporation listed on a national securities exchange or regularly traded by national securities dealers. However, an employee is hired, he/she is expected to do a full day’s work. Therefore, outside employment or other outside activities are a concern to Cochise Regional Hospital if they affect job performance adversely.

The conflict that can arise may be of time or interest. Time - an employee accepts a job or is involved in outside activities that directly conflict with working hours. Interest - an employee engages in outside activities or employment that would tend to compromise his or her judgment or action in which his or her performance stands to suffer.

Cochise Regional Hospital cannot tolerate serious conflicts of interest between on-the-job performance and outside activities. However, because there is usually a question of just when outside activities interfere with an employee's work, administration of the policy must be in the hands of the Department Heads. Their judgment must determine what action should be taken when a problem seems to be forming. Administration should be notified as soon as the Department Head believes a conflict of interest exists.

Reviewed: 1/02, 1/04, 11/07, 07/14
Revised: 1/02, 10/05, 07/14
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Employment of a Relative

POLICY

Relatives of Cochise Regional Hospital employees will be considered for job vacancies on their own merit and under certain conditions:

1. If at all possible, personnel will not be employed in positions where they will be subject to the supervisory authority of relatives or where they will have supervisory authority over a relative. (Exceptions will be made due to Cochise Regional Hospital being located in a small rural area with limited personnel resources.) The CEO has the authority to make an exception, and if a conflict of interest is present, this issue will be sent to the Board for resolution.

2. Whenever possible, relatives will not be employed in the same work unit on the same shift. However, the CEO may sanction this if necessary. For purposes of this policy, relatives are defined to be: spouses, parents, children, parents-in-law, children-in-law, brothers, sisters, grandparents, aunts, uncles, brothers-in-law, sisters-in-law, grandchildren, step-children or stepparents.

Effective Date: 2/1/99
Reviewed: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 07/14
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Smoking POLICY

In accordance with the Smoke-Free Arizona Act, Cochise Regional Hospital prohibits smoking in all enclosed areas of all buildings owned and operated by Cochise Regional Hospital and areas within twenty (20) feet of the entrances.

"No Smoking" signs are posted at all entrances and have the required information as follows:

- International no smoking symbol or the words "no smoking"
- A citation to A.R.S. 36-601.01
- The telephone number for making complaints (1-877-4-AZNOSMOKE, 1-877-429-6676)
- The website address for making complaints (www.smokefreearizona.org)

1. Smoking is permitted in two designated areas with clear signage posted to define these areas. These two areas are:
   A. The courtyard opposite the cafeteria corridor.
   B. The area outside of the Emergency Department walk in entrance.

2. Metal ashtray containers are provided in these two locations.

3. Smoking by patients classified as not responsible is prohibited except when under direct supervision of staff and only when staff time permits.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 6/07, 07/14
Theft Policy

POLICY

Due to the nature of our operations, Cochise Regional Hospital is open at all times and employees are urged to be alert for the entry of unauthorized persons. If an employee encounters an individual who does not appear to be an employee or who might be outside his or her regular working area, the employee should offer assistance in directing the person to the appropriate or requested destination and/or notify the Department Head if the situation warrants.

The cooperation of all our employees is imperative if the possibility of theft is to be minimized. Employees are asked to ensure supplies and equipment are stored in approved areas and that personal items are kept in locked/secure places. The employee should use good judgment when bringing valuables/cash to Cochise Regional Hospital. Cochise Regional Hospital cannot be responsible for the loss or theft of personal items or damage to personal property.

PROCEDURE

All thefts should be reported immediately upon discovery to the Department Head who will contact Administration. All thefts will require the Department Head to complete an Incident Report form and forward it to Risk Management.
Drug and Alcohol Testing

PURPOSE

Cochise Regional Hospital has a strong commitment to provide and maintain an alcohol and drug-free workplace.

Cochise Regional Hospital is committed to problem identification, intervention, and assistance through a system of referrals and inter-agency support for its employees when substance abuse affects the employees' ability to perform the work, threatens the safety of patients, employees and others, and creates a dangerous work environment.

SCOPE

This policy applies to all employees of CRH and its contracted services.

DEFINITIONS

Drug: A drug is defined as alcohol, prescription drug, over-the-counter drug, illegal drug, or any other substance that alters a person's mood and actions.

Drug-Free Workplace Act of 1988: This Act covers federal government contractors who receive federal contracts totaling $25,000 or more and/or employers who are recipients of federal grants of any amount.

Positive Test: A positive test results from the presence of a drug in urine or blood in any quantity.

Reasonable Cause: A belief based upon behavioral, physical, or performance indicators, and/or the apparently reliable testimony of a person claiming to have personal knowledge of the misuse of alcohol or drugs by the individual, sufficient to lead a person to suspect that drug/alcohol use has occurred or is occurring.

Drug Screen: The testing of blood, urine, or other types of testing as deemed necessary to determine use and/or impairment. Drug screening will include, but is not limited to, screening for the following drugs and/or drug metabolites: amphetamines, barbiturates, cocaine, methadone, opiates, benzodiazepines, codeine, propoxyphene, marijuana and alcohol.
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Under the Influence of Drugs or Alcohol: (1) presence of drugs in the urine or blood; (2) altered behavior due to drug use (during and after use).

Medical Treatment: Any medical, surgical, chiropractic, dental or hospital treatment. It does not include triage by a registered nurse or designee for the purpose of administering first aid.

POLICY

It is the policy of Cochise Regional Hospital to do pre-employment drug testing.

It is further the policy of Cochise Regional Hospital to do random drug and alcohol testing as part of our commitment to maintain a drug and alcohol free workplace.

It is the policy of Cochise Regional Hospital to do drug and alcohol testing if any of the following conditions occur:

  Reasonable Cause*
  On the job accidents

  • Reasonable cause may be established if an employee is treated for an injury sustained while off duty that could be contributed to drug or alcohol abuse.
  • Reasonable cause may be established if an employee's work performance significantly deteriorates.
  • Reasonable cause may be established if an employee's behavior and/or attendance significantly changes or deteriorates.
  • Reasonable cause may be established if an employee's accuracy and dependability significantly changes or deteriorates.
  • Reasonable cause may be established if an employee's Department Manager/Supervisor notes typical substance abuse signs in appearance or behavior.

1. Cochise Regional Hospital recognizes that use of alcohol and/or illegal drugs and/or misuse of prescription and non-prescription drugs by employees is a potential problem for job performance, safety, and health.

2. Employees shall be subject to discipline up to and including termination for possession of, use of, sale, transfer, distribution, manufacture, offering or attempting to obtain, or being under the influence of alcohol or other mood-altering chemicals (legal or illegal)
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while working at and/or being on the premise of any CRH facility or while on CRH business.

1. The only exception to the above rule shall be for an employee using or possessing a medication prescribed by a physician, and is being used as prescribed. The use must not impair safe and/or efficient work performance.

2. If there is reasonable cause to believe that an employee is under the influence of illegal drugs or alcohol while working, the employee will be subject to disciplinary action which may include suspension and/or termination.

3. CRH will not hire or continue to employ any person whose current use of drugs and/or alcohol prevents them from performing their jobs or who would constitute a threat to the property or safety of others. Whenever applicants for employment are to be tested for the presence of such substances, they are to be informed of the test in advance and in writing.

4. This policy will communicate the course of action and/or discipline on the part of management for any employee determined to be under the influence of alcohol or drugs.

5. All applicants who receive a job offer for any position will have job offer contingent on passing a drug screen. Applicants who refuse drug screening will not be hired. **Applicants who have a positive drug screen will not be hired and may not reapply for employment for one (1) year.**

6. Any employee with a break in service of 90 days or more will be required to take and pass a drug screen prior to return to any position.

7. Employee drug and alcohol testing will be required whenever an employee is involved in an on-the-job accident which results in:

8. Damages to Cochise Regional Hospital or other property; and/or

9. Medical treatment for the employee or others.

   Accidents do not include injuries resulting from blood exposure except when there is failure to use appropriate safety measures.

10. CRH is committed to promoting the use of the referral and interagency support program for help with problems related to alcohol and drug use.
11. CRH will, whenever possible, provide continuing awareness programs for the workforce about the harmful effects of drug and alcohol abuse.

PROCEDURE

Pre-Employment Screening

The drug screen and health assessment will be done after the candidate has successfully passed a background check. The applicant's start date for the position is contingent on the results of the drug screen.

During the employment health assessment by the DCH Clinic Employee Health, the applicant will be sent to CRH's laboratory for a drug screen. The drug screen will be collected according to Laboratory Policies and Procedures.

- If a specimen is diluted, the applicant will be requested to provide another specimen within eight (8) hours.
- The test results will be sent to the DCH Clinic Employee Health.
- Human Resources will notify the applicants of the results.

CRH will not release results of employment drug screening to anyone outside the purview of those immediately involved with the hiring process, and the results will otherwise remain confidential.

Applicants who have a positive drug screen will not be hired and may not reapply for employment for one (1) year. Applicants who have a positive drug screen are entitled to a copy of the drug screen results if the applicant provides a written request.

Employee Drug Screening

Employees may be required to take a test at any time when reasonable cause has been determined, including on-the-job accidents, to detect the presence of drugs, narcotics or alcohol. Testing positive for illegal drugs or alcohol will result in disciplinary action.

Behavior/Performance Problem Identification

Should the Department Head/Supervisor identify unexplained factors, i.e., attendance, tardiness, adverse performance, decreased accuracy, appearance/behavior, signs of substance abuse, the employee may be required to go through the drug screening process.
Department Heads/Supervisors will document and place in the personnel file, observations and reasons for their concern about employee performance. Whenever possible, they will seek concurrence from another Department Head/Supervisor or appropriate witness. Department Heads/Supervisors will notify the CEO of possible reasonable cause.

Department Heads/Supervisors will remove employees from their jobs when behavior or job performance indicates substance abuse. The Department Head/Supervisor will meet with the employee to discuss the observations or performance problems in a compassionate, firm manner in a location that ensures privacy. Discussion with the employee shall be documented by the Department Head/Supervisor and placed in the personnel file.

Consistent with the Drug-Free Workplace Act of 1988, if an employee is convicted of any drug-related crime, the employee must report this event to Human Resources.

Any employee who refuses to consent to drug or alcohol testing, tampers with a sample, tests positive or otherwise violates this policy may be placed on leave without pay until an appropriate disciplinary action is determined, which may include termination.

Obtaining a Drug Screen for Reasonable Cause and in Case of Accidents

After meeting with the Department Head/Supervisor, the employee will be escorted to the DCH Employee Health or, if unavailable, the Lab.

In the case of reasonable cause, the DCH Employee Health or the Nursing Supervisor will evaluate the employee by completing the "Reasonable Cause Assessment" form (see attached).

Following the Reasonable Cause Assessment, if cause exists, or post-accident the DCH Employee Health or the Nursing Supervisor will arrange for specimen collection.

- The drug screen specimen will be collected per lab procedures.
- If the employee refuses to be tested, he/she will be given the opportunity to review this policy. If the employee further refuses, he/she will be suspended pending further action/continued investigation. If in the course of the investigation it is discovered that misconduct occurred, i.e., theft of drugs in the workplace, stealing of prescription pads, etc., this policy would not apply. Applicable policy is "Reasons for Termination".
1.G.17
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COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

• After blood and/or urine specimens have been collected, the Department
  Head/Supervisor will arrange for transportation home. If the employee refuses the
  transportation and chooses to drive, such refusal will be documented.

• Results of blood and urine tests will be forwarded to designated personnel only and
  will be shared only with the employee's Department Head, CEO, and Human
  Resources Department.

Random Drug Testing

Human Resources will assist Department Heads in the process of notifying the
appropriate licensing board when a licensed applicant or employee tests positive on
a drug screen, after a second screening of the specimen is done and remains
positive.

DETERMINING A COURSE OF ACTION

Negative Results

In the case of reasonable cause and on-the-job accidents, if the drug screening
results are negative, the DCH Clinic Employee Health or designee will notify the
CEO who will make the determination, in collaboration with the Department Head,
regarding the employee's return to work. If the employee returns to work, he/she will
be counseled by the CEO and Department Head about the job performance
problems which resulted in drug screening. The employee will be placed on ninety
(90) days probation, therefore, giving the employee the opportunity to correct the
problem.

Positive Results

If the drug screening results are positive, the DCH Employee Health or designee will:

• Require the employee to obtain a medical evaluation to determine need and level of
treatment and a treatment plan will be developed. Employees may utilize the referral
or interagency support program or any other licensed provider, i.e., M.D. or
treatment program.

• Notify CEO and Department Head/Supervisor of results and the treatment program
prescribed.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

- For licensed personnel who test positive, the appropriate licensing body will be notified. Human Resources will assist the Department Heads in this process.
- In the event an employee does not agree to submit for further evaluation or follow the treatment plan, termination at Cochise Regional Hospital will result.

If the specimen is diluted, the employee will be requested to provide another specimen within eight (8) hours.

**Return to Work**

Employees may not return to work until they have participated in an approved treatment program. A plan for continued regular treatment/education must be presented to the CEO, Department Head and DCH Employee Health and reasonable expectations for job performance will be discussed with the employee.

Upon return to work, the employee will be subject to a standard ninety (90) day probationary period. The employee is also subject to all return from "Leave of Absence" procedures.

An individual plan, including work performance standards, will be developed between employee and Department Head/Supervisor.

The employee must sign a "Conditions of Continued Employment" form (see attached) prior to returning to work.

Rehabilitation itself is the responsibility of the employee. However, any employee seeking medical attention for alcoholism or drug addiction will be entitled to the benefits available under Cochise Regional Hospital's group medical insurance plan with the restrictions and limits stated in the applicable plan summary. Employees on rehabilitation leave will be subject to the short-term disability, personal leave of absence and sick-pay provisions described in the Human Resources Policy Manual, only if the employee has elected the short-term disability.

In order to be eligible for continuation of employment following rehabilitation, the employee must provide certification that she or he was continuously enrolled in a treatment program and actively participated in that program. Any employee suffering from an alcohol or drug problem that rejects treatment or who leaves a treatment program prior to being properly discharged wherefrom will be dismissed from employment with Cochise Regional Hospital.
All employees returning to active employment from rehabilitation will be required to provide:

- A copy of their discharge plan and evidence that they are complying with the plan.
- An acceptable attendance and performance record and compliance with all other Cochise Regional Hospital policies upon their return to work.
- Must submit to all employment screening procedures outlined in Returned from a Leave of Absence.
- No disciplinary action will be issued against any employee who comes forward to Cochise Regional Hospital with their problem prior to the organization learning of a violation of the Drug and Alcohol Policy and if the employee submits to treatment and follows a plan of action procedures and signs "Conditions of Continued Employment" form.
- However, once Cochise Regional Hospital learns of a violation of the Drug and Alcohol Policy from a source other than the employee, it is not obligated to grant the employee rehabilitation leave. Disciplinary action, up to and including dismissal, may be imposed regardless of whether the employee is offered or accepts rehabilitation leave.

**Employee Responsibilities**

Employee must sign a "Last Chance Agreement" A.K.A. "Conditions of Continued Employment" form and consent to regular drug screening procedures for one (1) year and the employee will be subject to further random testing as well.

Employee must cooperate with the Department Manager/Supervisor, DCH Clinic Employee Health or designee, and CEO during assessment and testing.

Employee must accept evaluation by DCH Clinic Employee Health, Nurse Manager, or CEO and follow recommended plan developed by treatment provider.

Employee must understand that work-status change, including medical leave of absence and/or probationary period, may be necessary to achieve the plan. Employee must understand that disciplinary measures, up to and including termination, will result from refusing testing or from continued use of drugs and/or alcohol throughout employment at CRH or from refusing to comply with any element in this section.
Drug-Free Workplace Act of 1988

Under the Drug-Free Workplace Act of 1988, federal contractors or federal grant recipients must implement the following policies:

- Copies of this policy must be provided to all employees engaged in the performance of a federal contract or grant.

- If an employee of a federal grant or contract is convicted of any drug-related crime, the employee must report this event to Human Resources within five (5) days of the conviction for a violation occurring in the workplace.

- Disciplinary action must be taken on the above employee, which may include termination of employment.

- Cochise Regional Hospital must then notify the contracting agency within ten (10) days of the above conviction.

Drug-Free Workplace Program

Cochise Regional Hospital will establish a drug-free workplace program by implementing the following actions:

- Inform potential employees that compliance with this policy is a condition of employment

- Inform and educate employees concerning the availability and use of the referral and inter-agency support program.

- Keep drug and alcohol testing strictly confidential.

Effective Date: 2/02
Reviewed: 1/02, 1/04, 10/05, 11/07, 07/14
Revised: 1/02, 1/04, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
LAST CHANCE AGREEMENT/CONDITIONS OF CONTINUED EMPLOYMENT

I, __________________________________________ understand that my continuation of employment at Cochise Regional Hospital is based upon the following terms:

1. I accept referral to an acceptable assistance program.

2. I recognize that the participation of my family, if available, in the assistance program will aid my recovery and I will urge them to attend.

3. I understand that the CEO, DCH Clinic Employee Health or designee, Department Head, and Human Resource personnel will have access to my treatment procedure.

4. I understand that my job performance will be closely supervised for an extended period of time upon my return to work; therefore, I accept this monitoring as a constructive part of my recovery.

5. I understand that upon my return to work, I must meet all established standards of attendance, conduct, and job performance and further that I will be subject to CRH's corrective action procedure for any failure to meet the standards.

6. If reasonable evidence of drug/alcohol usage exists, I agree that drug/alcohol screen testing may be done at the discretion/request of my Department Head/designee. This will be coordinated by DCH Clinic Employee Health as is appropriate with EAP counselor/therapist.

7. I understand that this Agreement stands for a minimum period of twelve (12) months of work or length determined by my professional monitoring board. Upon completion of twelve (12) months of work, my Department Head will review my performance as part of my recovery and will determine if the Agreement is to be modified, sustained, or has been satisfied.

I understand and agree that my reinstatement and continued employment are contingent upon my satisfactory compliance with all of the above terms. Failure on my part, relinquishes additional warnings and will subject me to immediate termination.

Employee: __________________________________________ Date: _____________

Dept. Head: __________________________________________ Date: ____________

CEO: __________________________________________ Date: _________________
COCHISE REGIONAL HOSPITAL
REASONABLE CAUSE ASSESSMENT

Reasonable cause will exist if an employee, in the judgment of the accessor, is a risk to themselves or others, or scores 100% in any domain, or a score of 20 or greater on the Reasonable Cause Assessment worksheet.

I. Absences/Tardiness:
   1. Takes long and/or unauthorized breaks
   1. Often takes half days off
   1. Repeated absences of 4-5 days or 1-2 weeks in duration
   1. Leaves work without notice
   ____ 1. Falsifies employee time records

II. Absences on the Job:
   1. Frequently gone from work area without valid reason
   1. Wanders or loiters around the facility
   1. Frequents isolated, low traffic areas of the facility or grounds without valid reason
   ____ 1. Requires excessive amount of time to complete routes or lies regarding whereabouts when on the road

III. Decreased Efficiency:
   2. Sudden decrease in manual dexterity
   2. Difficulty performing complex tasks previously mastered
   2. Routinely fails to meet deadlines
   2. Needs repeated instructions for easy jobs
   2. Significant change in the pace of working
   2. Significant change in the level of commitment to the job.

IV. Emotional Instability
   3. Rapid or unpredictable mood swings without significant provocation
   3. Overreaction to real or imagined criticism
   3. Argues, lacks patience, verbally abusive, threatening
   3. Violence against persons or property
   3. Uncontrollable or inappropriate laughter
Reasonable Cause Assessment

V. Changes in Activity Level

3 Hyperactivity, restlessness, pacing, fidgeting
3 Rapid pressured speech. Rambling. Shifts abruptly from topic to
3 Lethargy. Slow, uncoordinated, or clumsy movements
3 Falls asleep
3 Slow, slurred unintelligible speech

VI. Mistakes and Poor Judgment

4 Frequent accidents
4 Drives or operates equipment recklessly
4 Arrests for DUI, PI, D&D, or possession
4 Places self or others in physical danger
4 Refuses medical treatment following on-the-job injury
4 Disregards policy/procedure

VII. Deceptive Practices

4 Lying
4 Theft or "loss" of company property
4 Manipulates or cons others
4 Chronic pattern of borrowing money from co-workers

VIII. Inappropriate Social Behavior

3 Suddenly becomes isolated, withdrawn, aggressive, or grandiose
3 Overly suspicious of others. Sees self as target or plot/conspiracies
2 Refuses to cooperate with others
2 Overly defensive. Holds grudges. Sulks.
2 Spends excessive time socializing instead of working
4 Exhibits inappropriate sexual behavior (harassment)
2 Focus of frequent complaints from co-workers, patients, or the
general public
4 Clandestine meetings on company property with persons not
employed by the company
Reasonable Cause Assessment

IX. Physical Conditions (Present without underlying physical cause)

4 Odor of intoxicating substance (alcohol or marijuana) on breath or clothing
4 Eyes watering and/or red in the absence of allergy or illness
4 Pupils dilated or pinpoint and/or slow to react to changes in ambient light
4 Dazed, blank stare
4 Tremors, shakes, or convulsions
4 Vomiting, nausea
4 Excessive perspiration, particularly in the absence of physical exertion, or when the temperature is mild
4 Dizziness, staggering or loss of consciousness
4 Tachycardia
4 Irregular respiration
4 Dry mouth
4 Flushed or pale features

I. ______
II. ______
III. ______
IV. ______
V. ______
VI. ______
VII. ______
VIII. ______
IX. ______

Totals______
Post-Accident Process for Drugs and Alcohol Screen

POLICY

The employee must notify his/her Department Head/Supervisor of an accident on the job, as soon as possible after the accident, but no later than 24 hours.

Medical Treatment

If an accident requires medical treatment, the employee will be directed to go to the Emergency Department. The initial evaluation will include a drug and alcohol screen; refer to Policy 1.G.17 "Drug and Alcohol Testing".

Employees can seek medical treatment from a physician of their choice after the initial evaluation in the Emergency Department.

Incidents reported late should be reviewed thoroughly to determine if there is a valid reason for the delay and the reason noted on the Employee Incident report under the Department Head’s statement. All employees who do not report incidents within twenty-four (24) hours and who seek outside medical care will be directed to the Lab immediately upon notification and no later than eight (8) hours after being called by the Department Head or Risk Management.

The employee will be allowed to return to work pending the results of the drug and alcohol screen unless observed behavior or the smell of alcohol on his/her breath would indicate otherwise. Arrangements should be made to transport the employee home if there is a suspicion the employee is under the influence of drugs and alcohol.

Property Damage

If an accident results in damage to CRH property or other property but does not result in medical treatment, the employee must be instructed to go to the Lab for a drug and alcohol screen as soon as possible but no later than eight (8) hours after the accident. The Department Head will call the Lab to advise them an employee is being directed to the lab for post-accident testing.

The employee will be allowed to return to work pending the results of the tests unless observed behavior or the smell of alcohol on his/her breath would indicate otherwise.
Arrangements should be made to transport the employee home if there is a suspicion the employee is under the influence of drugs or alcohol.

Other Involved Employees

When an employee is involved in an accident that results in medical treatment to an employee or others, the employee will be directed to the Lab for a drug and alcohol screen. The Department Head will call the Lab to advise them an employee is being directed to the Lab for post-accident testing.

The employee will be allowed to return to work pending the results of the tests unless observed behavior or the smell of alcohol on his/her breath would indicate otherwise. Arrangements should be made to transport the employee home if there is a suspicion the employee is under the influence of drugs or alcohol.

Positive Tests

Risk Management, the DCH Clinic Employee Health and the CEO will work with the Lab to confirm positive tests. The Department Head will only be notified in the event of a confirmed positive test result. A confirmed test result will require the DCH Clinic Employee Health’s involvement to determine an appropriate course of action. Refer to Policy 1.G.17 "Drug and Alcohol Testing".

Worker’s Compensation Claims

For accidents where a workers’ compensation claim is filed, an investigation will be conducted to determine the compensability of the claim. The DCH Clinic Employee Health and Risk Management will work with the CEO in the investigation process.

- If an employee’s accident results in a workers’ compensation claim and the employee is placed on suspension due to any violation of this policy, no time-loss compensation, including PTO or sick leave, is due or payable during the time the employee is unable to work.

- If an employee is released to modified work and placed on suspension, no time-loss compensation, including PTO or sick leave, is payable.

- If an employee is authorized time-loss specifically by a physician, due to the accident, time-loss compensation may be payable during the investigation process.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

- Any workers' compensation claim that is the result of drug or alcohol use will not be compensable.

- Any employee who refuses or otherwise makes themselves unavailable for a drug and alcohol screen within eight (8) hours of reporting the incident will be subject to disciplinary action which may result in a denial of benefits unless sufficient cause for late reporting can be provided.

- Human Resources should be notified immediately if the above situations occur.

Effective Date: 8/99
Reviewed: 8/99, 2/02, 1/04, 11/07, 07/14
Revised: 2/02, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
REFERRALS AND INTERAGENCY SUPPORT

**Al-Anon**

12 Step support group for spouses or significant others of persons experiencing chemical dependency or substance abuse problems. For information regarding time and locations of meetings in Cochise County: Call Sierra Vista Alcoholics Anonymous 459-0031 and they will refer you.

**Alcoholics Anonymous**

12 Step support group for people experiencing problems with alcohol consumption and want to be free of drug dependency and stay clean. For information on meetings and times in Cochise County: 1-818-773-9999 (National Headquarters)

**Companero — Border Health Foundation**

1815 9th Street, Douglas, AZ 85607
Is a member of Vecinos, the Arizona-Sonora Border-wide Substance Abuse Prevention coalition funded by the Center for Substance Abuse Prevention (CSAP) of the Department of Health and Human Services. The purpose of this project is to prevent the abuse of alcohol, tobacco and other drugs by school-age youth, by creating healthy community alternative to substance abuse. 364-8200

**Southeastern Arizona Behavioral Health Services**

185 S. Moorman Ave. Sierra Vista, AZ 85635
A variety of counseling programs for individuals and families experiencing substance abuse, behavioral/emotional problems, and for those individuals diagnosed as chronically mentally ill. Outpatient. Community Outreach Workshops and classroom presentations. Intake/Assessment, individualized treatment plan/counseling, and recreational therapy for youth experiencing behavioral and emotional problems. Sliding scale.

Sierra Vista: 458-3932  Benson:  586-3850  Bisbee: 432-7751
HOTLINE INFORMATION & PROGRAMS

Al-Anon Family Group Headquarters 1-800-344-2666

Alateen 1-800-344-2666

Alcoholics Anonymous 1-212-870-3400

Arizona Prevention Resource Center 1-800-432-2772
COCHISE REGIONAL HOSPITAL
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**Personal Telephone Calls**

**POLICY**

Cochise Regional Hospital telephones are to be used for official business and the convenience of our patients only. The number of outside lines coming into the Cochise Regional Hospital is limited; thus it is important for the welfare of patients that telephone lines are kept free. Personal calls have the following effects on the Cochise Regional Hospital:

- The employee is using working time to address non-work related issues;
- Additional outside calls coming into the department are delayed requiring additional switchboard operator time.
- The phone line being used by the employee is tied up so in-house and additional outside calls to the department are delayed.
- Negative public relations occur as the outside caller(s) are made to wait and/or the number of rings required to answer the phones is increased.

Because of these reasons, employees should instruct relatives and friends not to contact them by telephone at the Cochise Regional Hospital except in urgent circumstances or in an emergency.

**PROCEDURE**

1. Our switchboard must be free to send and receive calls to serve our customers and the various departments at Cochise Regional Hospital. Therefore, employees should not use department telephones for personal calls and should receive incoming calls only in emergency situations.
2. Personal business calls should be conducted outside of working hours or during lunch and break periods. Long distance calls to Cochise Regional Hospital billing are prohibited. If it is absolutely necessary to make a personal long distance call, the charges should be charged to a telephone number other than that of the Cochise Regional Hospital using the employee’s credit card or placed as a collect call.
3. Employees are also expected to discourage all friends, relatives, or other employees from visiting or calling during working hours.
4. Infractions of this policy may result in disciplinary action. Refer to Policy 1.G.61, Disciplinary Action/Termination.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 11/07, 07/14
Gratuities - Private or Vendor

POLICY

In order to maintain high standards of professional integrity, employees are not permitted to accept gratuities from patients, visitors, or vendors. Cochise Regional Hospital is proud to serve our patients and families without the need for tips or gratuities.

Employees serve all patients according to the patient's needs. The patient has the right to expect the best service possible without payment of tips or gratuities. Accepting gifts or gratuities is not only unnecessary and undesirable but also contrary to the interest served by Cochise Regional Hospital. This policy also applies to gifts from families, sales people, vendors, and other individuals/companies that interact with the Cochise Regional Hospital.

If gifts or gratuities are offered employees in appreciation of service, they should be graciously declined. Gifts of minimal value such as candy or flowers (or other perishable items) may be accepted by the employee, and should be shared with members of the employee's department or the direct care team. Gifts of significant value offered to the entire Cochise Regional Hospital, department, or staff should be referred to Administration where they will be accepted and used for purposes such as incentive programs, rewards, or gift drawings.

Employees may not accept monetary gifts under any circumstances. If someone wants to make a monetary donation to the Cochise Regional Hospital, please refer them to the CEO or Head of Marketing/Public Relations. Soliciting gifts from patients, visitors, or others is inappropriate and will result in disciplinary action.

PROCEDURE

Enforcement of this policy must be a joint effort between the employee and Department Head. Employees have the responsibility of serving all patients equally and are not to solicit or accept personal gifts, donations or fees from patients, families, organizations or vendors.

However, Administration does not wish to offend those who are seeking to show
appreciation for care previously provided. If a patient or resident wishes to show appreciation in the form of a gift with small real value (candy, flowers) or the item is an unsolicited promotional item from a vendor (pens, etc.) the donor should be encouraged to present the gift to the entire department or group, if possible. If it is not possible, the employee may accept the item.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Keys

POLICY

In order to maintain security within the Cochise Regional Hospital, Cochise Regional Hospital maintains a policy regarding the disposition of all keys associated with the Cochise Regional Hospital.

PROCEDURE

The CEO and the Maintenance Department are responsible for the key program and are the only individuals authorized to duplicate/dispense keys.

1. An original key for all locks will be kept in a master key cabinet located in the Maintenance Department.

2. Any employee who has been authorized to receive a key should contact the Maintenance Department to obtain a key. Any employee who receives a key from Maintenance must sign a form saying that they received the key. The Maintenance Department (or designee) are the only individuals authorized to copy keys.

1. Requests for lost or additional keys should be made to the Maintenance Department Head.

2. Maintenance must be notified immediately if keys change hands for any reason other than by Maintenance, so the status of all keys is kept current. All employees, upon termination of their employment, must turn in any CRH keys to their Department Head prior to their exit interview. Human Resources also has a check-list which covers keys being turned in that is completed at the exit interview with all employees upon termination of employment.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Parking Facilities

POLICY

It is the policy of Cochise Regional Hospital to provide on-site parking to its employees based on availability.

Specific parking areas have been designated for physicians, clergy, emergency room patients, visitors, and employees. The Cochise Regional Hospital assumes no responsibility for damage to or loss of cars or other property or for the personal safety of employees or others in providing employee parking.

PROCEDURE

Specific parking areas have been designated for physicians, clergy, emergency room patients, visitors, and employees. The Cochise Regional Hospital assumes no responsibility for damage to or loss of cars or other property or for the personal safety of employees or others in providing employee parking.

There are three (3) parking lots available to employees, one on the east side of the Cochise Regional Hospital, one on the north side of Cochise Regional Hospital and one on the south side. Employees should avoid parking in the visitor area, leaving those spaces available for patients and visitors.

The east also serves as a heliport for medical flight services. Employees using this lot should be prepared to move their vehicles in the case of a medical flight landing.

Prohibited parking areas:

1. The Emergency Room ambulance entrance area.
2. Loading and delivery areas.
3. Areas designated with a solid red line painted on the curb.
4. Other situations that cause disruption of parking and traffic flow to and from parking lots, or situations that create hazards to fellow employees and the Cochise Regional Hospital.
5. Handicapped parking; located in front of the Administration Building and DCH Clinic, on the side of the Emergency Room and outside the Rehabilitation Department are for patients/visitors with designated
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

stickers only. Arrangements for employees with handicaps to park close to the building will be made through Administration. The employee must request this service.

6. It is recommended for the employees' safety and security to park in the front parking lot after dark.

These parking guidelines should be used by employees so our patients are allowed convenient access to Cochise Regional Hospital entrances.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Search and Seizure

POLICY

In the event of "probable cause" (ref: "Drug and Alcohol Testing, Policy 1.G.17) Cochise Regional Hospital reserves the right to contact appropriate law enforcement authorities to search any employee, volunteer, or contract employee's person or property.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Hospital Property

POLICY

All equipment purchased by the Cochise Regional Hospital and contained within
the Cochise Regional Hospital is to be used only for Cochise Regional Hospital
business. Equipment in need of repair should be reported immediately to the
Department Head, and a work order prepared and forwarded to Maintenance.
The breaking of any equipment or utensil should be reported to the Department
Head to facilitate accurate inventory and prompt replacement. Any abuse, loss,
damage to, or destruction of the organization's facilities, equipment or supplies
that is judged to be the result of the employee's malicious or willful action will
result in disciplinary action, including potential dismissal.

Copy machines and fax machines may be used for personal use at discretion of
Department Head. Personal copying and use of the fax machines are considered
low priority and use and availability will depend on workload. Employees may not
use any Cochise Regional Hospital equipment for personal use without
permission and/or may not remove Cochise Regional Hospital property from the
premises without written authorization from the Department Head/CEO.
Due to the nature of operations, the Cochise Regional Hospital can assume no
responsibility for loss or damage to the personal property of its employees.
Employees are asked not to bring valuables to work.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Legal Matters

POLICY

1. Legal Affairs of Employees
Cochise Regional Hospital, in meeting its civic responsibility, cooperates with law enforcement officials and representatives of the court in facilitating legal matters. However, it is not in the interest of the Cochise Regional Hospital that employees be interrupted from their work duties in personal matters relative to the serving of subpoenas, summons, depositions, wage assignments, garnishments, and tax levies. Employees are expected to make every effort to prevent such situations and to make themselves available for such purposes outside of work hours.

2. Interaction with Outside Officials
Law enforcement officials and representatives of the court who ask for an employee or approach an employee should be referred to the CEO or Human Resources Director. If it is determined that there is justification for such persons to contact the employee, the employee will be asked to come to the CEO/Human Resource Director's office, where some degree of privacy can be afforded. Should the employee be contacted at work regarding a legal matter related to his or her employment, the employee is requested not to discuss any work-related issues with the official until the Department Head/CEO has been notified and given approval.

3. Witnessing of Legal Papers
Occasionally, the employee may be asked by an outside party (such as an attorney) to witness or verify a legal transaction by a patient. Employees are discouraged from participating in such activities other than transactions involving official Cochise Regional Hospital business. Cochise Regional Hospital takes this position because of the possible personal legal involvement of the employee. If an employee is in doubt whether a transaction involves official Cochise Regional Hospital business, the employee should check with the Department Head before witnessing a document.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14 Revised: 2/02, 07/14
Code of Ethical Behavior

PURPOSE:

Cochise Regional Hospital has a responsibility to the patients and community it serves to conduct its business and patient care operations within a consistent ethical framework as defined by its mission, vision/values, and strategic plan and related policies as defined in the policy below.

POLICY:

The governing board of Cochise Regional Hospital has established this statement of organizational ethics in recognition of the institution's responsibility to our patients, staff, physicians, and the community we serve. It is the responsibility of governing board members, administration, medical staff members, and employees to act in a manner that is consistent with this organizational ethics statement and its supporting policies. Our behavior will be guided by the following principles:

- All patients, employees, physicians, and visitors deserve to be treated with dignity, respect and courtesy.

  We will fairly and accurately represent ourselves and our capabilities.

  On all marketing materials, only those services which we are actually capable of providing directly or by contract will be described.

  We will represent truthfully and accurately professional credentials, education, and experience as required by accrediting/licensing agencies, and Medical Staff credentialing policies.

  We will provide services to meet the identified needs of our patients and will constantly seek to avoid unnecessary provision of those services.

  If a referral is received which involves care not provided by the Hospital, we will use all resources possible to ensure that the patient is steered toward the appropriate services. There should be no financial benefit to the Hospital resulting from referral to or acceptance of patients from any other health providers.
In the event that a patient or his legal representative makes the decision to WITHDRAW any form of life-sustaining treatment, the wishes of the patient/representative will be discussed with the attending physician and physician orders will be received regarding the withdrawal of life-sustaining treatment as reflected in the Advance Directives. The request to withdraw treatment will be honored as permitted by law and regulation. At that time, supportive care will be continued to make the terminal process as comfortable for the patient/family as possible.

Changes in state law and HIPAA regulations will be implemented as soon as practical.

If the patient is incapacitated at the time of admission or start of care and is unable to articulate whether or not he/she has executed an advance directive, CRH staff must give advance directive information to the individual’s family or surrogate in the same manner as other documents requiring patient signature. If the patient becomes no longer incapacitated during the course of the treatment, CRH staff will be responsible for providing advance directive information to the individual at that time as outlined above.

We will refuse to participate in illegal or unethical acts and refuse to conceal the illegal, incompetent, or unethical acts of others.

We will adhere to a uniform standard of care throughout the organization.

**STANDARDS OF CARE:**

In all of the various settings in which this organization provides patient services, we will consistently follow standards of care based upon the needs of the patient. We will provide services only to those patients for whom we can safely care for within this Hospital. We will not turn patients away who are in need of our urgent services based on their ability to pay. As we work to provide care in a more economical manner to patient and providers, we will strive to provide care that meets our own standards.

Admission, transfer and discharge of patients is addressed in the rules and regulations of the Medical Staff and CRH policies, and adhered to in an ethical, professional and courteous manner by the professional staff.
RESPECT FOR THE PATIENT:

We will treat all patients with dignity, respect, and courtesy. These patients (or their significant others) will be involved in decisions regarding the care that we deliver to the extent that is practical and possible. We will inform patients about the therapeutic alternatives and risks and seek to understand and respect their objectives for care. In all circumstances, we will attempt to treat patients in a manner appropriate to their background, culture, religion, and heritage.

RESOLUTION OF CONFLICTS IN PATIENT CARE DECISIONS:

We recognize that from time to time conflicts will arise among those who participate in hospital and patient care decisions. Whether this conflict is between members of administration, medical staff, employees, or the governing board, or between patient care givers and the patient, we will seek to resolve all conflicts fairly and objectively. In cases where mutual satisfaction cannot be achieved, it is the policy of CRH to involve the administrator on call to oversee resolution of the conflict. If this fails, a meeting of the Quality/Risk/Safety Committee will be called.

RECOGNITION OF POTENTIAL CONFLICTS OF INTEREST:

We are aware that the potential for conflict of interest exists for decision makers at all levels within the hospital. This includes members of the governing board, administration, the medical staff, and all other employees. It is our policy to request the disclosure of potential conflicts of interest so that appropriate action may be taken to ensure that such conflict does not inappropriately influence important decisions.

The governing board of CRH and Administration are responsible for the monitoring of any potential conflict of interest situations which may arise in the provision of care to CRH patients. Should any personal conflict of interest arise for an individual staff member in caring for a particular patient, staff will bring the concern to the attention of his immediate supervisor for resolution.

RIGHTS OF STAFF:

CRH recognizes that at times, an employee’s cultural values or religious beliefs may affect his ability to provide care to a particular patient. In the event that this type of personal conflict arises, the employee will discuss his concerns with his supervisor. If the request is reasonable as determined by the supervisor, the employee will be assigned to another case. If the employee does not agree with the decision made by the supervisor, he may exercise his ability to appeal the decision as described in the Policy and Procedure manual.
This policy is not meant to promote or permit discriminatory staffing practices by CRH. All qualified staff must provide care to all patients regardless of age, sex, race, national origin, disease state, sexual orientation, etc. This policy does allow for flexible, nondiscriminatory management decisions ensuring that patients are cared for by qualified staff. The goal is to assure that there is a balance between assuring that patient care needs are being met and that special requests by staff are respected. Frivolous refusals to provide care will not be honored, will be considered as cause for disciplinary action, and will be noted at the annual performance review.

FAIR BILLING PRACTICES:

The hospital will bill patients or third parties only for services actually provided to patients and will provide assistance to patients seeking to understand the cost of their care. Billing practices strictly adhere to Medicare, state and federal mandates and payer regulations. We will attempt to resolve questions and objections to the satisfaction of the patient while considering the institution's best interest as well.

MARKETING AND PUBLIC RELATIONS:

Marketing practices are conducted by CRH with truth, accuracy, fairness, and responsibility to patients and the community holding to the principle of the fundamental value and dignity of the individual, freedom of speech, assembly, and the press.

Marketing efforts reflect only those services actually available. We will comply with applicable laws and regulations of truth in advertising and nondiscrimination under Title VI and Title XVI and the Public Health Service Act and 45.CFR implementing section 504 of the Rehabilitation Act of 1973.

CONFIDENTIALITY:

Cochise Regional Hospital recognizes the extreme importance of maintaining patient and other information in a confidential manner. Patient information will not be shared in an unauthorized manner and sensitive information concerning personnel and management issues will be maintained in the strictest confidence and utilized only by those individuals authorized to review and act upon such information.

Underlying each of the above principles is Cochise Regional Hospital's overall commitment to act with integrity in all of our activities and to treat the organization's employees, patients, physicians, and the many agencies we serve with utmost respect.

Effective: 7/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Patient/Family & Staff Relationships and Boundaries POLICY

Cochise Regional Hospital (CRH), in keeping with its role to protect our patients/their family members' safety and welfare, have developed the following guidelines to use in dealing with Health Care Provider (HCP) and patient/family relationships. Professional boundaries are limits set to ensure the safe-therapeutic relationships between HCP and the patient/family. In all HCP/patient/family relationships, there is an imbalance of power with the HCP having more power than the patient/resident. It is always staff member's responsibility to understand what the difference is between a personal versus a professional relationship; therefore, we will be responsible to delineate and maintain appropriate boundaries in this relationship. Boundaries are established in all relationships, but in HCP/patient//family relationships, boundaries are the limits that allow for a safe therapeutic connection between the HCP and the patient/family. Boundaries provide a mechanism for a HCP to control the power differential that exists in the HCP/patient/family relationship and to maintain a safe connection with the patient/family that is based on what is best for their needs. When boundary limits are altered, especially when altered multiple times, the purpose for the relationship can become ambiguous resulting in harm to the patient//family, and possibly, HCP.

Patients under our care are vulnerable by virtue of illness or injury and the dependent nature of the HCP relationship. Patient/families that are especially vulnerable, include the elderly, sedated and anesthetized, those whose mental or cognitive ability is compromised and those who are disabled or immobilized. In addition, by virtue of their role, HCPs have access to information about patients//families and HC's may see them in situations that are compromised or perceived by the patient/family to be compromised.

Boundary crossing by HCPs are brief deviations from established boundaries with rapid return to established boundaries. The crossing may be inadvertent, thoughtless, or a deliberate decision to deviate, based on a belief by a HCP that crossing will achieve a positive therapeutic outcome.

Boundary violations occur when there is a deviation from delineated boundaries and the motivation for the deviation may stem from a desire to meet the HCP's needs, not the patient/ families' needs.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

There may be a reversal of roles between the HCP and the patient (the patient is "taking care" of the HCP), secrecy, or the formation of dual roles with the patient/family (friend & patient/family). In contrast to boundary crossing, boundary violations may also be progressive, with one violation leading to another, characterized by increasing levels of inappropriate behavior and potential harm to the patient.

The main difference between boundary crossing versus boundary violations is that the violations are not based on the patient/family needs, but rather the violations are based on the HCP’s needs. Boundary violations are an abuse of a HCP and patient/family power, influence, or knowledge for the benefit of the HCP. The HCP's needs become the primary focus rather than the focus being on the patient's needs regardless of who "initiates". It can develop gradually over time or happen in a moment of opportunity, i.e.:

- Spending excessive time with patient
- Inappropriate self-disclosure by HCP
- Engaging in secrets with patients
- Possessiveness
- Inappropriate touching or hugging
- Giving and receiving gifts
- Withholding services for reward, i.e., gift
- Spending time with patient while off duty
- Patient/family feels HCP is the only one who understands him/her
- Failure to follow policy and procedure designed to safeguard our patients/families
- Unprofessional conduct - any conduct or practice that is or might be harmful or dangerous to the health of a patient/family or the public
- Abusing physically, verbally, emotionally or financially

Once a HCP patient relationship has been established, the HCP has the burden of proof in showing that the relationship no longer exists. The mere passage of time is not solely determinate of the issue. Because of the varying types of HCP-patient relationships, variety of settings, differing practice types and inequity in power in this relationship, individual analysis of each situation is essential.

To delineate and maintain appropriate boundary behavior, the following guidelines will be followed:
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

- HCPs will respect the dignity and privacy of patients/families at all times. Staff members should be particularly aware that examinations and treatments involving the sexual or private parts of the body can be upsetting to the patient and a HCP will prevent or minimize any such trauma.

- HCPs will provide a professional explanation of the need for each of the various components of examinations, procedures, tests, and aspects of the care to be given. This can minimize any misinterpretations a patient/resident/family might have regarding the HCP’s intentions and the care being given.

- HCP’s communications with the patient/family should be clear, appropriate, and professional.

- HCPs will never engage in communication with patients//family that could be interpreted as flirtatious or which employ sexual innuendos, i.e., off-color jokes or offensive language.

- HCPs will not discuss the personal problems or any aspect of their intimate lives with patient/family.

Reference: Arizona State Board of Nursing Newsletter

Effective Date: 12/01
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Relationship with Inmates

POLICY

The inmates who work at Cochise Regional Hospital are convicted felons.

PROCEDURE

• Be friendly, but don't be friends. Being overly friendly can be dangerous and also has the potential for legal problems for the hospital, the prison system, or the employee on a personal basis.
• Avoid the tendency to minimize the inmate’s crimes. Many inmates have also been convicted of other serious offenses other than driving under the influence of alcohol.
• Many people with substance abuse problems can be extremely skilled at manipulating others. Appearances and behavior can be deceiving and care must be taken not to treat the inmates as ordinary individuals who can be trusted.
• Maintain a professional distance from the inmates. Employees must use caution and discernment when placing themselves in an isolated situation with an inmate.
• Address the inmates by their last name only. Under no circumstances should the inmates be addressed by their first name.
• If inappropriate behavior from an inmate is encountered, inform your supervisor immediately. The inmates provide a substantial benefit for the hospital; however, it is also a privilege for them to work at the hospital.
• Employees will not provide gifts of any kind, food, or medications to an inmate.
• Inmates are not allowed in patient care rooms.
• Inmates are not allowed access to use the telephone. Employees are not allowed to place a call for an inmate and cannot mail any correspondence for an inmate.
• Information of a personal nature should not be discussed with an inmate or within earshot of an inmate.

Reviewed/Revised: 12/98, 8/00, 10/01, 2/02, 1/04, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Employment/Hiring

POLICY

It is in the best interest of Cochise Regional Hospital that the organization selects the best qualified and most reliable individuals for employment, regardless of race, color, religion, sex, age, qualified disability, national origin, or sexual orientation. This goal can best be achieved through the application of standard employment procedures throughout Cochise Regional Hospital facilities.

Cochise Regional Hospital will continue in its efforts to attract qualified employees and promote programs for the full realization of Equal Employment Opportunity in compliance with all regulations and legislation.

PROCEDURE

Applications for the following positions are always accepted: RN — Acute Care; RN — Emergency Department; and Physician.

Applications will only be accepted for always open jobs (listed above) and posted jobs with deadlines.

All other positions:

1. Position Requisition (attached) needs to be completed by Department Head and signed by CEO, CFO or COO.

2. Department Head forwards approved Position Requisition form to Human Resources.

3. Human Resources begins recruitment efforts (minimum 5 days in-house posting).

4. Human Resources compiles applications by job posting. At deadline, applications are reviewed according to qualifications for job posting and qualified applications are forwarded to Department Head for interview selection process. Human Resources verifies licensure, if applicable.

5. Department Head contacts candidates for interviews. Minimum of three people conduct interviews.
COCHISE REGIONAL HOSPITAL

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6 Department Heads returns all applications to Human Resources with recommendations for #1, #2, and #3 candidates.

7 Human Resources contacts the #1 candidate — "You have been selected as a top candidate for the ______________ position. However, the position cannot be offered to you until the following steps are completed:

A. Background check
B. Employment and reference verification
C. Drug screen
D. Employee health.

If you are still interested in the position, we'd like to get the paperwork to you to begin the background check, employment and reference verification."

8. The paperwork is filled out by the candidate and sent to Universal Background Screening by Human Resources. Results are sent to Human Resources. Human Resources may also participate in the background check process if additional information is required.

9. If results of the background check are favorable, the candidate is contacted by Human Resources to come in for a drug screen and employee health clearance. Clearance or failure to pass drug screen and employee health are reported to Human Resources.

10. If the candidate passed the drug screen and employee health, Human Resources will contact the candidate to officially offer the position and provide a written offer listing title, status, and pay. Duties and responsibilities are described in the Job Description. Department Head will be notified of candidate response. If candidate accepts position, Department Head and candidate determine start date. Department Head notifies Human Resources of start date.

11. If candidate did not pass the drug screen and employee health, Human Resources will notify the Department Head and candidate. Human Resources will contact the next qualified candidate to complete a background check.

12. In start date, the Personnel Change Notice (PCN) is filled out by the Department Head and signed by the candidate. Department Head reviews Job Description with candidate and candidate signs Job Description. Candidate is brought to Human Resources with PCN, Job Description, copies of licenses or certifications, and any other pertinent documents. Candidate fills out New Hire paperwork provided by Human Resources. Human Resources issues an employee ID number, ID badge, and time card upon completion of New Hire paperwork.

Effective Date: 2/1/99
Reviewed: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
POSITION REQUISITION

POSITION REQUESTED:_________________________________________________________

DATE:_________________________ DEPARTMENT: ________________________________

REQUESTED BY:______________________________________________________________

POSITION REQUISITION NEEDED BECAUSE:

New Position: Yes ____ No ______ Replacement for: __________________________________

Reason for Opening:

________________________________________________________

SHOULD POSITION BE ADVERTISED:
Locally ____ Tucson ____ Phoenix ____ Internet ____

Other: Name of publication: _____________________________________________________

Address: ____________________________________________________________________

Telephone number/contact name: ________________________________________________

Copy suggestions for advertisement: _____________________________________________

________________________________________________________

Rate of pay _______ Hours to be worked: ___________ Days worked:
Bonus to be paid? Yes _______ No _______ Dept. account to be charged: _______________

APPROVAL:

____________________________________________________________________________

Department Head CEO, CFO, or COO

PLEASE RETURN TO HUMAN RESOURCES
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Employment of Minors

POLICY

On occasion, Cochise Regional Hospital will employ persons less than 18 years of age as a community service. It is the policy of Cochise Regional Hospital to provide these opportunities when appropriate and consistent with the Cochise Regional Hospital's goals.

PROCEDURE

Employment of Minors (those persons over sixteen and under eighteen year of age) is permitted only with written approval of the appropriate Department Head/Supervisor and Human Resources Director, and written permission from parent or legal representative. Upon employment, these work papers will be placed on file in the Human Resources Department.

The points listed below are the major areas of concern in the employment of a minor, but are not all-inclusive.

1. School Attendance
   REQUIRED unless a high school graduate.

2. Hours of Work
   The daily maximum is eight hours EXCLUDING TIME SPENT IN SCHOOL. Weekly maximum is forty (40) hours within a seven-day period.

3. Time of Work
   Although a minor may work up to eight (8) hours a day, no minor may work before 5:00 a.m., or after 10:00 p.m., except that during any evening preceding a non-school day, the minor may work until 12:30 in the morning of such non-school day.

4. Prohibited Occupations (Examples)
   ✓ Motor vehicle operations
   ✓ Power machine operations
   ✓ Any exposure to radioactive/isotope substances
   ✓ Excavation and weatherproofing operations.
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4. Wages

May not be less than the State minimum wage for minors; overtime provisions apply.
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Verification of Licensure/Registration/Certification

POLICY

UPON HIRE, several positions in health care at Cochise Regional Hospital require a State license to exercise an individual's skills/expertise. Applicants for these positions will be hired ONLY after the Department Head has obtained verification of

1. Current State registration or licensure
2. Record of education

It is the responsibility of the Department Head to ensure all employees have current licensure, registration or certification and provide copies to Human Resources for the employees personnel file. Each Department Head is responsible for maintaining a "tickle" system for all employees who are licensed or certified to ensure continued renewal.

Payment for personal registration and license fees is the responsibility of the employee. Employees are required to obtain required renewals and provide copies to the Human Resources Department and Department Heads of renewals or changes.

PROCEDURE

1. Upon employment, license or certification will be verified and documented by the Department Head and a copy placed in the employee's personnel file in Human Resources.

2. If an employee cannot produce a license or proof of a receipt for a license, he or she will not be employed in a licensed position.
COCHISE REGIONAL HOSPITAL
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UPON RENEWAL OF LICENSURE:

Verification of License/Certificates

This policy sets forth the method by which Human Resources assists Department Heads with verification of licenses and certificates, ensuring that they have been received in a timely manner and that the information is available upon request.

PROCEDURE

Employee Responsibility

1. The employee shall be responsible for timely renewing of his/her license/certificate.

2. On or before expiration date, employees shall present the original (or a copy) of new license/certificate to Human Resources and Department Head/designee for the purpose of verifying renewal.

Human Resources/Department Head/designee responsibility:

1. A list/copy shall be maintained of all staff requiring licensure/certification, their license/ Certification number and expiration date.

2. If an active employee does not have a renewed license (it has lapsed) he or she will be taken off the work schedule until such time that proof of license or receipt can be produced.

3. If, for any reason, there is a question regarding the status of a licensed employee, the Human Resources Department or Department Head will call the appropriate agency for clarification.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

**EMPLOYEES REQUIRING A LICENSE OR CERTIFICATION**

<table>
<thead>
<tr>
<th>Department</th>
<th>Job Position</th>
<th>License/Certificate Required</th>
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<tbody>
<tr>
<td>ER</td>
<td>RN</td>
<td>Yes</td>
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<td></td>
<td>LPN</td>
<td>Yes</td>
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<td></td>
<td>CNA</td>
<td>Yes</td>
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<td>EMT</td>
<td>Yes</td>
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<tr>
<td>Acute Care</td>
<td>RN</td>
<td>Yes</td>
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<tr>
<td></td>
<td>LPN</td>
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<tr>
<td></td>
<td>CNA</td>
<td>Yes</td>
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<tr>
<td>OR</td>
<td>RN</td>
<td>Yes</td>
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<td></td>
<td>LPN</td>
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<td>CRNA</td>
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<tr>
<td></td>
<td>CNA</td>
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<tr>
<td>Respiratory Therapy</td>
<td>RCP</td>
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<td>Radiology</td>
<td>CRT</td>
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<td></td>
<td>Ultra-Sound Tech</td>
<td>Yes</td>
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<tr>
<td>Dietary</td>
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<tr>
<td>Lab</td>
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<td></td>
<td>MLT</td>
<td>Yes</td>
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</table>

Effective Date: 2/1/99
Reviewed/Revised: 1/02, 1/04, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Refresher Course

POLICY

Cochise Regional Hospital, in its continuing effort to provide the best possible care to patients, may require that a licensed or registered applicant who has not been actively involved in active training or employment practice in his or her specialty for more than five (5) years successfully complete an approved refresher course prior to any positive consideration for employment to establish competency.

PROCEDURE

If a licensed or registered applicant is being considered for a position, a review of relevant recent employment will be conducted as a part of that consideration. In the case where an individual has not been actively involved in his or her specialty (licensure) for a period of at least five (5) years, Cochise Regional Hospital will ask that the individual produce verification that he or she has completed an approved refresher course prior to considering that person "hireable". The interviewing Department Head will explain this policy to the candidate and will also provide a list of approved and appropriate courses.

Upon completion of the refresher course, the candidate is eligible to be considered for positions at Cochise Regional Hospital in their licensed specialty area.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Criminal Records Verification

POLICY

Federal regulations (42 CFR 483.13) prohibit nursing facilities from "employing individuals who have been convicted of abusing, neglecting, or mistreating residents or patients in a health care setting".

These regulations also prohibit the employment of individuals who have had a finding entered into the State Board of Nursing of abuse, neglect, or mistreatment of patients or misappropriation of property. This provision applies to both prospective and current employees, so that at the time such a finding is placed on the registry, Cochise Regional Hospital must terminate the employment of the individual.

In order to comply with federal regulations, Cochise Regional Hospital must make reasonable effort to ensure that we do not employ such individuals. Therefore, the Cochise Regional Hospital will not hire and will suspend from employment any person who is the subject of a pending charge and/or has been convicted of "abusing, neglecting, or mistreating resident or patients in a health care setting". This also applies to the individual who has pleaded "nolo contendere" (no contest) to any of the prohibited activities. All current and prospective employees will be required to complete an "Individual Criminal Record Verification" form and submit to a criminal record background check. These forms then will be maintained in personnel files in the Human Resources Department. Employees who refuse to cooperate with the record check will be terminated. Applicants who refuse to cooperate will be rejected as viable candidates for employment at Cochise Regional Hospital.

In addition, an inquiry will be made to the Arizona State Board of Nursing for all applicants who have education or experience as a Certified Nursing Assistant (CNA). The intent of the inquiry will be to determine the presence or absence of finding of patient abuse, neglect, mistreatment or misappropriation of property. This policy pertains to persons who are treated as employees for payroll purposes as well as independent contractors and employees from a temporary employment agency. All individuals who are potential candidates for a position must have the approval of the Chief Executive Officer prior to hiring.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14 Revised: 2/04, 1/04, 10/05, 07/14
Federal regulations (42 CFR 483.13) prohibit nursing facilities from employing individuals who have been convicted of or are the subject of a pending charge of abusing, neglecting, or mistreating residents or patients in a health care related setting by a court of law.

Therefore, in an effort to comply with Federal regulations, please answer the following questions. The existence of a conviction record or pending charges will constitute an automatic ban of hiring only if the offenses substantially relate to the particular job for which you are applying or for which you have been hired.

1. Have you ever been found guilty by a court of law or pleaded "no contest" to charges of abusing, neglecting, or mistreating residents or patients in a health care related setting?
   Yes _____________ No _____________

2. Are you, at present, the subject of a pending charge of abusing, neglecting, or mistreating resident or patients in a health care setting?
   Yes _____________ No _____________

3. Have you ever been found guilty by a court of law or pleaded "no contest" to a felony/ misdemeanor (other than minor traffic offenses)?
   Yes _____________ No _____________
   If so, please describe: ________________________________________________________________

Applicant or Employee Signature: ____________________________________________________
Date: ____________________________________________________________________________

Witness: __________________________________________________________________________
Date: ____________________________________________________________________________
Applications/Resumes

POLICY

Cochise Regional Hospital will solicit and retain resumes and/or employment applications for at least six (6) months submitted for always open positions and posted jobs.

PROCEDURE

All applications/resumes will be forwarded to the Human Resources Department for appropriate follow-up and storage.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Job Posting/Internal Recruitment

POLICY

It is the policy of Cochise Regional Hospital to provide employees with an opportunity to apply for job openings for which they believe they are qualified. It is desirable that job vacancies within Cochise Regional Hospital be filled with present employees if the job opening constitutes advancement for the employee. However, the job posting program is not intended to guarantee that an employee applying for a job opening will be promoted or transferred.

PROCEDURE

Employees desiring transfer or advancement within or outside their department should review the "Job Posting" area of the Facility's bulletin board. The "Job Posting" area on the bulletin board lists current opportunities and instruction on how to apply for a position.

The Human Resources Department will post a "Job Posting Bulletin" on the board whenever a vacancy occurs. The "Job Posting Bulletin" will be displayed for a period of five (5) calendar days. The position may be simultaneously advertised in the press and on the bulletin board.

Employees are encouraged to notify their current Department Head of their interest in applying for a position in another department. After notifying their Department Head, he or she may obtain an Application for Employment form from the Human Resources Department. All inquiries should be made to the Human Resources Department so as not to disrupt the daily working operations of the department in which the vacancy exists.

All qualified candidates will be directed to the Department Head to determine which candidates will be interviewed. After all selected candidates have been interviewed, the Department Head will contact the Human Resources department and all transfer/hiring procedures will be completed prior to notifying the selected candidate.

To assure that qualified applicants are granted transfer/promotional opportunities, Department Heads are instructed to not make commitments to any employee interviewed until after the position has been posted for five (5) calendar days and the CEO has given hiring approval for that candidate. Once it is determined that an individual is qualified and has been chosen to fill a vacant position, a Personnel Change Notice must be completed by the Department Head and forwarded to the Human Resources Department. Employees may not transfer or change positions more than once.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

a year, unless the second move results in a promotion or a status change to full time, or unless it is in the best interest of the hospital.

Employees in their first year are not eligible to apply for positions under this policy unless it is in the best interest of the hospital. Employees must have the CEO’s approval for any exceptions.

Department Heads are asked to notify the Human Resources Department immediately when they learn of an employment change in their area in order to fill the position as quickly as possible and avoid a break in patient/resident service.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Transfers

POLICY

It is the policy of Cochise Regional Hospital to provide for the orderly transfer of employees between departments to enhance employee's personal job satisfaction with minimum adverse effect on operations. A transfer is defined as a position reassignment with or without job class change in a different department within the Cochise Regional Hospital.

PROCEDURE

In order to request a transfer from one department to another, the employee must have worked for the Cochise Regional Hospital for a minimum of one year and received a satisfactory performance rating for that period. Employees requesting transfer will have priority over outside applicants with similar qualifications (subject to the discretion/approval of the Department Head and CEO). Employees should ensure they meet qualification standards before pursuing any job opening.

After an employee has been accepted for a new position, the maximum period of notice before the transfer date will be equivalent to the normally expected when an employee resigns. However, the Department Heads involved may work out another arrangement to reduce the impact of the transfer on operations.

The salary for the new position will be based on current salary policy and current wage rates for that position. Any adjustment will be carried out on the date of transfer. If an employee transfers to a different position, he or she is subject to a six month introductory period in the new position. Employee benefits during this period will be uninterrupted. The Cochise Regional Hospital reserves the right to reverse the transfer should it prove to be adversely affecting the organization. The employee cannot return to his or her former job until an opening exists.

TRANSFER INITIATED BY Cochise Regional Hospital - Under certain circumstances, an employee may be asked to fill a position other than his or her own. If the transfer is to be of indefinite or prolonged duration, it will be discussed with the employee, the Department Head involved, and Administration. Procedural requirements, as stated herein, may be waived or modified by the CEO for good cause shown.

TRANSFERS AND RATE OF PAY - If an employee is transferred to a position wherein the new duties are identical to those of a higher or lower job classification and the transfer is of indefinite or prolonged duration, the Department Head may recommend a salary adjustment to be commensurate with the rate of the individual's new position. This procedure requires approval.
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by the CEO; Department Heads should contact the Human Resources Department to initiate the process. The Department Head of the unit the employee is leaving is required to complete a "Personnel Change Notice" and complete the Performance Evaluation section and communicate this information to the employee's new Department Head, and submit the notice to Human Resources.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL  
Human Resources Policies and Procedures

Advertising/External Recruitment

POLICY

It is the policy of Cochise Regional Hospital to advertise all positions for which suitable internal candidates have not been found.

PROCEDURE

Authorization to advertise for positions comes from the Chief Executive Officer. All requests must be accompanied with the "Job Posting Form". After the Department Head has obtained approval to recruit using advertisements, he or she should notify the Human Resources Department. Newspaper ads will be placed by the Human Resources Department, indicating the following information:

A. Job Title  
B. Duties and Responsibilities  
C. Qualifications  
D. Contact Information  
E. Deadline, if applicable

Advertisements will be charged to the department requesting the Job Posting.

Effective Date: 2/1/99  
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14  
Revised: 2/02, 10/05, 07/14
POSITION REQUISITION

DATE: ________________  DEPARTMENT: ______________________

REQUESTED BY: ___________________________________________

POSITION REQUISITION NEEDED BECAUSE:

New Position: Yes _____ No ______ Replacement for: ____________________________

Reason for opening:

__________________________________________________________

SHOULD POSITION BE ADVERTISED: Yes _____ No _____

Locally ________ Tucson ________ Phoenix ________ Internet ________

Other: Name of publication: _______________________________________

      Address: ______________________________________________________

      Telephone number/contact name: _________________________________

      Copy suggestions for advertisement: ______________________________

 ________________________________________________________________

Rate of pay ________ Hours to be worked: ____________ Days worked: __________

Bonus to be paid? Yes ________ No _____ Dept. account to be charged: ___________

APPROVAL:

_____________________________  _____________________________
Department Head              CEO, CFO or COO

PLEASE RETURN TO HUMAN RESOURCES
Verification Procedures for the Immigration Reform Act of 1986

POLICY

The following procedure is designed to ensure compliance with the verification requirements of the Immigration Reform and Control Act of 1986. A representative of Cochise Regional Hospital will follow these verification procedures for every new employee. These procedures will be implemented at the time of application or at the time of an actual offer of employment. In any case, verification of identity and authorization to work in the United States will be reviewed before the employee actually may begin work at Cochise Regional Hospital.

PROCEDURE

As a part of the hiring process, Cochise Regional Hospital will conduct an examination of documents establishing identity and authorization to work in the United States. A Cochise Regional Hospital representative will examine any one of the documents listed in subparagraph (a) below or any of the documents listed in subparagraph (b) and any of the documents listed in subparagraph (c) below:

a. Single documents which establish identity and authorization:
   • United States Passport (unexpired or expired)
   • Permanent Resident Card or Alien Registration Receipt Card (Form 1-551)
   • An unexpired foreign passport with a temporary 1-551 stamp
   • An unexpired Employment Authorization Document that contains a photograph (Form 1-766, 1-688, 1-688A, I-688B)
COCHISE REGIONAL HOSPITAL
Human Resources Policy

- An unexpired foreign passport with an unexpired Arrival-Departure Record, Form I-94, bearing the same name as the passport and containing an endorsement of the alien's nonimmigrant status, if that status authorizes the alien to work for the employer.

b. List of documents which establish identity:

- Driver's license or ID card issued by a state or outlying possession of the United States provided it contains a photograph or information such as name, date of birth, gender, height, eye color and address

- ID card issued by federal, state or local government agencies or entities, provided it contains a photograph or information such as name, date of birth, gender, height, eye color and address

- School ID card with a photograph

- Voter's registration card

- U.S. Military card or draft record

- Military dependent's ID card

- U.S. Coast Guard Merchant Mariner card

- Native American tribal document

- Driver's license issued by a Canadian government authority For persons under age 18 who are unable to present a document listed above:

- School record or report card

- Clinic, doctor or hospital record

- Day-care or nursery school record
List of documents which establish employment eligibility:

- U.S. Social Security card issued by the Social Security Administration *(other than a card stating it is not valid for employment)*
- Certificate of Birth Abroad issued by the Department of State *(Form FS-545 or Form DS-1350)*
- Original or certified copy of a birth certificate issued by a state, county, municipal authority or outlying possession of the United States bearing an official seal
- Native American tribal document
- U.S. Citizen ID card *(Form 1-197)*
- ID card for use of Resident Citizen in the United States *(Form 1-179)*
- Unexpired employment authorization document issued by DHS *(other than those listed under List A)*.

Faculty's representative will determine that the documents submitted by the applicant appear to be genuine. Facility's representative will then photocopy the applicant's documents and file in the employee's file.

Facility's representative will have the applicant complete and sign the employee portion of INS Form 1-9 and will examine the portion of INS Form 1-9 completed by the applicant to make sure that it is legible, properly completed and bears the employee's signature. After reviewing the documents, the Facility's representative will complete and sign the employer portion of INS Form 1-9.

The completed INS Form 1-9 and any attachments will be retained for three (3) years after the date of hiring or one (1) year after the date of the individual's termination from employment, whichever is later.
Pre-Employment Inquiry

POLICY

It is the policy of Cochise Regional Hospital to conduct a background check, including employment verification, reference verification, and criminal record check, for top candidates considered for an open position. Applicants who have falsified or withheld information on their employment applications or whose references are not satisfactory will not be eligible for employment.

PROCEDURE

The top candidate will be contacted by Human Resources to complete a Background Check form. Results of the background check will be provided to Human Resources. Applicants who have falsified or withheld information on their employment applications or whose references are not satisfactory will not be eligible for employment.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Employee Health Clearance

POLICY

Any commitment for employment is contingent upon the applicant's ability to pass employee health before beginning actual employment with Cochise Regional Hospital. This assessment is based on the essential functions needed to perform a particular job. Any employment offer is contingent upon successful completion of all phases of the physical assessment. Specific physical requirements and/or testing are geared for each position within Cochise Regional Hospital. However, clearance through employee health consists of at least a routine physical examination by a Physician, Nurse Practitioner, or Physician Assistant, a Drug Screen, a PPD skin test or chest x-ray, and rubella titer. Employees are also required to complete an Employee Health Assessment questionnaire which includes a history of prior immunizations.

PROCEDURE

A physical examination and medical history performed by a Physician, Nurse Practitioner or Physician Assistant prior to the employee's hire date must be completed by the prospective employee prior to beginning work at Cochise Regional Hospital. In addition, each new employee is required to have two step tuberculin skin testing prior to beginning work. If documentation is provided that indicates PPD skin testing was completed within one year, the prospective employee will have the one step PPD skin testing. An employee with a positive reaction will be scheduled for a chest x-ray and referred to his or her personal physician for treatment and follow-up. In any event, the employee must be screened for tuberculosis infection and be free from clinically apparent communicable disease.

Immune status to measles, mumps, rubella, varicella will be evaluated by Employee Health. Titer testing will be carried out through the Laboratory Department. If immunization is indicated, the employee will be so notified and referred to the DCH Clinic Employee Health for counseling, if appropriate, and follow-up. If evidence of prior testing indicates immunity or vaccination, submission of report data prior to beginning work is acceptable.

The cost of the physical examination will be paid for by Cochise Regional Hospital if done by a member of our medical staff. If the prospective employee desires to have his or her examination done elsewhere, he or she must use the facility's Physical Examination Forms and bear the expense. PPD skin tests, X-rays and laboratory procedures required for employment and performed at Cochise Regional Hospital will be paid by the hospital.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

All records of the physical examination, laboratory tests and X-rays will become a part of the employee's health record and are the property of Cochise Regional Hospital. If an employee chooses to have the PPD skin test, X-rays, or laboratory procedures conducted at a facility other than Cochise Regional Hospital, he or she must bear the expense of all costs incurred.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Applicant Screening and Referral

POLICY

All applicants for employment shall be processed in a prompt, courteous, uniform and consistent manner. This initial contact will be the only one many outsiders will have with the hospital and therefore, the projection of a favorable image is important.

PROCEDURE

A. **Telephone Applicants**

   Applicants inquiring by telephone about the availability of positions should be referred by the switchboard operator to the Head of Human Resources. The Head of Human Resources will inform applicant of open positions. With the exception of always open positions (RN — Acute Care, RN- Emergency Department and Physician), applications will only be accepted for posted jobs.

B. **In Person Applicants**

   1. Human Resources informs the applicant of any current openings in the hospital or informs the applicant that no position is available or anticipated if such is the case.
   2. Offers the applicant an employment application if a position is available or anticipated and allows time for him/her to fill it out.

C. **Retention of Application**

   Completed applications for open positions shall be retained by the facility to comply with reporting systems and the length of retention by state and federal laws. All applications for open positions shall be kept at least six (6) months from time of submission.

D. **Release of Protected Employee Information**

   Completed applications are the property of the hospital and questions regarding an applicant's status should be handled in a confidential manner. Information obtained in the applicant screening process is privileged and should be handled as such.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

RECRUITING PROCEDURES

A. In line with the policy of the hospital of promoting within if possible, Human Resources Policy and Procedure 1.G.29 should be followed first prior to outside advertising. If there are no applicants from within the hospital, the Human Resources Department will coordinate advertising for open positions and send appropriate applications to Department Heads for consideration.

B. All applicants called for interview should be interviewed if available in a reasonable period of time. Position should not be filled until all applicants contacted for interview have been interviewed.

C. The Department Head will notify Human Resources of the top 3 candidates.

D. Human Resources Policy and Procedure 1.G.29 will be followed after notification of the top 3 candidates from the Department Head.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL  
Human Resources Policies and Procedures  

Reinstatement/Rehire  

POLICY  

Preference will be given to the applications of former employees who left the employment of the hospital in good standing after having completed the six month introductory period.  

PROCEDURE  

A. Reinstatement/Rehire is based on the same needs and qualifications as are needed in the employment of any other applicant.  

B. For the purpose of establishing beginning wage or salary, except for employees covered by veteran's re-employment rights, a reinstated employee is one who returns within six(6) months and he/she will keep their seniority, accrued benefits will resume, and a new hire date will be reflected. An employee who returns to work after six (6) months is a rehire and the applicant will be treated as a new employee. All reinstated/rehired employees are regarded as new employees and must serve the six month introductory period. There will also be a 90 day waiting period for health benefits, if eligible.  

1. Any employee rehired in the same or related position and assigned to the same pay grade will have her/his salary determined in the same manner as the new employee.  

2. An employee rehired into a position unrelated to any position formerly held, even though in the same pay grade, will have his/her salary determined in the same manner as a new employee.  

Employee health requirements are still required. Refer to Policy 1.G.40 Employee Health Clearance.  

C. Employees who leave their jobs to perform training or service in the Armed Forces will be re-employed in accordance with the re-employment rights program as stated in Section 9 of the Universal Military Training and Service Act.  

Effective Date: 2/1/99  
Reviewed: 10/01, 2/02, 1/04, 10/05, 11/07, 07/14  
Revised: 10/01, 2/02, 10/05, 11/07, 07/14
Procedure for Personnel Change Notice

POLICY

The Personnel Change Notice (PCN) has been designed to provide an effective mechanism for uniformly initiating, describing, and recording the various actions which affect the employee's status. This form is to be used to recommend, through appropriate channels, those actions which directly affect an employee's status during the time employed.

PROCEDURE

General and Identifying Information

Each Personnel Change Notice (PCN) must contain the following general and identifying information regardless of the recommended action:

1. Name
   a. Last name, first name
2. Employee Number
3. Present Job Title
4. Present Department
5. Present Shift if applicable
6. Date of Hire (Date of Hire is the date the employee actually starts work)
7. Effective Date (Effective Date is the date that changes listed on the PCN take effect)
8. All necessary signatures

Employment Change

This section covers most of the transactions which may occur during an individual's employment. The originating supervisor should check the transaction which most accurately describes the action being recommended for the employee.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

If an employee is being transferred, the Department Head to whom the employee is being transferred should indicate in the space provided that this transfer is acceptable as outlined. Plain bond paper may be used as continuation sheets for any explanation that cannot be contained on the PCN.

**Termination**

Check the type of termination and whether or not notice was given or received. All spaces should be filled in except "Benefits Due". Human Resources and Payroll will complete this space.

**Personal Changes**

Self-explanatory.

**Leave of Absence**

The different types of Leave of Absences are fully explained in Human Resources Policies and Procedures 1.G.103 — 1.G.106. Please consult these policies when filling out this section. You should also call to the attention of the employees requesting a Leave of Absence that he/she make arrangements with the Human Resources Department for continuation of their insurance if desired, i.e., health and dental coverage. If the employee is a voluntary contributor to the pension plan, or has other deductions, arrangements need to be made for continuation or termination.

**Approvals**

Forms will always be signed by the Department Head and employee prior to sending to the Human Resources Department Head. Any unsigned PCN by the Department Head or employee will be returned prior to processing. The Administrator will approve all raises, discharges for reason, and new hires.

All copies will be forwarded to the Human Resources Office and after necessary approvals; proper distribution will be made by the Human Resources Department with one copy being returned to the originator.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Cochise Regional Hospital  
2174 W. Oak Avenue  
Douglas, Arizona 85607  

**PERSONNEL CHANGE NOTICE**

<table>
<thead>
<tr>
<th>NAME</th>
<th>HIRE DATE</th>
<th>SOCIAL SECURITY NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADDRESS</th>
<th>PRESENT DEPARTMENT</th>
<th>EMPLOYEE NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CITY, STATE, ZIP</th>
<th>PRESENT JOB TITLE</th>
<th>SEX</th>
<th>FEMALE</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**A. EMPLOYMENT STATUS**

- **NEW HIRE**
  - PRESENT RATE | NEW RATE | FULL TIME (# OF HOURS) | PART TIME (# OF HOURS)
  -               |         |                          |                          |

- **TRANSFER**
  - PRESENT RATE | NEW RATE | FULL TIME (# OF HOURS) | PART TIME (# OF HOURS)
  -               |         |                          |                          |

- **PROMOTION**
  - PRESENT RATE | NEW RATE | FULL TIME (# OF HOURS) | PART TIME (# OF HOURS)
  -               |         |                          |                          |

- **SALARY INCREASE**
  - PRESENT RATE | NEW RATE | FULL TIME (# OF HOURS) | PART TIME (# OF HOURS)
  -               |         |                          |                          |

- **OTHER**
  - PRESENT RATE | NEW RATE | FULL TIME (# OF HOURS) | PART TIME (# OF HOURS)
  -               |         |                          |                          |

**B. NEW JOB TITLE**

**NEW DEPARTMENT**

**C. TERMINATION**

- **RESIGNATION**
  - LAST DAY WORKED | Benefits Due | RECOMMENDED FOR REHIRE
  -                 |             | EXCELLENT | GOOD | FAIR | POOR
  -                 |             |           |      |      |      |

- **DISCHARGED**
  - QUALITY OF WORK | QUANTITY OF WORK | ATTITUDE | AT 1 ENDANCE | INITIATIVE | APPEARANCE
  -                 |                |          |              |           |        |

- **LAYOFF**
  - QUALITY OF WORK | QUANTITY OF WORK
  -                 |                |

- **OTHER ________**
  - QUALITY OF WORK | QUANTITY OF WORK | ATTITUDE | AT 1 ENDANCE | INITIATIVE | APPEARANCE
  -                 |                |          |              |           |        |

- **WITH NOTICE**
  - QUALITY OF WORK | QUANTITY OF WORK | ATTITUDE | AT 1 ENDANCE | INITIATIVE | APPEARANCE
  -                 |                |          |              |           |        |

- **WITHOUT NOTICE**
  - QUALITY OF WORK | QUANTITY OF WORK | ATTITUDE | AT 1 ENDANCE | INITIATIVE | APPEARANCE
  -                 |                |          |              |           |        |

**D. PERSONAL CHANGES**

- **NEW NAME**
  - NEW PHONE NUMBER
  - NEW ADDRESS
  - OTHER:
  - NEW CITY, STATE, ZIP

**E. LEAVE OF ABSENCE / FMLA/OTHER**

<table>
<thead>
<tr>
<th>PERSONAL</th>
<th>MEDICAL</th>
<th>FMLA</th>
<th>MILITARY</th>
</tr>
</thead>
<tbody>
<tr>
<td>OTHER</td>
<td>DATE</td>
<td>STARTING DATE</td>
<td>RETURNING DATE</td>
</tr>
</tbody>
</table>

**F. APPROVALS**

- **DEPARTMENT HEAD**
  - DATE
  - PERSONNEL DIRECTOR
  - DATE

- **ADMINISTRATOR**
  - DATE
  - EMPLOYEE
  - DATE

**PERSONNEL CHANGE NOTICES ARE NOT EFFECTIVE UNTIL APPROVED BY THE ADMINISTRATOR**

**FORM P1339 (REV 1/04) WHITE – FILE  YELLOW – PAYROLL  PINK - DEPT. HEAD  GOLD - EMPLOYEE**
Recruitment Bonus

POLICY

Certain full-time positions may be determined by the Chief Executive officer to be in a critical applicant shortage category. This determination is to be made before the job is posted. Persons hired to fill these positions will receive a recruitment bonus and a current employee who recruits this person will also receive incentive pay as outlined below.

PROCEDURE

Any Cochise Regional Hospital employee who recruits a person who is hired in a critical applicant shortage category will receive a $1,500 recruitment bonus after completion of one year of service.

1. The applicant's job application must indicate he/she was referred by the recruiting employee.
2. The Department Head of the hiring department is not eligible for this bonus.
3. This person's name will be listed on the PCN as being due this recruitment bonus.
4. The recruited person must not be a current employee of Cochise Regional Hospital.

Determination of a critical applicant shortage position will be made by the Chief Executive Officer before the initial job posting. At that time, the bonus will be approved by the Chief Executive Officer.

1. The applicant must not be a current employee of Cochise Regional Hospital.
2. The bonus will be paid after satisfactory completion of one year of service.
3. The bonus amount will be included on the PCN completed by the Department Head for this position.

If the recruited employee does not complete one year of service, the bonus will not be paid. The attached form is to be used for requisition of recruitment rebate.

Effective Date: 2/7/02
Reviewed: 1/04, 10/05, 11/07, 07/14
Revised: 1/04, 11/07, 07/14
COCHISE REGIONAL HOSPITAL

Requisition for $1,500 Recruitment Rebate (Completion of One Year of Service)

I, __________________________ actively recruited __________________________
who was hired on ______ for the full time position __________________________

Signature __________________________ Date __________________________

Department Head Signature __________________________ Date __________________________
$1,500 BONUS TO YOU!!!

CRH IS HAPPY TO REINSTATE
A BONUS POLICY FOR CRITICAL
POSITIONS THAT COULD
MEAN EXTRA CASH
IN YOUR POCKET

Refer to Human Resources Policies and Procedure 1.G.44 for more details.

RECRUITMENT BONUS

IF YOU RECRUIT
PROFESSIONAL STAFF
FOR CRITICAL POSITIONS
WE PAY YOU:

$1,500 AFTER ONE YEAR OF SERVICE
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Volunteers

POLICY

Applicants interested in volunteering at the hospital must complete documentation prior to working as a volunteer.

PROCEDURE

Prior to volunteer assignment, the volunteer must:

• Read, understand, and sign a Volunteer Worker Agreement (see attached)
• Complete Criminal Record Verification form
• Provide emergency contact information

The volunteer shall be seen by Employee Health for a drug screen and a TB skin test. If a positive reaction to the TB skin test occurs, a chest X-ray will be taken prior to volunteer assignment and each year thereafter.

Effective Date: 2/1/99
Reviewed: 1/02, 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
COCHISE REGIONAL HOSPITAL

Volunteer Work Agreement

This agreement is made on the dates written below between Cochise Regional Hospital, referred to as the hospital, and the undersigned referred to as the volunteer:

RECITALS:

The undersigned volunteer has offered to perform community service work at the hospital without pay or other compensation.

The hospital accepts the offer of the volunteer to perform volunteer services at Cochise Regional Hospital.

The arrangements between the hospital and the volunteer are ones of mutual benefit by providing the hospital with the services of a qualified and dedicated resident of the community and by providing the volunteer with a mechanism for serving his/her community, and receiving for that service, tremendous personal satisfaction, pride and sense of accomplishment.

NOW, therefore, the parties agree that:

1. The volunteer shall perform duties and tasks that are assigned by the hospital through one or more of its designated supervisors, and to the best ability of the volunteer.
2. The volunteer will promptly advise the appropriate supervisor if an assigned task is, in the judgment of volunteer, beyond the volunteer's ability either physically or mentally. The hospital will not knowingly assign tasks which are beyond the physical or mental capabilities of the volunteer.
3. The volunteer will receive no compensation whatsoever for his/her work.
4. The volunteer will work the precise hours assigned by the hospital and he/she shall not be late in arriving for his/her assignment not shall he/she leave prior to the assigned time of departure.
5. The hospital may terminate this agreement at any time with or without notice and with or without cause.
6. Because it is necessary for the hospital to make staffing arrangements when positions are vacated, the volunteer shall give at least five (5) days notice, written or oral, to his/her immediate supervisor that he/she does not intend to continue to volunteer any longer. At the expiration of the five days, the agreement shall terminate.
7. The hospital specifically advises the volunteer that the hospital makes no offers or representations concerning the availability of any insurance coverage either by a third party insurer or by the hospital itself as an insurer, which may cover any injuries or damages suffered or sustained by the volunteer. The volunteer is, therefore, cautioned to check with his/her insurance carriers, of all types, to satisfy the volunteer that he/she will have whatever insurance coverage he/she deems appropriate to cover all risks or perils of volunteering at the hospital.

8. The volunteer understands that all information obtained by the volunteer at the hospital, whether pertaining to patients or hospital management, is strictly confidential. The volunteer agrees that he/she shall not give or pass any such information to anyone outside the hospital and he/she shall maintain the confidentiality of all such information.

9. Should the volunteer be required to fulfill any medical requirements prior to accepting any particular task assignment, the hospital shall be responsible for administering the medical requirement at no cost to the volunteer.

10. The volunteer shall not represent to anyone that he/she has the authority to obligate the hospital or its parent to any commitments financial or otherwise without prior specific authorization by an appropriate supervisor.

11. The volunteer shall comply with all appropriate rules and regulations of the hospital, including, but not limited to, rules and regulations concerning courtesy, hygiene, and confidentiality.

12. If a volunteer is a minor, the parent or legal representative must sign this form.

COCHISE REGIONAL HOSPITAL
By: ___________________________
Date: ___________________________

VOLUNTEER
By: ___________________________
Date: ___________________________

PARENT OR LEGAL REPRESENTATIVE
By: ___________________________
Date: ___________________________
Employment Status

POLICY

An applicant is considered an "Employee" of Cochise Regional Hospital when he or she has actually begun work and has completed all necessary personnel forms and his or her name is on the payroll.

Appointments are considered conditional until the results of the physical assessment and satisfactory reference checks have been received by Cochise Regional Hospital. After that time, employees will be assigned to one of eight employment categories:

- Regular Full-Time 40 hours a week
- Regular Three Quarter-Time 32 hours a week
- Regular Part-Time 20 hours a week
- Occasional and/or On-Call Employees
- Per Diem
PROCEDURE

It is the policy of Cochise Regional Hospital to classify employees in the following employment categories:

1. **Regular Full-Time Employee:**
   
   An employee who has satisfactorily completed the six month introductory period and who is scheduled to work and who works at least eighty (80) hours per pay period for an indefinite period of time. Regular full-time employees earn full time benefits after ninety (90) days of continuous employment. A regular full-time employee accrues paid sick leave and personal time off starting at date of hire.

2. **Regular Three-Quarter Time Employees:**

   Regular three-quarter hour employees: works at least 32 hours but less than forty (40) hours per week.

   An employee who has satisfactorily completed the six month introductory period and who is regularly scheduled to work and who works at least forty (40) but less than seventy-two (72) hours per pay period for an indefinite period of time. A regular three quarter-time employee accrues prorated paid sick leave and personal time off starting at date of hire.

3. **Regular Part Time Employees:**

   Regular part-time employees: works at least 20 hours but less than 40 hours.

   An employee who has satisfactorily completed the six month introductory period and who is regularly scheduled to work and who works at least twenty (20) hours but less than thirty-two (32) hours per pay period for an indefinite period of time. A regular part-time employee accrues prorated paid sick leave and personal time off starting at date of hire.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

4. **Per Diem, Occasional and/or On-Call Employees:**

An employee hired to work on an irregular scheduled basis in accordance with the need of each specific department. An occasional employee who has not worked for Cochise Regional Hospital for a period of six (6) months will be removed from the active employee role and must reapply before he or she will be scheduled.

**EXEMPT AND NON-EXEMPT CATEGORIES**

Certain management, administrative, and professional employees are exempt from receiving extra compensation for hours worked in excess of forty (40) per week. The Fair Labor Standards Act has established requirements that must be met before an employee can be classified as exempt:

1. On August 23, 2004, the salary level for employees to be exempt increased to $455 per week and must be paid on a salary basis. The employee must also meet the standard test (listed below) to qualify as exempt.

2. The employee's primary duty consists of the management of the enterprise in which he or she is employed.

3. The employee customarily and regularly directs the work of 2 or more other employees.

4. The employee has the authority to hire or fire other employees or provide suggestions and recommendations that will be given particular weight in the hiring, firing, advancement, promotion, or any other change of status of other employees.

Detailed information on Exempt Status is available in the Human Resources Department.

Effective Date: 2/2/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Name Tags

POLICY

It is the policy of Cochise Regional Hospital that name tags provided by Cochise Regional Hospital will be worn by employees while on duty. Exceptions will be made where sterile technique is in use. Name Tags are an integral part of our safety and security management plans.

PROCEDURE

Name tags must be visible even if employees wear special clothing such as aprons, lab coats, etc. Except for fasteners, name tags may not be altered. Name tags must be worn above the waist. Stickers are not allowed to deface the name tag.

Required changes in name tags because of a change of name, department, or title will be done without charge.

Employees will report lost or damaged tags to their Department Heads. Name tags which are broken at no fault of employees will be replaced without charge.

Name tags remain the property of Cochise Regional Hospital, and they will be returned to the Human Resources Department when employees terminate employment at Cochise Regional Hospital.

Department Heads are responsible for adherence to this policy for the employees they supervise. Failure of employees/Department Heads to comply with these procedures may result in disciplinary action.

Effective Date: 2/2/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Orientation

POLICY

As a condition of employment, it is Cochise Regional Hospital's policy that all employees participate in a General Orientation to enable them to more effectively perform the functions of their jobs.

It is Cochise Regional Hospital's policy to involve the orientee personally in his or her own orientation, to personalize the orientation to meet his or her particular needs and objectives, and to assist him or her to be aware of the manner in which he or she can help Cochise Regional Hospital meet its objectives.

PROCEDURE

**General Orientation:** A General Orientation will be conducted for all new employees.

At the completion of the General Orientation, the orientee will:

1. Be acquainted with the general policies of Cochise Regional Hospital.
2. Be acquainted with the function of various departments.
3. Be familiar with those procedures and policies governing routines at Cochise Regional Hospital.
4. Be familiar with the roles of managerial and other employees in the departments.
5. Be able to function as a member of the health care team.
6. Be familiar with the physical features of Cochise Regional Hospital.
7. Be aware of the cost, use and conservation of supplies and equipment.
8. Be aware of Fire, Safety, Disaster, and Infection Control regulations for Cochise Regional Hospital, including "Right-to-Know" regulations.
9. Be familiar with the Human Resources Policies, the time card/staffing policies and the payroll system.
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10. Become more familiar with the Employee Handbook policies.

11. Become more familiar with the process of Improving Organizational Performance and its methodology.

Employees will be compensated for hours spent in General Orientation at their scheduled rate of pay, excluding shift differential.

**Department Orientation**

The Department Head or designee will introduce the new employee to his or her service unit. He or she will review departmental policies and tour the area with the new employee. New employees will be introduced to other personnel in the area. The Department Head orients new personnel to the area by reviewing and explaining:

1. Job Description/Duties
2. Fire/Safety/Disaster Plan specific to the service area
3. Right-to-Know Act provisions specific to the service area
4. Time cards and scheduling
5. Daily or routine activities
6. Tour of department area
7. Orientation to equipment
8. Competency checklist procedure (if applicable)
9. Safety and security specific to department areas
10. New employee will be given a short tour of the hospital and introduced to the other departments.

11. The orientation process will be formally documented upon completion and forwarded to the Education Coordinator to be placed in the employee’s education file. The Department Head will also forward a copy of Department Orientation to the Human Resources Department.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 11/07, 07/14
Employee "Right-to-Know"

POLICY

It is the policy of Cochise Regional Hospital to comply with the Right-To-Know Act (Article 285878 of the Public Health and Labor Law) of 1980. This article requires that every employer establish an education and training program for employees who may be exposed to toxic substances while on the job and to maintain any records of any exposure.

PROCEDURE

It will be the responsibility of the Chairperson of the Quality and Safety Committee (or designee) to assure that Cochise Regional Hospital complies with all requirements of the Right-to-Know Act. It will be the responsibility of the individual Department Heads to assure that the risk of exposure to toxic substances for Cochise Regional Hospital employees is minimized and that each of his or her employees is aware of the exposure risks associated with his or her job.

The Chairperson of the Quality and Safety Committee and his or her designee will annually be responsible for the following tasks:

1. In conjunction with each Department Head and the Education Department, provide orientation on an ongoing basis (with general information as well as specific information, when necessary) regarding the Right-to-Know Law.

2. Ensuring that a list of the Materials Safety Data Sheets (MSDS) sheets appropriate for each department are located in each department and accessible to all employees.

3. Maintaining an MSDS Manual listing all hazardous chemicals in the Cochise Regional Hospital. All new substances will only be used when the Cochise Regional Hospital has been provided a data sheet form the company regarding that substance.

Once the information is compiled, each Department Head is required to document appropriate training regarding these facts with the aid and support of in-service education.

A person in each department (Department Head or designee) will be responsible for responding to employee requests for information.

Reviewed: 1/04, 10/05, 11/07, 07/14
Revised: 10/05, 07/14
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**Introductory Period**

**POLICY**

It is the policy of Cochise Regional Hospital that the first six months of employment in any position (either hire or transfer) be considered a department specific introductory period to the job and/or to Cochise Regional Hospital.

**PROCEDURE**

All employees are considered to be in an introductory period for the first six months of their employment in any position at Cochise Regional Hospital. During this time, employees become acquainted with their new job, fellow employees, and facility/department. This introductory period gives Cochise Regional Hospital the opportunity to evaluate the employee’s job performance. During this important period, the ability, work performance, attitude, safety practices, attendance, and dependability of the new employee will be carefully evaluated by the Department Head. In the event that the Department Head, with the agreement of the CEO, should determine that the introductory period has not been satisfactory, CRH reserves the right to discontinue the employment of the employee without stated reasons.

At the discretion of management, the introductory period may be extended if circumstances warrant such action. This extension would be granted by the Department Head/Human Resources Department and the CEO.

If an employee has worked at CRH before, and less than one (1) year has passed before rehire, the introductory period will be determined on a case-by-case basis by the Department Head and Human Resources for approval by the CEO.

Employees will begin to accrue benefits for which they are eligible at their date of hire.

**Effective Date:** 2/1/99  
**Reviewed:** 2/02, 1/04, 10/05, 11/07, 07/14  
**Revised:** 2/02, 4/02, 11/07, 07/14
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Anniversary/Effective Date (Length of Service)

POLICY

It is the policy of Cochise Regional Hospital to define the employee's first day of work as the anniversary date with length of service beginning on that day. An employee's length of service is a benefit which carries certain privileges and considerations. The organization determines longevity by the length of "continuous" service to Cochise Regional Hospital.

PROCEDURE

All other factors being approximately equal (skill, knowledge, training, efficiency, accomplishments, physical fitness requirements, disciplinary warnings and actions), length of continuous service will be a determining factor in:

1. Promotions, demotions and transfers.
2. Shift preferences.
3. Certain employee benefits (vacation, service awards, etc.).

Once the employee has completed orientation, the length of service will be computed from the day of hire.

Unless specifically required by law, a leave of absence will normally not count as service time. Time spent on a leave of absence will be subtracted from length of service for the purpose of defining earned leave accrual rate.

Accrual of length of service will terminate upon:

1. Voluntary resignation.
2. Involuntary termination as determined by management.
3. Layoff exceeding six (6) months.
4. Other personnel actions resulting in severance of employment where applicable.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 10/05, 07/14
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Dress Code

POLICY

In addition to competence, dedication and courtesy, the personal appearance of all who are associated with CRH is vitally important in our relations with patients/residents and visitors. The purpose of the dress code is to ensure a professional atmosphere in all areas of the hospital and represents the standards which will be followed by staff at CRH.

PROCEDURE

The employees' work apparel and uniforms should be suitable to the individual job performed. Apparel should be professional business attire and must be clean and neat at all times. This also includes employees that are on-call and called back to perform services.

In order for employees to distinguish professional dress, we have developed a set of guidelines for employee attire. However, individual fashion tastes range widely and societal trends can change rapidly. Therefore, Department Heads will use reasonable judgment and current customer expectations in communicating with employees what constitutes appropriate dress for a professional business setting. The Head of Human Resources will have the final decision on any dress code disputes that cannot be settled by the Department Head.

1. NAME BADGES

   All employees, while on premises providing services, should wear hospital ID badges. They must be worn above the waist with the photo-side displayed, the name and face clearly visible to identify the employee. Stickers are not allowed to deface the name badge.

2. CLOTHING

   A. Direct Patient-Care Staff — Doctors, Nurses, Aides, Medical Assistants, Therapists, and Tech’s.

      Appropriate uniforms should be worn at all times. Uniform code will be as defined by the Department Head. They must be clean, neat and unfaded. Denim jean material is not appropriate.

      Shoes must be a neutral color. No sandals or high heels or open toes/or heels.
B. **Environmental Services and Dietary Staff**

Appropriate uniforms should be worn at all times. Uniform code will be as defined by Department Head. They must be clean, neat and unfaded. Denim material is not appropriate. Dietary staff shall wear caps or hairnets when preparing and serving food.

C. **Maintenance Staff**

Casual dress including denim jeans is acceptable. Caution should be exercised in wearing logos or photo/picture bearing clothing, as some may be inappropriate. Clothes must be clean, neat and unfaded.

D. **Business Office and Administrative Staff**

Formal or casual business wear is acceptable. T-shirts are not acceptable. Clothes must be clean, neat and unfaded.

Shoes should be appropriate for the job. Caution should be exercised in wearing high heels. Stiletto heels are prohibited. When appropriate, hosiery should be worn.

E. **Dress Down Day**

Fridays are approved as dress down days. Denim jeans which are clean, neat and unfaded may be worn by staff.

3. **HAIR, NAILS, MAKE-UP, PERFUME, JEWELRY AND BODY ART**

A. **HAIR**

**Direct Patient Care Staff**

Hair should be clean, well kept and out of the face and eyes.
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Environmental Services and Dietary Staff

Hair should be clean, well kept and out of the face and eyes. When appropriate, caps or hairnets must be worn by dietary staff.

Maintenance Staff

Hair should be clean, well kept and out of the face and eyes.

Business Office and Administrative Staff

Hair should be clean, well kept and out of the face and eyes.

B. NAILS

Direct Patient Care Staff

Artificial nails, long nails (3 mm beyond the growth surface of the natural nail), polished nails with chips or cracks, and all forms of fingernail jewelry are prohibited. Refer to Infection Control Manual for further details — Section 2.J.37. Nails should be clean and well kept.

Maintenance Staff

Nails should be kept as clean as possible.

Business Office and Administrative Staff

Nails should be clean and well kept.

C. MAKE-UP AND PERFUME

All employees should exercise good judgment and consideration. No excessive make-up or strong perfumes. Please consider that some strong scents emitted by some make-up and cologne/perfume products may cause allergic reactions in patients or coworkers.
D. JEWELRY

All Employees

Minimal jewelry is appropriate. Multi earrings or bracelets are discouraged. No large or sharp objects. Long earrings (\pfrac{3}{4} inch below lobe or longer) are discouraged. Jewelry worn in the nose, tongue, lips or eyebrows is prohibited.

E. BODY ART

All Employees

Tattoos that display obscene/provocative anatomy, pictures, designs, or statements of a derogatory nature should be covered. Any employee working in a public sensitive or direct patient-care area should cover any tattoos that might be considered distracting to others.

F. OTHER

All Employees

The following styles are prohibited: tube tops, tank tops, the no-bra look, separate halter-type tops, any bare-midriff styles, shorts of any type, denim jeans (except approved departments and approved days), deep slits in skirts or dresses, low-cut, or revealing blouses, low-cut or revealing pants or trousers.

Effective Date: 10/01
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 10/01, 2/02, 1/04, 10/05, 07/14
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Personnel Records/Release of Protected Employee Information

POLICY

Cochise Regional Hospital maintains an accurate and confidential personnel file for each employee. This record includes information regarding pay, benefits, performance reviews, discipline, letters of recommendations, and any other employment-related documentation. With the exception of written references and other confidential documents, employees have a right to read and review any information in accordance with state law.

PROCEDURE

1. **Personnel File Contents**

   A file for each employee is prepared by the Human Resources Department. The following official papers (documents) are contained in each employee file:

   - Application Form/Resume
   - Reference Checks
   - W-4 Form
   - Personnel Record File Checklist
   - Employment Status Forms
   - Change in Employment Status Form
   - Requests for Leave of Absence
   - Employee Counseling Forms
   - Copies of licenses, certificates
   - Job Description
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- COBRA Information
- Orientation Check List
- Performance Reviews
- Competency Evaluation
- Corrective Actions
- Termination of Employment
- Performance Reviews
- Employment Eligibility Verification (I-9) forms are maintained in a separate location.

In addition, the Human Resources Department maintains a separate benefit file for each employee, to include medical, dental, and vision enrollment documents, and other benefit related documentation.

2. Confidentiality

The confidentiality of employee files will be maintained by Cochise Regional Hospital at all times. File contents shall be made available to the employee, the Department Head, CEO, officers of the law and/or courts upon subpoena, parties specified by the employee in a written release, and to officers of local, state and federal governmental organizations.

3. Retention of Personnel Records

Upon termination of employment, an employee's official personnel file will be moved to the current year's terminated files. The original application for employment, references, performance evaluations, all status/personnel action forms, W-4's, 1-9 forms, educational transcripts, certificates of continuing education, all documentation pertaining to any authorization for payroll deductions, corrective action forms, and related documentation and any letters of commendation will be retained for a period of three (3) years.
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4. **Changing Personnel File Data**

In order that the personnel records for all employees are kept up to date, employees are required to report any changes in the following within fifteen (15) days to the Human Resources Department:

a. Name
b. Address
c. Telephone Number
d. Marital Status
e. Number of Dependents for Withholding purposes (W-4)
f. Beneficiary or Dependents indicated in the employee’s insurance policy, or person to notify in case of an emergency.
g. Citizenship
h. Other information having a bearing on employment.

Personnel Change Notices may be obtained through the Human Resources Department/Department Manager. The employee should fill out the change and give the information to the Human Resources Department.

When the employment status (leave of absence, termination, etc.) of an employee changes, a Personnel Change Notice form must be completed and forwarded to the Human Resources Department by the Department Head. The Human Resources Department will forward the PCN to the Accounting Department to make the appropriate payroll changes.

Effective Date: 1/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 07/14
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Personnel File Inspection

POLICY

Employees are permitted to inspect their individual, official personnel files at reasonable times and during regular business hours.

PROCEDURE

An employee, or an agent designated by the employee, may access their file anytime during the hours that the Human Resources Department is open: 8:00 A.M. - 4:30 P.M., Monday - Friday. If an employee wishes to grant access to a designated agent, the employee must first provide to the Human Resources Department a signed authorization form designating the authorized individual(s) and indicating the purpose of the inspection or the parts of the employee's official personnel file that may be inspected by the agent(s).

A nominal charge may be required if an employee or an employee's agent requests copies of the personnel file. With the exception of written references and other confidential documents, employees have a right to read and review any information in their personnel file in accordance with State Law.

Effective Date: 1/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 07/14
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Employee Health Records

POLICY

In order to comply with the requirements of the Americans with Disabilities Act, all employee health records, including the initial pre-employment physical examination, will be maintained in the Employee Health Department separate from an employee’s personnel file.

PROCEDURE

For the purposes of this policy, these health records will be maintained in a separate locked file.

Information obtained during the initial medical examination and any other job-related subsequent medical information will be treated as confidential except that:

- Department Heads may be informed of necessary restrictions on the work duties of an employee and any necessary accommodations;
- First aid and safety personnel may be informed, when appropriate, if the disability might require emergency treatment;
- Government officials investigating Facility’s compliance with the Americans with Disabilities Act may be provided with relevant information on request;
- State worker’s compensation officers or secondary injury funds may be given information as required by state worker’s compensation laws; and
- Information obtained in the course of the medical physician examination or inquiry may be communicated for insurance purposes.

See attached list of documents that are part of the employee health record.

Effective Date: 1/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
Employee Health Record

Health Authorization Form (Human Resources Routing Form)
Release of Information Form
Next of Kin
Initial Health Assessment Form
Questionnaire for Adult Immunization
Immunization Records
Physical Exam Form
Annual Health Reassessment
Flow Sheet
TB Exposure Questionnaire
TB/CXR
Hepatitis Vaccination Consent (A or B)
Miscellaneous Vaccination Consent (i.e. MMR, Varicella)
Health Immunization Administration Record
Influenza Vaccination Consent
Labs (rubella, hepatitis titers, etc.)
Drug Screen Results
Drug Screen Chain of Custody
Occupational Infectious Material Exposure Report
Employee Injury of Excuse from Work Form
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The Communication Program

POLICY

It is the policy of Cochise Regional Hospital to provide and maintain a communication system for management to make its decisions known and understood, to keep employees informed on matters affecting the organization, and to obtain feedback from employees on their thoughts and viewpoints on work-related matters affecting the organization.

Communication is vital to the success of Cochise Regional Hospital. We believe that people perform best when fully informed. In addition to formal news and other communications, Cochise Regional Hospital encourages employees to express their views and ideas through a number of established channels.

The following objectives serve as a basis for the development and maintenance of Cochise Regional Hospital's ongoing communication efforts:

- To convey information about matters which affect the organization.
- To create and maintain the best possible mutual understanding about CRH's policies and practices.
- To provide employees and medical staff members timely and accurate information for their effective and efficient involvement in the organization and its operations.
- To inform management about what employees think about their jobs, working conditions, supervision, and Cochise Regional Hospital generally.

PROCEDURE

Cochise Regional Hospital has developed tools of communication to meet the organization's objectives. They include:

- Bulletin Boards
- Suggestion System
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- Letters and Publications
- Meetings
- Opinion Surveys
- Employee Newsletter

Each communication method is described in detail in specific policies (1.G.57-59).

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
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Bulletin Boards

POLICY

In an effort to enhance our in-house communications network, it is Cochise Regional Hospital's policy to maintain an effective bulletin board system. Bulletin boards serve as a convenient and necessary means of official communication between management and employees. Cochise Regional Hospital uses bulletin boards as a means to communicate information to all employees about meetings, events, and other items of interest.

PROCEDURE

Guidelines regarding posting on bulletin boards are:

- Any item to be posted on any bulletin board in the Cochise Regional Hospital must be posted on the appropriate bulletin board.
- All unauthorized postings will be removed.
- Under no circumstances will the posting of political or other potentially controversial material be permitted.
- Employees are encouraged to read bulletin boards on a regular basis.

Employee bulletin boards are located centrally so that employees have easy access to information. Bulletin boards are to be used for job openings and other informational items. The location of bulletin boards will be pointed out to employees during their Cochise Regional Hospital orientation.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
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Suggestion System

POLICY

It is Cochise Regional Hospital's policy to encourage employees to submit suggestions, questions, and comments for consideration and/or response. The suggestion program is designed to provide an opportunity for employees to express their ideas in a free and open atmosphere. Cochise Regional Hospital will solicit input and comments from all employees to help provide high quality, cost-effective health care to the patients and the community. Suggestions may be related to cost reduction, safety, improved public relations, or easier methods of getting work done.

PROCEDURE

1. A locked container will be maintained for collection of employee suggestions.

2. Suggestions may be placed in the suggestion box in confidence. Employees should feel free to place suggestions, complaints, questions, or concerns related to the Southwest Arizona Medical Center in it. The confidentiality of all written suggestions will be maintained at all times.

3. Access to the box is restricted to the Executive Assistant. The Suggestion Box will be emptied and suggestions/comments presented to the CEO.

The suggestion Box is not meant to supersede Departmental meetings, direct communications with Supervisors and Administration, or the problem-solving procedure. It is intended to supplement other forms of communication.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
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Letters, Publications and Meetings

POLICY

In an effort to enhance Cochise Regional Hospital's communications network with employees, it is Cochise Regional Hospital's policy to maintain an effective public relations program through the use of various publications and communication strategies.

PROCEDURE

There are a number of general publications and mailings that employees will receive. Employees are asked to share the appropriate information with their families so they may feel a sense of involvement. Some of these general communications include:

1. Payroll Inserts
   Monthly, employees will receive a copy of the "Employee Newsletter" attached to their paycheck. The newsletter services as a communication tool to share information with the employees and employees are encouraged to submit articles. From time to time, employees may receive information mailed to their homes or enclosed with their paycheck. Matters of major importance will be communicated in letters allowing employees to read the information at their leisure and/or share it with their families. Employees are responsible for understanding the information communicated in letters. Questions should be directed to the Department Head or Human Resources Department.

2. Meetings & Other Communication Methods:

   Meetings
   Meetings will be held periodically to provide everyone the opportunity to discuss concerns, make suggestions, provide information, and set goals.
Meetings with the CEO: When appropriate, the CEO schedules meetings open to all non-management employees. The meetings will last approximately one hour. Attendance at these meetings is voluntary. Notices for meetings with the CEO will be distributed to Department Heads.

Department Head Meetings: On a regular basis, Department Head meetings are held between the various Department Heads and Administration. The minutes of these meetings are available to employees in each department.

Department Meetings: Departments hold regularly scheduled meetings to convey issues and concerns to employees. The Department Heads meet with their employees and discuss specific issues related to their department.

Employee Opinion Surveys

In an effort to obtain input from employees regarding working conditions and job satisfaction, opinion surveys may be conducted periodically. Employee's opinions will be solicited regarding issues surrounding the work environment at Cochise Regional Hospital. Results will presented to the CEO/Administration and shared with employees.
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Problem Solving Procedure

POLICY

During the course of employment, there may be times when issues arise which cause employees concern, problems, or feelings of disagreement. It is the policy of Cochise Regional Hospital to see to it that employees have an effective means of resolving these issues in a prompt fair manner. For this purpose, we have developed a "Problem Solving Procedure" which will ensure that employees receive an opportunity to be heard and receive an impartial answer to complaints or disagreements.

PROCEDURE

Employees may utilize the procedure for any complaint about work, pay, performance ratings, supervisors, or personality conflicts. Department Heads are responsible for appropriate implementation of this policy.

STEP ONE: If an employee has a question he/she should raise the issue with the Department Head within three (3) working days following the incident giving rise to the question. The employee may approach the Department Head in either verbal discussion or by submitting a written summary of the question at his/her choice. If an employee has a complaint, he/she should raise the issue within three (3) working days following the incident giving rise to the complaint. All complaints must be submitted in writing. Resolution will be delayed if proper chain of command is not followed.

STEP TWO: If the complaint is not satisfactorily resolved pursuant to Step 1, then the employee will be requested to put the complaint in writing and submit it to the Human Resources Department within five (5) working days of receiving the response from the Department Head. This written document should simply summarize the question or complaint and the reasons why there is disagreement with the Department Head's response. The Human Resources Department will schedule a meeting between the employee, Department Head, and the member of the Executive Team member responsible for the area. The meeting will be scheduled to be held within a five (5) working day period after the employee's request has been received.
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**STEP THREE:** If no solution is reached, the employee will then outline the problem in writing and present it to the CEO. A meeting will then be scheduled. The CEO will determine who needs to attend the meeting, but meetings will usually include the employee, Department Head, Executive Team member overseeing from the area, Head of Human Resources, and the CEO. The decision reached will be considered final.

Under no circumstances will job status, security, or working conditions of any employee be jeopardized by the use of this procedure.

Failure of an employee to follow the specific time limits within each step will result in dismissal of the concern and an end to the process. The employee and Cochise Regional Hospital may extend the time limit at any stage by mutual agreement.

*Sexual Harassment & Sexual Misconduct issues will be handled following the Sexual Harassment Policy, 1.G.06 and Sexual Misconduct Policy 1. G. 07 in Human Resource Policies and Procedures.*

Effective Date: 2/1/99
Reviewed: 10/04/01, 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 10/04/01, 4/02, 10/05, 07/14
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Disciplinary Action/Termination

POLICY

It is the policy of Cochise Regional Hospital that every Department Head counsel and instruct his/her employees in order to help them develop good work habits which includes teamwork and quality patient care. The Cochise Regional Hospital disciplinary system involves increasingly more stringent disciplinary actions administered in an attempt to take correct inappropriate behavior by employees.

Type of Disciplinary Action:

1. Counseling
2. Verbal Warning (with written summary)
3. Written Warning
4. Disciplinary Suspension
5. Discharge

These actions are meant to establish consistent guidelines for the Department Head. These actions are to be considered in conjunction with the severity of the offense and the employee’s personnel/performance record when administering discipline. Violations over one (1) year old will usually not be considered if the employee has demonstrated an appropriate pattern of acceptable work-related behaviors in that period. The nature and severity of any violation can be of such a degree, as determined by management, to eliminate any and all other disciplinary action, result in probationary status or discharge of the employee without progression through other disciplinary action. This may be done only after consultation with the CEO.

PROCEDURE

COUNSELING

Counseling is a preliminary step to re-educate an employee and make the employee aware of CRH’s Policies and Procedures. Any counseling session must be documented and the employee must sign the documentation.
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Human Resources Policies and Procedures

VERBAL WARNING

In this action, the Department Head will meet with the employee to discuss the rule violation(s) and consequences if the behavior does not improve. The Department Head will document the discussion on a Conference Report (see Page 3), which the employee must sign, and then submit the report to the Human Resources Department for filing in the employee's personnel file. The employee will be provided a copy of the report.

WRITTEN WARNING

If it is necessary to counsel an employee for any reason that might ultimately lead to discharge, at a minimum, the Department Head will present the employee with a written warning and discuss that warning with the employee. The employee will be requested to sign the warning as proof that the warning was received and will receive a copy of the report. If the employee refuses to sign, the Department Head will note the employee's refusal. The original warning form will be maintained in the employee's personnel file.

DISCIPLINARY SUSPENSION:

The purpose of disciplinary suspension is to emphasize to the employee the seriousness of his/her action(s). Suspensions without pay can be of any length deemed appropriate by management of Cochise Regional Hospital. The employee must sign the notice and will receive a copy. It will be documented if the employee refuses to sign the notice. The original notice will be maintained in the employee's personnel file.

DISCHARGE

The decision to discharge an employee will be made jointly by the employee's Department Head, Head of Human Resources and CEO. When the decision to discharge has been made, the action will not be delayed. The employee will receive his final pay check on the day of termination. The Department Head will notify payroll at least two (2) hours prior to termination so payroll can prepare the final manual paycheck to be handed to the employee with the "Personnel Change Notice" (PCN) of discharge by Human Resources.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14 Revised: 2/02, 1/04, 10/05, 11/07, 07/14
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Conference Report

Name: ___________________________ Date: _______________________

Date of Incident: ________________________________________________

Incident (state fully):

________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________

(If more space is needed, use back of sheet)

Recommended Corrective Action:

________________________________________________________________
________________________________________________________________

Time Frame for Correction:

________________________________________________________________

Date for Evaluating Results:

Action to be taken if not corrected or improved:

________________________________________________________________
________________________________________________________________
________________________________________________________________

The above incident has been discussed with me and I have/have not (circle one) received a copy of this report.

________________________________________________________________
Employee Signature Date

The above incident has been discussed with employee.

________________________________________________________________
Department Head Signature Date
Behavior Leading to Disciplinary Action

POLICY

It is Cochise Regional Hospital's policy to establish rules of conduct which ensure a safe, pleasant working environment and to achieve an atmosphere that encourages high productivity and smooth business operations. Standards of conduct are not designed to restrict the employee's activities, but are required to protect the safety and well-being of all patients, employees, and visitors. In addition to the general standards outlined by the Cochise Regional Hospital, the employee is expected to follow any additional standards of conduct that apply to his/her department and profession. Employees who fail to conduct themselves in a professional and business-like manner will be subject to disciplinary action, up to and including dismissal.

Some examples of unacceptable forms of conduct which will result in disciplinary action are:

1. Negligent treatment, abuse, or conduct which endangers the welfare of a patient, visitor, or another employee; or the failure to report such acts which contributes to serious hazard or injury to any patient or other person on the premises of Cochise Regional Hospital.
2. Theft or willful destruction of Cochise Regional Hospital property, or property belonging to patients, other employees, visitors, or other people affiliated with the organization.
3. Reporting for work under the influence of drugs or alcohol. Use or possession of alcohol or drugs on Cochise Regional Hospital premises while on duty. Apparent intoxication, possession, or being under the influence of alcohol or unprescribed drugs on the premises.
4. Insubordination, refusal, or intentional failure to carry out the reasonable direction of supervisors or perform requested work assignments.
5. Unauthorized possession or concealment of firearms or weapons on Cochise Regional Hospital premises.
6. Loitering on the premises at any time, wasting time, or leaving the place of work during working hours without permission, except for normal personal time sleeping or apparent sleeping on the job during working hours.
7. Absence for three (3) days, whether consecutive or not, without notifying supervisor.

8. Excessive absenteeism which ultimately impairs the ongoing functionality of Cochise Regional Hospital. Habitual tardiness; repeated failures to be at work station at start of shift.

9. Falsification of employment records, time sheets or other Cochise Regional Hospital records; improper time card signing, unauthorized altering or removing of any time card or time records, or permitting others to do the same.

10. Fighting or attempting bodily harm to patients, another employee, or any other person affiliated with Cochise Regional Hospital.

11. Unauthorized access, disclosure, or dispersement of confidential information to unauthorized individuals, in or outside of Cochise Regional Hospital.

12. Posting or removal of notices, signs, or writing in any form on any Cochise Regional Hospital bulletin board, or company property, without authorization by the Head of Human Resources.

13. Use of threatening, profane, or abusive language to patients, other employees, visitors, or other people on the premises.

14. Unsatisfactory work performance; substandard quality or quantity of work, including deliberate reduction of output; negligence resulting in injury to a patient, another employee or visitor.

15. Disrespect to manager, insubordination or intentional negligence in performance of assigned duties.

16. Fraudulent reporting of illness or injury, whether work-related or not. Fraudulent use or other abuse of sick time benefits.

17. Making false, malicious, or dishonest statements concerning any patient or employee working at Cochise Regional Hospital; participating in irresponsible and malicious gossip.

18. Unprofessional, indecent, or unlawful conduct on the premises.
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Human Resources Policies and Procedures

19. Harassment of employees, patients, visitors, or other people on the premises.

20. Violating a safety rule or creating/contributing to unsafe working conditions.

21. Disruptive behavior, horseplay, shouting, or other inappropriate behavior on the premises.

22. Coercing, bribing, inciting, or otherwise inducing employees to engage in any practice in violation of established policies.

23. Conviction for violation of a criminal law.

24. Soliciting gratuities from patients or their families.

25. Habitually exceeding the frequency of length of time allotted for meals and breaks (i.e., smoking breaks).

26. Willful waste of materials or supplies, including using Cochise Regional Hospital property for personal use without authorization. Use of Cochise Regional Hospital telephones for personal business without prior approval of the employee’s supervisor.

27. Refusal to leave the premises upon the request of an authorized representative of Cochise Regional Hospital.

28. Excessive number of formal disciplinary warnings.

29. Boundary violations, sexual harassment, or sexual misconduct.

30. Use of facility computers to play games or inappropriate use of Internet. Playing games, reading materials not related to employee’s position.

Because it is impossible to provide an exhaustive list of types of conduct that are unacceptable, it should be noted that the above list is not all-inclusive and that Cochise Regional Hospital retains the right to amend the list as circumstances warrant.
PROCEDURE

Disciplinary action will be taken for violations of these and other appropriate standards of conduct. Disciplinary action can vary from verbal warning through termination of employment depending on the nature or severity of the offense and/or the employee’s behavior pattern (See Disciplinary Action & Termination Policy #1.G.61).
COCHISE REGIONAL HOSPITAL  
Human Resources Policies and Procedures  

Separation of Employment  

POLICY  

It is hoped that the relationship between the Cochise Regional Hospital and its employees is mutually satisfying. However, as plans change and other opportunities arise, the employee may choose to leave Cochise Regional Hospital or Cochise Regional Hospital may need to terminate the employment relationship. To this end, Cochise Regional Hospital provides an orderly and efficient procedure for separation of employment.  

PROCEDURE  

In order to remove an employee from the payroll, the supervisor must submit the employee's Resignation Notice and Personnel Change Notice to the Human Resources Department.  

An employee may continue health insurance after the termination date under COBRA regulations by paying the insurance premiums in full.  

An exit interview with the Human Resources Department will be scheduled with the employee prior to the last day of work in order to facilitate a smooth transition. The Cochise Regional Hospital name badge, keys, employee handbook and any other property of Cochise Regional Hospital must be returned to the Human Resources Department on the last day of employment.  

At separation, all outstanding wages and accrued benefits will be provided to the employee on the next regularly scheduled payday or in accordance with applicable state regulations.  

Separations are classified as either voluntary, involuntary, or retirement. Specific policies apply to each category.  

Effective Date: 2/1/99  
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14  
Revised: 2/02, 1/04, 10/05, 07/14
MEMORANDUM

TO: CEO

FROM: COCHISE REGIONAL HOSPITAL EMPLOYEE

DATE: _________________________

RE: VOLUNTARY RESIGNATION

I hereby submit my resignation to Cochise Regional Hospital in Douglas, Arizona effective _________________________.

I wish to make clear that I have no claim or ground for claims against my employer (Cochise Regional Hospital) based on my time of employment with the hospital.

My reason for leaving is:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Employer's Acceptance _________________________ Employee Signature _________________________
COCHISE REGIONAL HOSPITAL
Personal Exit Interview and Release Form

EMPLOYEE NAME ________________________________________________

DEPARTMENT ____________________  POSITION ____________________

LAST DAY WORKED _______________________________________

Reason for Separation: _____ Resignation _____ Termination _____ Discharge

Name of Interviewer: __________________________________________

Check when action completed or indicated not applicable:

1. Vacation accrual verified
2. Outstanding Expense Reports settled
3. Office keys returned
4. Photo ID Badge returned
5. Return of all equipment
6. Deletion of password and access from computer
7. Final paycheck given/mailed
8. Informed of benefit conversion

PROPERTY NOT RECEIVED: ________________________  DATE RETURNED: ________________________

FORWARDING ADDRESS:

EMPLOYEE

COMMENTS:

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Employee Signature ___________________________  Date ___________________________
Voluntary Separation (Resignation)

POLICY

In order to provide quality care on a continuous basis, it is the policy of Cochise Regional Hospital to provide an orderly and efficient procedure for resigning from employment at Cochise Regional Hospital.

PROCEDURE

Resignation is defined as a voluntary separation. To ensure quality patient care on a continuous basis, it is necessary for the Cochise Regional Hospital to be provided prior knowledge of the employee’s desire to resign.

The employee must submit a completed Resignation Notice to his or her supervisor on a timely basis (as far in advance as possible).

Employees in managerial, supervisory and professional positions are expected to give at least four (4) weeks notice in writing before their expected termination date. All other employees are expected to give at least two (2) weeks written notice.

If an employee is not given an opportunity to work out the remainder of his or her time after notice of resignation, he or she will be paid based upon the amount of notice provided by the employee or as agreed upon by the employee and employer.

Upon termination of employment, the employee will receive his or her final check on the next regularly scheduled pay day. Employees who resign their position shall receive payment including any accrued benefits. All other general separation of employment procedures apply.

Effective Date: 2/1/99
Reviewed: 2/02, 2/04, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 2/04, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
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Involuntary Separation (Dismissal)

POLICY

It is the policy of Cochise Regional Hospital to provide an orderly and efficient procedure for dismissing an employee from the service of Cochise Regional Hospital.

PROCEDURE

Dismissal is defined as an involuntary separation of employment by the Cochise Regional Hospital.

Cochise Regional Hospital retains the right to discontinue the employment of any employee at any time for appropriate reasons. Disciplinary action is described in the previous section; 1.G.61 "Disciplinary Action/Termination".

Department Heads must discuss an involuntary termination with the Human Resources Department and the CEO before the employee is terminated. All discharges must be documented with a Personnel Change Notice indicating termination date and reason for termination. Dismissal for disciplinary reasons will only be done after careful review of the circumstances. The employee will be paid up to and including the hour of discharge, including all accrued benefits.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 2/04, 10/05, 9/07, 07/14
COCHISE REGIONAL HOSPITAL
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Retirement

POLICY

It is Cochise Regional Hospital's policy to comply with the Federal Age Discrimination in Employment Act (ADEA), which prohibits employers from requiring employees to retire, and to provide benefits upon retirement.

PROCEDURE

Employees who plan to retire are asked to notify their Department Head and the Human Resources Department as soon as they have selected a date. At retirement, the employee will be informed of any continuation of benefits to which he or she is eligible. All other procedures listed under the Separation of Employment policy apply.

In addition, Cochise Regional Hospital may provide a retirement reception for the employee, if the employee would enjoy such an event. Upon notification of retirement, the Human Resources Department will contact the employee regarding the reception and any retirement benefits provided by the employer.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Exit Interview, Pay and Benefits

POLICY

A confidential interview will be conducted with each employee who is leaving the employment of Cochise Regional Hospital. These interviews are conducted for the purpose of determining the exact reason of the employment separation as well as documenting impressions or constructive comments that may improve the working conditions at the Cochise Regional Hospital.

The exit interview is designed to:

1. Communicate the employee's final compensation and benefits;

2. Give the employee the opportunity to comment on the "positive" and "negative" aspects relating to his or her employment at Cochise Regional Hospital (Leadership welcomes employee concerns and suggestions);

3. Give Cochise Regional Hospital a chance to retain the services of competent employees, if a satisfactory solution of problems can be found before the resignation date; and

4. Provide Administration with reliable data regarding the issues resulting in resignations from Cochise Regional Hospital.

Prior to leaving employment, the Human Resources Department will schedule an exit interview with the employee to be conducted during the last week of employment. The employee will be sent an exit interview questionnaire to complete prior to the appointment. Employee honesty in completing the questionnaire is desired and appreciated. All information given by the employee will be kept confidential and will not become part of the employee's personnel history file.

Effective Date: 2/1/99
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Revised: 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Hours of Work, Scheduling

POLICY

Due to the nature of the operations of Cochise Regional Hospital, it is necessary that adequate personnel be available for staffing twenty-four (24) hours per day, seven (7) days a week. The standard Cochise Regional Hospital pay period is eighty (80) hours per two weeks beginning 0001 Sunday and ending on the second following Saturday at 24:00 Saturday.

PROCEDURE

Schedules for work and days off are prepared by the Department Head. Overtime and rotating shifts may be scheduled. Depending on work load, scheduled starting times, quitting times and lunch periods are determined by and may fluctuate at the discretion of management. Regularly scheduled shifts are normally zero-five (0-5), eight (8) and ten (10) hours in length with an unpaid half hour for lunch. Four (4) and five (5) hour shifts do not have to take an unpaid half hour lunch break. It is not mandated by law. If you work six (6) hours or more, it is mandated by law that you take an unpaid half hour lunch break. Because of fluctuations in census, acuity, unforeseen emergencies, and other patient care factors, it is not possible to guarantee any employee a particular number of hours or a specific schedule on an extended basis. Employees may be required to work more hours or fewer hours than normal in a given time period. In many departments, weekend and holiday work will be required and employees are expected to share in the coverage of those hours. Designated departments, with administrative approval, have adopted variable shifts.

Responsibility and Scheduling

1. All employees (part-time and full-time) are expected to cover any shift as needed, regardless of their normal shift assignment.
2. In those departments where weekend and holiday coverage are necessary, it is our policy that these assignments be rotated in a consistent and equitable manner among qualified staff members.
3. Department Heads are responsible for assuring continuous departmental coverage where appropriate. Departments should never be left unattended during normal hours of operation.
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4. Department Heads will post a time schedule for all personnel. While posting schedules may not always be possible because of changes in the department patient load or emergencies, at least at twenty-four (24) hour notice will be given of a change in the work schedule whenever possible.

5. Scheduling requested time off in observance of legal holidays is done by the Department Head in view of the staffing needs of the department.

6. Whenever possible, employees will not be required to report for work unless they have been off duty at least eight hours since completing their last shift. However, in the case of emergency or other situations determined by the Cochise Regional Hospital to require employees to remain overtime or return to work, employees will be required to work additional time. In such situations, Department Heads will attempt to rotate the overtime/double shifts as equitably as possible.

7. Employees will normally not be required to work "split shifts" unless it is mutually agreeable to both the employee and the Department Head. However, in emergency situations, employees may be asked to work a "split" shift.

Change in Shift or Hours:

1. No change in the work schedule may be made without the Department Head's approval. To request a change, the employee should see his or her immediate supervisor.

2. The Department Head will attempt to accommodate the employee's request for a schedule change, providing that:

   * The needs of the patient will be met;
   * Staffing requirements are not affected;
   * An alternate shift is available for which the employee is qualified and/or a replacement (substitute) is found by the employee to cover the shift.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14 Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
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Time Cards/Record of Hours Worked

POLICY
In accordance with federal laws requiring that accurate records be kept of hours worked, all employees are required to record actual hours of work on a time card. The time card is the basic record for pay and many benefits so it must be accurate and complete. All hours worked shown on the time card must be written using military time.

PROCEDURE

A. General Timekeeping Procedures:
One time card is required for each two-week pay period. All employees are to check in and out at approved times only. (Department Heads will provide scheduling details to all employees.) An employee's workday may vary by no more than seven (7) minutes (i.e., for both the start of a shift and the end of the shift) without permission from the Department Head.

Employees will be/may be docked in one-quarter hour increments for tardiness as illustrated below:

<table>
<thead>
<tr>
<th>Minutes Late</th>
<th>Hours Deducted</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 — 7</td>
<td>.00</td>
</tr>
<tr>
<td>8 — 15</td>
<td>.25</td>
</tr>
<tr>
<td>16 — 23</td>
<td>.25</td>
</tr>
<tr>
<td>24 — 30</td>
<td>.50</td>
</tr>
<tr>
<td>31 — 37</td>
<td>.50</td>
</tr>
<tr>
<td>38 — 44</td>
<td>.75</td>
</tr>
<tr>
<td>45 — 52</td>
<td>.75</td>
</tr>
<tr>
<td>53 — 60</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Entries on time card must reflect exact actual hours worked, arrival and departure times on a daily basis, PTO and other benefit time, overtime and any other hours at appropriate special compensation rates (shift differential, etc.), if it is the employee's choice to work specific hours. Shift Differential is at the discretion of the Department Head.
3. **The employee is required to review the time card and sign the time card at the end of each pay period.** The card is then considered accurate and complete, ready for the Department Head’s verification and signature. All entries must be written in ink. Employees should not alter their time cards in any way. "White out" is prohibited from being used on a time card as this is a legal document/record. If an error is made in recording time, the employee must notify the Department Head so appropriate modification/adjustment may be made and initialed by the Department Head. An employee is prohibited from calling payroll or another employee to alter/make changes to their time cards.

4. Hours and days worked will be verified by the signature of the Department Head only.

5. Time cards must never leave the premises of Cochise Regional Hospital; they are hospital property.

6. Misrepresentation, falsifying or writing on the time card or marking another employee’s time card is not permitted and will result in disciplinary action. If any employee is found to have signed in/out for another employee, both persons will receive a warning notice. A second violation of this rule will result in further disciplinary action up to and including termination of employment.

7. Department Heads/Supervisors have the authority and responsibility to verify the accuracy of the time card.

**B. Nonexempt Employees**

Payroll cannot add time to an employee's time card at the request of the employee, it must go through the Department Head.

1. Unless asked to do so by the Department Head, the employee should not sign in for work more than seven minutes before the start of the scheduled shift. This seven minute period is called processing time and is provided to
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Human Resources Policies and Procedures

give the employee time to get to their work station before the scheduled shift begins. The employee will not be paid for this period of processing time.

2. Employees are to sign out any time they leave Cochise Regional Hospital premises during their shifts for other than facility business. Before an employee is permitted to leave the hospital's premises during his or her shift, the Department Head’s approval must be obtained. Employees leaving the premises during their scheduled shift without the permission of their Department Head/Supervisor have voluntarily resigned their employment.

3. Any employee who has not signed in by the beginning of his or her scheduled shift will be considered tardy for that shift.

4. Employees must sign out for unpaid meal periods and whenever the employee leaves the Cochise Regional Hospital premises.

5. Employees should sign out promptly after completing work unless overtime has been authorized IN ADVANCE by the Department Head.

6. Failure to sign in and/or out on a scheduled shift may result in a loss of pay for that day, but if documented proof can be provided that the employee completed the shift, the lost hours will be added on a later check.

7. All employees must keep a running total of hours worked. When they are getting close to 40 hours for the week and they are scheduled for more hours/shifts that will result in more than 40 hours for that week, and constitute "overtime", they must notify their Department Head and receive prior authorization for the overtime or opt to schedule someone else to work.

C. Exempt Employees

1. Exempt employees are not required to keep accurate records of time worked. Exempt employees must note PTO or sick hours on their time card. Exempt employees taking off more than four (4) hours in one day should record the time taken off as PTO time.
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2. "White-out" is prohibited from being used on a time card as this is a legal document/record. After signing the time card, the exempt employee should submit it to his or her Administrative Executive for approval and signature.

D. Final Time Card for Terminated Employee

Employee/Department Head/Supervisors are responsible for completion of time card indicating on the card "PAY ALL BENEFITS". For those employees who are being terminated for disciplinary reasons, the Department Head or supervisor must give payroll the final time card two (2) hours before the employee is terminated.

All time cards are to be submitted to the Payroll Office no later than 11:00 A.M. on the Monday following the end of a pay period. Time cards received late may delay distribution of paychecks as payroll cannot be processed until all time cards have been received. (This includes time cards for employees who have no hours for that pay period.)

Only Department Heads are authorized to request any changes to time cards after they have been submitted to payroll, by 9:00 A.M. Tuesday, or changes will not be reflected on the current payroll period. Department Heads/Supervisors are responsible for recording the changes on the next time card, before submitting it to payroll. Department Heads/Supervisors are also responsible for notifying employees, prior to pay day, if they have been contacted by payroll regarding any changes on their submitted time cards.

Prior to employees contacting payroll or Human Resources regarding their checks, they must contact their Department Heads first to resolve the issue.

All processed time cards will be kept in the Payroll Office.

Please see Policy 1.G.76 for additional time card instructions.

Effective Date: 2/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Rest Periods/Meal Periods

POLICY

Cochise Regional Hospital realizes how important it is for employees to get away from the daily routine of their work. Therefore, rest periods and meal periods are provided to permit employees to get occasional breaks from their work.

However, it is also important that departments are staffed during all their hours of operation. Therefore, all personnel in a department may not take coffee and meal breaks at the same time. Someone must be available to answer the phone and provide service.

PROCEDURE

Rest Periods:

In each full working day, employees may receive one fifteen (15) minute rest break for each four (4) hour work period. These breaks may not be taken at the beginning or the end of the shift or added to an employee's lunch period. During paid breaks, employees must remain on Facility's premises.

Meal Periods:

Unpaid meal periods must be provided to employees who work six (6) or more consecutive hours. Meal periods are no more than thirty (30) minutes in length and are not included as time worked for pay purposes. Time for unpaid meal breaks will be recorded on time cards. The time of these meal periods are at the discretion of the Department Manager or Supervisor.

Employees in public sensitive or patient care areas are to leave their work area for meals. Due to Infection Control it is recommended that meals be eaten in the cafeteria or on the picnic tables outside. An exception is made to include lounges or offices where the door can be closed. Meals should never be consumed at nurse's stations, med rooms or public sensitive areas, including admitting or reception area. Employees are responsible for thoroughly cleaning their area of all food and garbage by the end of the day.
Employees are welcome to bring their own lunch or purchase their meals in the cafeteria. Leaving the premises is permitted as long as you return in your allotted lunch time or make appropriate arrangements in your department.

Employees should use discretion when in the cafeteria when discussing hospital business.

Effective Date: 2/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
Absence and Tardiness

POLICY

It is Cochise Regional Hospital's main objective to provide the best care possible to our patients. In order for Cochise Regional Hospital to accomplish this goal, it is of the utmost importance that each and every employee report for work so that he or she may perform the assigned duties for which he or she is compensated. It is not to anyone's advantage to have employees absent or tardy from their work, especially because it will affect the quality of patient care provided.

Excessive absenteeism or unscheduled requests for personal time, for any reason, place a severe burden on your coworkers as well as Cochise Regional Hospital management since replacements may need to be called in to perform your duties. Since every job is important, each employee is expected to be on time for work every scheduled day. Punctuality means being at the work station ready to work at the start of the shift. Employees are expected to stay on the job until the end of the shift unless excused by the Department Manager.

PROCEDURE

Cochise Regional Hospital recognizes that certain absences are unavoidable. Authorized absences may be given only at the discretion of the Department Head for personal illness or unusual personal situations. For positions relating to patient care or for which the employee is the only person scheduled, arrangements must be made to fill in until the employee arrives. If an employee will be late for work or absent and has not given notice to the Department Head on the previous day, the employee should follow this procedure:

1. The employee is responsible for reporting his or her own tardiness or absence. Having another person call in is NOT permitted. The employee must reach the Department Head or designee directly. Leaving a message with the switchboard or any other department or employee is not acceptable notification. It is the employee's responsibility to understand whom to call if the Department Head is not available.

2. The employee must call as far in advance as possible. Except in very rare instances, Cochise Regional Hospital expects notification at least two hours prior to the start of an employee's shift.
3. Employees returning to work following an illness of three or more days, work injury or any absence due to contagious illnesses must provide a written work release from his or her physician. The doctor's release must come from a licensed U.S. Physician, Nurse Practitioner or Physician's Assistant. This form must be given to the Department Head and will be forwarded on to the Employee Health Nurse to become a part of the employee's file.

4. Employees are expected to notify the Department Head before the regularly scheduled starting time if weather-related difficulties will prevent the employee from coming to work. Cochise Regional Hospital retains the right to provide transportation.

Paid personal time will not be granted if absences are not reported as outlined above. Unreported absence of one or more work days will be considered grounds for corrective action up to and including dismissal. Unreported absences of three (3) or more consecutive days will be considered a voluntary resignation. Abusive absence/tardiness patterns will result in disciplinary action up to and including dismissal; in addition, excessive tardiness or absence will result in disciplinary action up to and including dismissal.

Department Heads are responsible to monitor staff absences.
Return to Work

POLICY

In order to ensure that employees are fully prepared to perform their duties, Cochise Regional Hospital requires a "Back to Work" release from a licensed U.S. Physician, Nurse Practitioner, or Physician Assistant for any illness of three (3) or more days.

PROCEDURE

Whenever an employee is away from work due to a work injury, surgery or an extended illness, he or she must obtain written authorization from the "Attending Physician", who must be a licensed U.S. Physician, before returning to work. An exception can be made on an individual basis by the CEO/Department Head/Employee Health Nurse, except for on-the-job injury; the written release must be from a licensed U.S. Physician. This release will state that the employee may return to work and perform his or her normal duties.

All employees who have been ill for three or more days should obtain a "Back to Work" release directly from a licensed U.S. Physician, Nurse Practitioner, or Physician Assistant. The employee should present this release form to his or her Department Head who will discuss the situation with the Employee Health Nurse. Jointly, the Employee Health Nurse and the Department Head will ensure the employee is able to perform all work duties and the release will be filed in the employee's health file in the Employee Health Office.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 11/07, 07/14
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Human Resources Policies and Procedures

Reassignment/Reallocation

POLICY

There are times when the need for employees in a particular area may decrease because of low census, discontinued services, change in type of services, or other reasons. Layoffs are avoided at such times, if possible, by reallocation of employees to productive positions in other areas. Reassignments will be made at the discretion of the CEO, Director of Nursing, or Department Heads responsible for that area.

PROCEDURE

All employees are subject to reassignment from one work location or position to another in situations necessitated by patient care requirements. All employees’ hours of work and days off may be changed for the same reason. Such changes will be made with due consideration for the employee and his or her performance, but consideration of the facility’s needs will always be paramount.

Temporary reassignment will be defined as a change in position with duration of ninety (90) days or less and does not imply a change in pay rate.

Reassignments of ninety (90) days or longer will classified as regular reassignments and require a Personnel Change Notice. The Department Head will complete the form and then forward it to the Human Resources Department. The rate of pay/benefits for a reassignment due to an employee’s ability to perform adequately will be adjusted to reflect the position in which he or she has been reassigned.

Reassignments necessitated due to reorganization within an area or department will require wage adjustments in accordance with the compensation structure maintained in the Human Resources Department. The CEO, Human Resources Department, and Department Head will determine appropriate wage adjustments and will notify the employees before reassignment commences.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
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Staffing Adjustment (Low Census Planning)

POLICY

Cochise Regional Hospital establishes a staffing adjustment procedure during low patient census that will enable us to reduce the labor force in a manner that has minimal adverse effects on both patient care and our workforce. These periods of staffing adjustments are usually of a temporary, short duration and are used instead of instituting a formal layoff procedure.

PROCEDURE

The CEO and Department Heads will institute staffing adjustments for reasons such as low census, over budget, and adverse finances.

Each Department Head is responsible for evaluating and determining the needs of his or her service area according to job classification. Staffing adjustments are distributed according to these needs and will be approved by the CEO before implementation.

Staffing adjustments will be as evenly distributed throughout the department as possible, depending on the qualifications needed to maintain quality patient care. Staffing adjustments will be required to be taken by an employee at the request of the Cochise Regional Hospital.

Initial efforts will be undertaken to determine if voluntary cutbacks in hours by all or some employees can achieve the required staffing levels. If the necessary reduction in hours is not met on a voluntary basis, a mandatory reduction-in-hours program will be implemented as specified in the department plan.

Benefits will continue to be earned during these periods. Only salary will be discontinued. Employees may elect to use accrued vacation to substitute for wages lost during these periods of time.

An official change in the employment status of any individual due to a staffing adjustment will not be considered for the first thirty (30) calendar days the reduction-in-hours is in effect. In addition to reducing hours, the Department Head may change an employee's scheduled hours or shifts as a result of continued low patient census and reduced work-load.
Return to regular staffing and work schedules will be at the discretion of the Department Head and CEO. If permanent or long-term staff reductions are warranted, the Layoff Policy (1.G.75) will be implemented.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Layoff and Recall

POLICY

The management of Cochise Regional Hospital recognizes the importance of employee job security and will strive to protect that security. However, in times of economic pressures caused by low census, reduced government funding, the consolidation and reorganization of Cochise Regional Hospital services, the updating of work techniques, or other reasons, it may be necessary to reduce the work force.

A decision to reduce the employee work force for a prolonged period of time is an extremely difficult and complex decision which will be made by the CEO with input from other members of the Executive Team. The CEO and Department Heads are responsible for implementing decisions regarding when and how a reduction in the work force is to be made.

A layoff is defined as the separation of an employee from the active work force of Cochise Regional Hospital due to lack or work, financial considerations, or the abolition of positions due to organizational changes within Cochise Regional Hospital.

PROCEDURE

LAYOFF SCHEDULING

1. Layoffs:

A decision to cut back the employee work force is a difficult decision and would only be made after Cochise Regional Hospital has examined many possible solutions to correct the situation. However, if the decision is made to reduce the work force, it is important to remember that such a cutback will be made as consistently as possible with each affected employee given the opportunity to return to the same or similar position when the layoff has ended.

2. Notification:

Notification of a layoff will be made in writing to employees by the Department
Head. Before leaving, the employee will be counseled regarding the layoff procedure, benefit arrangements, and recall procedures. A full-time employee affected by a sudden indefinite layoff will be given fourteen (14) calendar days' notice of layoff or two (2) weeks' pay in lieu of notice. In the event of an indefinite layoff, a regular part-time employee will receive seven (7) calendar days' notice or compensation to the extent such notice is deficient. In all cases, such pay will be prorated on the basis of regularly scheduled hours of work and computed from base pay only. All PTO benefits will be paid in the final check.

3. **Layoff Factors:**

Employee will be laid off based on the needs of the organization and the employee's individual ability, qualifications, merits, and longevity. In other words, longevity shall be used as a basis for layoff only as between or among such employees, there is no appreciable difference in their ability to do the job. "Appreciable Difference" includes training, qualifications, experience, ability, attendance, and performance as reflected in the most recent performance appraisals contained in the personnel records of Cochise Regional Hospital. The final determination regarding the layoff will be made by the Department Head, in concert with the Chief Executive Officer and Executive Team.

4. **Order of Layoff:**

Subject to the above and the specific staffing needs of individual departments (with the concurrence of Administration), the order of a layoff shall be as follows:

A. Per Diem, Occasional employees; and

C. Regular employees, including full-time and part-time employees.

5. **Employment Status Change:**

In order to accommodate special staffing situations, an appropriate mix of part-time and full-time employees may need to be selected. Cochise Regional Hospital retains the right to move part-time and full-time employees from one status to the other for the period of the layoff. Employees however, can accept or reject such changes in status. An employee unable or unwilling to accommodate a status change will be laid off with eligibility for recall.
6. Personnel File:

During a layoff, an employee is maintained on inactive status. The contents of that employee’s personnel record will remain in the file with the records of other current employees. If the employee is terminated at the expiration of the six (6) month time limitation, the personnel file will then be moved to the file with other terminated employees and if rehired, the file will be returned to the current employee files.

EFFECT OF LAYOFF ON INSURED BENEFITS

1. Health Insurance Plan:

Employees participating in Cochise Regional Hospital health insurance plan may continue their coverage after termination for eighteen (18) months at their own expense in accordance with COBRA regulations. For this eighteen (18) month period, the employee must pay the total premium.

2. Life Insurance Plan:

Life insurance coverage for employees covered by the plan shall terminate at the end of the month in which the layoff took place.

3. Disability Insurance:

Disability insurance coverage terminates upon the effective date of the layoff.

4. Personal Time Off:

In the case of an indefinite layoff, accrued benefit hours will be paid to employees. Such paid time will be assigned as time worked for the purpose of Unemployment Compensation eligibility.
RECALL FROM LAYOFF

1. Recall Order:

Recall from a layoff will be in the reverse order of a layoff. Employees recalled in reverse order of a layoff must be recalled or reassigned into the active workforce within a period of time not to exceed six (6) months from the effective date of the layoff. Employees who are recalled within this six (6) month period will be reinstated with no change in service dates. However, eligibility for benefits and pay review will be adjusted by the duration of the layoff. Inability by Cochise Regional Hospital to recall laid-off employees will result in removal of the employees from the roll of active employees at the end of the six (6) month period. However, employees who have been laid-off, have not been recalled, and were removed from the facility’s active employee roll will receive consideration, if a position for which they are qualified, and for which they apply, should occur.

2. Health Insurance Continuation:

A. An employee recalled from a layoff within the six (6) month period and who has maintained health insurance coverage during the layoff period will be subject to immediate reinstatement of coverage on the first day of return (subject to health insurance decisions).

B. An employee who has not maintained health insurance coverage during the period of a layoff will be subject to the same waiting period as a new employee. Such an employee must complete an application form for coverage within 90 days of return to work.

3. Address Changes:

An employee who has a change of address during a layoff is responsible for communicating the address change to Cochise Regional Hospital so that she or he may be contacted by the Cochise Regional Hospital should it wish to recall that employee. Notice of available openings or return to work will be communicated through the Human Resources Department to the laid off employee's latest address.
The recall notice will be sent by certified or registered mail to the employee’s latest address on record. Upon receipt of a recall notice, failure to contact Cochise Regional Hospital within three (3) regular working days will result in termination of employment.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Time Card Instructions

POLICY
Individual employees, Department Heads, and the Payroll Department each have specific responsibilities to ensure that time cards are accurately completed for payroll processing.

EMPLOYEE RESPONSIBILITIES:

A. Employees must enter all working hours on the front of each time card in Military Time.
B. All time cards showing worked hours must be signed by the employee prior to submitting them to the Department Head for approval. Paychecks will not be released until the time card is signed.
C. All benefit time (example: sick leave, PTO, in-service training, etc.) must be so designated and recorded on the day taken on the front of the time card.
D. Call time will be recorded on the ON-CALL time card. The total hours should be summarized at the bottom of the call-card and added to the total hours on the back of the time card. These are hours for which an employee will be paid.

DEPARTMENT HEAD RESPONSIBILITIES:

A. All Department Heads are responsible for submitting to payroll by 11:00 A.M. On the Monday following the pay period a complete, accurate time card (this includes the total amount of verified hours worked) for each employee who is to be paid.
B. All Department Heads are responsible for verifying all hours worked, benefit time taken and all overtime on which the employee is to be paid. Any changes made by the Department Head will be brought to the employee’s attention.
C. All Department Heads are required to post the back of the employees time card with the department charged, the number of hours to be paid broken down by shift for regular and over-time hours, in-service, call-time, sick leave, PTO, etc. These hours must be totaled and entered into the box in the lower right-hand corner titled "Total Hours". The total on this line must agree with the total in the box on the front side of time card, plus call card if any.
D. All Department Heads are required to sign the time cards. This responsibility cannot be delegated to a supervisor. This does not preclude a Department Head having supervisors fill out the back or verifying the time, but only a Department Head may approve an employee's hours for payment. Any time card submitted for payment without the Department Head's signature will not be paid and will be returned to the Department Head for signature.

E. Department Heads are reminded that time cards received late may delay the distribution of paychecks as payroll cannot be processed until all time cards have been received. (This includes time cards for employees who have no hours for that pay period.)

F. Miscellaneous Pay Type: Any other leave authorized by the personnel Policy and Procedure Manual (example: funeral, military, etc.). This type of leave must be written in the proper columns on the back of the time card by the Department Head and the call-card must be signed by the Department Head.

G. Call-time will be recorded on the On-Call time card. The hours must be recorded in the proper columns on the back of the time card by the Department Head and the call card must be signed by the Department Head.

PAYROLL DEPARTMENT RESPONSIBILITY:

A. Payroll will verify the accuracy of each time card submitted. Totals of all hours on the front of the time card and the call-card must equal the hours posted to the back of the time card.

B. Payroll will notify the Department Head of any errors or corrections. The Department Head will initial these changes and notify the employee.
C. Payroll will pay out any unused PTO and will add these hours to the time card or substitute these hours for other benefit time scheduled for that pay period, according to policy.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Wage & Salary Administration Policy

POLICY

Cochise Regional Hospital provides a competitive and equitable wage scale for all positions to attract, retain, and motivate employees. Periodic wage surveys of Arizona health care facilities are made so that our rates of pay may be kept current with the general wage trends within the community. Cochise Regional Hospital strives to maintain wage and salary ranges that are competitive with those of other similar health care providers in our area.

The pay program, consisting of a variety of ways to compensate employees, has been designed to be flexible enough to address differences in hours of coverage and job demands throughout Cochise Regional Hospital, while remaining equitable based on the relative value of each position's contribution to the organization.

Every position at Cochise Regional Hospital is reviewed on an ongoing basis. This review includes skill, experience, working conditions, level of responsibility, length of service, and similar factors affecting each position. Wage ranges are established for job classifications which are designed to be competitive with those of other local health care providers. Compensation within each classification is primarily dependent upon:

1. The level of performance the employee maintains;
2. The job content and skill level required to perform the job duties, as well as longevity in the position.

The first factor, "Job Classification", determines the range of pay for the job. The second factor, "Annual Performance Evaluation", determines the amount of pay increase each individual can receive within the job classification.

PROCEDURE

Scope and Application of the Plan

The policies, pay schedules, and pay adjustment procedures described below are applicable for all positions covered by the wage and salary plan.
Wage/Salary Schedule
A master wage and salary schedule has been developed listing job classifications and corresponding wage levels. Pay rates for each wage level are expressed in hourly equivalents.

The master wage and salary schedules will be maintained in the offices of the CEO and Human Resources Department.

Department Heads will receive wage and salary schedules listing job classifications, pay grades, and wage ranges for all positions in their respective areas of responsibility.

Hiring Rate
It is the policy of Cochise Regional Hospital to hire employees on the basis of qualifications within approved job classifications. Normally, employees are hired or rehired at the beginning of the hiring level of the appropriate pay range.

Factors which may influence hiring or rehiring a new employee above the starting rate, or minimum, of a pay range are educational preparation, length of previous relevant experience, past employment record, supply and demand, and availability.

Administrative approval is required for hiring or rehiring above the minimum hiring rate of the appropriate pay grade's range. However, no one may be hired or rehired above the established midpoint hiring rate of a pay range.

Pay Progression Schedule
Each wage level has established minimum and maximum rates. Salary ranges will be broad enough to provide salary growth potential for competent personnel. Wage increases within the scale are dependent on job performance as determined by the performance evaluation conducted by the Department Head and market adjustments (as needed). Progression through the salary range is primarily determined by satisfactory performance of job duties.

Each regular full-time or part-time employee is entitled to periodic performance reviews or appraisals, and pay adjustment consideration will be given to employees who have not yet reached the maximums for their pay grades. To ensure equitable treatment for all employees and consistent practice throughout Cochise Regional Hospital, pay reviews are normally conducted annually.
Increases in Pay
1. It is the philosophy of Cochise Regional Hospital that employees are expected to meet or exceed the requirements of their duties and responsibilities to be eligible for pay increase consideration.

2. Regular full-time or part-time employees whose overall job performances consistently meet or exceed job expectations may be eligible for a merit increase, if any increase dollars have been delineated during that fiscal year for employees with those performance ratings.

3. A recommendation for a merit pay increase must be based upon the past year's performance as reflected in a current performance appraisal that substantiates the recommendation.

4. All salary changes must have approval by the CEO. Wage and salary changes will not be processed unless the employee's personnel file contains a current written performance appraisal. Department Heads will discuss the following salary information with an individual employee:
   - The employee's wage rate,
   - The employee's salary/performance scale,
   - The employee's wage level and position classification,
   - Salary increase time table, and
   - Promotional opportunities available, if applicable.

Pay Range Maximum
The maximum of a pay range is the highest rate of pay that can be attained for any job classification. It represents a value measurement of the job itself, not the employee. The maximum of a pay range can be attained by an employee with the requisite length of service whose work performance merits advancement.

A. An employee who attains the maximum rate of the job classification remains at the rate until such time as there may be an adjustment to the range itself and the employee's performance merits an increase. At the discretion of the CEO, employees whose wage rates are at the maximum of their wage ranges may become red circled, receiving one half of whatever increase may have occurred, if performance merits.
B. The Human Resources Department will conduct an annual review of all employees who have reached the maximum rate for their wage ranges and furnish a report to the CEO. The review will include such factors as:

1. Number and percentage of employees at wage-range maximum, organization wide and by department.

2. Actual and average length of time at wage-range maximum, both Cochise Regional Hospital-wide and by department.

3. Comparison of maximum rates by job classification against available survey data for benchmark (or comparable) jobs.

Pay Adjustments, Transfers, Promotions, Demotions

When an employee is transferred, promoted, or demoted, making it necessary or appropriate to adjust the employee’s rate of pay, Cochise Regional Hospital will ensure that:

1. Wage adjustments conform to the policy and practices of Cochise Regional Hospital's wage and salary plan;

2. Full information concerning the amount, reason, and timing of the rate change is communicated to the departments and personnel responsible for making the change.

3. Wage adjustments for all personnel are handled in an equitable, uniform, and consistent manner throughout the organization.

4. Full information concerning the amount, reason, and timing of the rate change is communicated to the affected employee.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

**Per Diem Wage Rates**

Per Diem employees are generally paid a higher wage rate in lieu of Cochise Regional Hospital-sponsored benefits. Per Diem wage rates are reviewed annually by the CEO/Human Resources Departments and may be adjusted to reflect market rates, if appropriate.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

PER DIEM GUIDELINES

Reviewed: 10/10/00, 03/21/02, 1/04, 10/05, 11/07, 07/14
Revised: 10/10/00, 03/21/02, 1/04, 10/05, 07/14
PER DIEM GUIDELINES

Per Diem Staff Shall:
1. Receive no benefits other than those required by law such as FICA and Workman's Compensation. The Per Diem Staff Member will sign the attached agreement.
2. Be paid an hourly rate** with shift differential and overtime approved by the Department Manager according to a 40 hour work week. Per Diem staff will be scheduled for less than 40 hours per week. If the Per Diem employee is working regularly scheduled hours or no hours, after 90 days the per diem status will be reviewed for possible change of status to part-time, full-time, occasional or termination.
3. Have at least one (1) year professional experience* and be qualified for any specialty areas assigned (i.e., Advance Cardiac Life Support for ER, OR, etc.). The employees must show evidence of completion of requirements in order to work in these areas.
4. Be responsible to the Department Manager/Nursing Supervisor for compliance with hospital/clinic policy and procedure in addition to staffing and scheduling changes.

A roster of per diem personnel shall be maintained in the Human Resources office and in the appropriate departments. Work assignments will be made after the regular schedule utilizing the pre-stated availability for per diem staff as well as the acceptance of shifts posted after the schedule is made. Per Diem employees are expected to work a minimum of one weekend per month and two (2) major holidays in a twelve (12) month period (New Year's Eve, New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving, Christmas Eve, Christmas). After consideration of the pre-stated availability of the per diem employee, failure to accept two (2) consecutive assignments will result in a review of the employee's per diem status.

Staff may select per diem status if desired, terminating whatever status they have presently with two weeks notice. PTO will be paid to the employee as per current hospital rules at the time of the status change and sick bank hours will be lost. Seniority date and evaluation date will be adjusted. A change in status may not occur more frequently than once annually, unless approved by administration for the purpose of filling full-time positions.

Present employees currently on the hospital medical/life insurance plan who change status may continue insurance under the COBRA guidelines. Once
insurance is discontinued, proof of insurability will be required if employee requests to return to full-time status.
PER DIEM AGREEMENT

BETWEEN COCHISE REGIONAL HOSPITAL (CRH), DOUGLAS, ARIZONA AND _______________________________ (EMPLOYEE).

Whereas, _______________________________ is a licensed Registered Nurse (RN) and is qualified to participate in the RN Per Diem program guidelines, it is the intention of CRH to add said employee to the RN Per Diem roster in order to staff nursing units with qualified and competent practitioners.

IT IS HEREBY AGREED THAT:

1. Employee agrees to provide nursing care in a manner consistent with the standards established by CRH and as outlined in the attached guidelines.

2. Employee will provide the above services at CRH as may be required.

3. CRH agrees to pay Employee twenty-nine dollars ($29) per hour for performance of duties as described herein, plus shift differential when applicable.

4. This agreement is terminable by CRH or Employee with fourteen (14) days notice except in cases of gross misconduct outlined on Page 16 of the CRH Employee Handbook, which would be cause for immediate termination.

5. The effective date of this agreement shall be ______________________

6. _______________________________ 

Date Employee

________________________________________

Date Director of Nursing
PER DIEM AGREEMENT

BETWEEN COCHISE REGIONAL HOSPITAL (CRH) DOUGLAS, ARIZONA AND _______________________________ (EMPLOYEE)

Whereas, _______________________________ is a Licensed Practical Nurse (LPN) and is qualified to participate in the LPN Per Diem program, according to the program guidelines, amended October 10, 2000, it is the intention to add said employee to the LPN Per Diem roster in order to staff nursing units with qualified and competent practitioners.

IT IS HEREBY AGREED THAT:

1. Employee agrees to provide nursing care in a manner consistent with the standards established by CRH and as outlined in the attached guidelines.

2. Employee will provide the above services at CRH as may be required.

3. CRH agrees to pay Employee ______ per hour for performance of duties as described herein, plus shift differential when applicable.

4. This agreement is terminable by CRH or Employee with fourteen (14) days notice except in cases of gross misconduct outlined on Page 16 of the CRH Employee Handbook, which would be cause for immediate termination.

5. The effective date of this agreement shall be _________________

__________________________ ______________________
Date Employee

__________________________
Date Director of Nursing
Job Descriptions

POLICY

It is important that all employees understand the work expectations of the organization for individuals in their positions. Not only will this understanding help ensure that the hospital maintains a competent workforce, it allows the employee to know clearly the specific duties and responsibilities for which he or she is accountable. Therefore, Cochise Regional Hospital defines the job content of each position within the organization in a job description to assist in this process.

PROCEDURE

For each position at the hospital, the job description provides a complete and accurate picture of the job. Job descriptions contain this information:

1. Job Summary
2. Essential Duties and Responsibilities
3. Knowledge, Skills, and Abilities
4. Minimum and Preferred Qualifications
5. Physical Requirements
6. Position Title
7. Department
8. Reporting Structure

Upon date of hire, each employee is required to read and sign his or her job description. Employees are required to perform assigned duties as outlined in their job descriptions. Any employee refusing to carry out his or her duties will be subject to disciplinary action up to and including dismissal.

Each Department Head is responsible for developing and maintaining up-to-date job descriptions for all positions within his or her reporting area. New job descriptions and any changes to existing job descriptions must be approved by the CEO and forwarded to the Human Resources Department.

All job descriptions are reviewed and updated annually. A copy of all job descriptions will be kept in the Human Resources Department.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Performance Evaluations/Competency

**Evaluations** POLICY

In order to assist and motivate employees to attain their maximum potential, Cochise Regional Hospital conducts behaviorally-based performance evaluations with employees on an annual basis as an employee development activity.

**OBJECTIVES**

The specific objectives of the Performance Evaluation are:

1. To motivate and guide employees toward greater self-development and performance improvement by discussing significant strengths and areas needing improvement in a positive, constructive manner;

2. To assure that all individuals who provide patient care services are competent to provide such services as appropriate to the age of the patients served;

3. To provide a means for evaluating suitability for continuation of employment and for job transfer and/or promotion;

4. To identify training resource needs.

5. To provide a record of employee progress.

All evaluations are required to be completed on a timely basis. (Must be completed and turned in to Human Resources within thirty (30) days of the due date.)

**PROCEDURE**

The performance of all employees will be reviewed with the employee on an annual basis and goals will be created for the future. Performance evaluations and competencies will be used as a tool in determining employee promotions, demotions, terminations, and plans for continued employee development. They should be done to accurately reflect the employee’s true job performance regardless of the effect it has on their wage-merit increase. Performance standards and criteria required to meet such standards are established by Administration and the Department Heads responsible for the position.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

For each position, the performance evaluation will clearly identify each performance standard and correlating work criterion which is required to meet such a standard. The employee's orientation, job description, and performance valuation will directly interface with one another.

Department Managers are responsible for conducting thorough, impartial and timely performance evaluation/competency evaluations for employees who answer directly to them. Input from other members of the organization (peers, shift coordinators, etc.) will be utilized to generate a balanced and thorough performance/competency review. PCN need to be filled out correctly with appropriate signatures or they will be returned, delaying whatever action the PCN was intended to accomplish.

In addition to yearly evaluations, each employee is evaluated after the first six months of employment. A performance evaluation will also be conducted within six months after transfer or change in the employee's job description. This evaluation is conducted to give the employee feedback regarding his or her performance of the new position's requirements.

Staff members who are about to be promoted, transferred, or demoted will be informed that they will be:

1. Placed in a new job classification.
2. Oriented to the new job responsibilities for six months.
3. Evaluated at the end of the six month period.
4. Reevaluated annually thereafter.

All performance appraisals become part of the employment history file. The employee will be asked to sign the form after reviewing its contents with the Department Head. If the employee refuses to sign, the Department Head will so note. The employee signature does not indicate that the employee agrees/disagrees with the information, but that the performance evaluation has been reviewed with him or her. Performance evaluation discussions should interface closely with the day-to-day coaching and guiding of employees.
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Should an employee disagree with a performance evaluation, the employee should discuss the differences with his or her supervisor in an effort to reach a mutually satisfactory resolution. The employee should be advised that the dispute can be mediated by the Problem Solving Procedure discussed in Policy #1.G.60 of the Human Resource Manual.

Special performance evaluations may be conducted at times other than the above when deemed necessary or appropriate by management (i.e., unusual improvement or decline in work performance). Employees may request additional evaluations during the year to assist with their professional growth.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Competency Validation

POLICY

Competency validation is conducted annually to ensure that services are provided by qualified and competent staff.

PROCEDURE

Competency Requirements

Current state license is a prerequisite of employment for many professional positions and a requirement of continued employment.

New employees will attend department-specific orientation and "newcomers" orientation to the organization.

By the end of the six month orientation period, the new staff member demonstrates:

1. Understanding of the hospital, department and section mission and values as described in the mission statements.
2. Knowledge and competency as defined in the job description and performance standards and presumed as a basis for hiring.
3. Competency in the application of knowledge, performance of skills and abilities, and use of information technology (hardware/software and procedures) as defined in the position description and performance standards.
4. Understanding of, and compliance with, hospital and department standards of punctuality, productivity, and professionalism.
5. Principles of information management including medical record documentation, accuracy of documentation, and confidentiality.

Annually, according to guidelines contained in department policies and schedules developed by the Education Coordinator, staff accomplishes the following:

1. Demonstrate comprehension by answering test questions after viewing videos and attending mandatory in-services regarding Principles of Infection
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Control and Universal Precautions; Fire; Hazardous Waste Safety; and Department Policies and Procedures.

2. Obtain certification in Cardiopulmonary Resuscitation (CPR) every two (2) years.

3. Attend continuing education seminars for department and hospital. Content relates to specialty information, technology, practice, or other position specific or common body of knowledge topics.

4. Develop/teach in-service training within the system and/or to the community.

5. Participate in self study.

**Competency Evaluation**

New employees are evaluated by the conclusion of the six-month introductory period, using the competency/skills assessment checklist.

Evaluation is performed for all staff members during random observation, peer review, and the annual performance review. During the annual review, the supervisor and the employee identify procedures and equipment requiring competency retesting during the coming year. Determinations are based on the criteria listed in the performance standards, supervisory observation, and the professional goals of the employee who may suggest additional areas for competency validation.

Clinical staff is trained in the use of new equipment and procedures on an ongoing basis. Competencies must be demonstrated before being used with patients.

Evaluation is performed by supervisory staff including department head and designated qualified staff. Staff is judged to be qualified based on advanced preparation/certification, continuous update of clinical skills by attending, annually, at least the following hours of education in specialty area, physician feedback, and clinical outcomes within expectation for patient population.

<table>
<thead>
<tr>
<th>Position</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNA</td>
<td>15</td>
</tr>
<tr>
<td>LPN</td>
<td>20</td>
</tr>
<tr>
<td>RN</td>
<td>25</td>
</tr>
</tbody>
</table>
Methods for evaluating competency may include one or more of the following: direct observation, skills demonstration, written evaluation, quarterly peer review of patient charts, self-directed learning module.

Competencies to be validated include: specific responsibilities delineated in the position description, skills selected based on level of risk, high or low volume, potential for problems and/or accreditation requirements; results of annual employee evaluations; skill needs identified during peer review and quality improvement activities.

**Guidelines for Completing Skills Competency List**

Individual Assessment checklist will be completed during orientation of new staff and annually. The checklist will also be utilized at each employee's review. The checklist must be completed prior to the annual review.

All staff is required to watch videos to obtain mandatory information regarding fire/disaster, hazardous materials, universal precautions/infection control, and tuberculosis. Attendance is determined by staff completion of a sign-up list. Video attendance sheets and samples of post tests completed by each employee are kept in the In-service Continuing Education file of each employee.

Department Policies and Procedures are reviewed during mandatory in-services yearly with staff sign-up and Education Coordinator verification.

CPR certification is offered by certified CPR instructors. All staff are required to obtain CPR certification or recertification every two years. This information is recorded by the CPR instructors with records of completion and expiration dates on file. Copy of CPR cards shall be used as verification.

Each staff member must report to Employee Health for an annual PPD test and recheck. Staff is notified of the PPD tests date by Employee Health staff who tracks compliance.

Competency is evaluated for new staff members at the conclusion of the six month introductory period and annually thereafter. During the annual performance review, the employee and supervisor identify procedures and equipment requiring competency retesting indications/contraindications as determined by a team leader, supervisor, or qualified staff member for all equipment/procedures indicated on the checklist. Guidelines for set up and use of all equipment are based on owner's manuals.
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Human Resources Policies and Procedures

In-service information is recorded by the Education Coordinator. Staff document on the skills assessment checklist on in-service educational programs attended and conducted.

The number of department in-services and hours of continuing education required annually is prescribed in the job descriptions.

Effective Date: 2/02
Reviewed: 1/04, 10/05, 11/07, 07/14
Revised: 1/04, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Payroll/Paycheck Policy

POLICY

To ensure that employees are appropriately paid for hours they have worked, Cochise Regional Hospital has established a clear, concise payroll system.

PROCEDURE

Issuance and Distribution of Paychecks

Department Head or designee is to pick up paychecks.

A. Pay day occurs every other Friday at Cochise Regional Hospital. Checks will be issued at the Payroll Department between the hours of 7:30:43 am/pm on payday Friday (unless that day falls on a holiday). Checks that have not been picked up by 4:30 p.m. will be sent to the employee's department unless other arrangements have been made with the Payroll Office. Checks that are being held by the Payroll Office, due to not having the employee's signature on the time card, will be kept in the Payroll Office until the time card has been signed.

B. Arrangements can be made with the Payroll Office to have the payroll check mailed to the employee's home.

C. If necessary, paychecks may be picked up by a friend or relative at the employee's request. The employee should inform the Payroll Office, in person, and must send a handwritten note with the person picking up the check. The person will be required to present the note along with a picture ID and sign for the check.

Loss of Payroll Checks

A. If an employee loses a payroll check, he or she should notify the Payroll Office requesting replacement.

B. A replacement check will be issued when it has been verified that the lost check has not been cleared by the bank prior to the stop-payment order. Employees will be liable to repay the amount of any check which was replaced and subsequently clears the bank.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Over/Under Payment

In the event the employee has been overpaid, he or she will be required to reimburse Cochise Regional Hospital for the overpayment(s). The amount of the overpayment will be deducted from the following paycheck. It is always the employee's responsibility to report the suspected errors in a paycheck to the Payroll Office.

If there is a question about the way working hours or ages have been calculated, these questions should be discussed with the Payroll Office. Every effort is made to ensure accurate and timely paychecks.

Underpayment will be rectified as soon as possible. If an error in wages has been made by Cochise Regional Hospital, a correction either will be made immediately or on the next paycheck, with the employee's permission. If the error is due to an oversight, on the part of the employee (such as failure to properly report vacation, etc.), correction will be made on the next paycheck.

Omitted Payable Time

Payroll is completed on Tuesday morning following the last day of the pay period. Payroll computation is based upon what is indicated and approved by the Department Head on the time card.

On occasion, an employee may accidentally omit payable time from his or her time card. In those cases, following proper notification to the Payroll Office, and following Department Head approval, the approved-omitted time will be computed into and included in the next regular payroll and paycheck.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Payroll Deductions

POLICY
At Cochise Regional Hospital, certain deductions required by law will be made from each employee's wages. These deductions include state and federal income taxes, social security taxes (FICA), and Medicare taxes. In addition, those deductions authorized by the employee in writing and approved by Cochise Regional Hospital will be made from the employee's wages.

PROCEDURE

Social Security Tax
Social Security deductions vary depending on acts of Congress that establish percentages of a predetermined base rate. Cochise Regional Hospital contributes an identical amount of Social Security Tax to that which the employee pays. When the employee's gross earnings exceed the maximum established by law for deducting Social Security Tax in any one calendar year, the deductions are discontinued until the following year.

Medicare Tax
Medicare deductions are also made from the employee's wages. These deductions vary depending on Acts of Congress. Cochise Regional Hospital contributes an identical amount of Medicare Tax to that which the employee pays.

Federal Income Tax
Federal Income Tax deduction is in accordance with the Federal Income Tax Laws, and is deposited to the employee's account with the appropriate government agency. If the number of an employee's dependents changes during the year, the employee is responsible for reporting this change to the Human Resources Department and for completing a new withholding statement (W-4) form.

State Income Tax
State Income Taxes are deducted in accordance with State Laws and are deposited with the appropriate state agency.
COCHISE REGIONAL HOSPITAL  
Human Resources Policies and Procedures

**Voluntary Payroll Deductions**

Voluntary payroll deductions authorized by the employee may also be made for a number of reasons.

Employees may authorize (in writing) deductions for:

1. Retirement Plan  
2. Insurance Premiums  
3. Other deductions as may be determined jointly by Cochise Regional Hospital and the employee from time to time.

Any voluntary deductions may be discontinued upon written request from the employee to the Human Resources Department.

**Involuntary Payroll Deductions**

Involuntary payroll deductions may be taken to enforce court orders for garnishments, child support, and for tax levies as required by law.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14  
Revised: 2/02, 10/05, 07/14
Overtime Compensation

POLICY

In accordance with the Fair Labor Standards Act (FLSA), Cochise Regional Hospital pays eligible employees overtime compensation.

Due to the nature of our patient care service, it is extremely important that employees respond to requests for overtime to ensure that Cochise Regional Hospital can adequately meet our patient/resident care goals.

PROCEDURE

Overtime compensation will be equivalent to one and one half (1 1/2) times the employee's base wage rate for all overtime hours worked. Overtime compensation will apply only to nonexempt hourly employees. Overtime must be authorized or assigned by the Department Head or Supervisor. All overtime must be approved PRIOR to it being worked. Department Heads will be held accountable for the effective management of all worked overtime within their respective departments.

Nonexempt employees will receive overtime pay as follows:

1. If the employee's department/position classification used the 40 hours per week overtime provision under FLSA, the employee will receive overtime pay for hours worked in excess of 40 hours per week.

2. If the employee's department/position classification used the 8/80 overtime provision of FLSA, the employee will receive overtime for hours worked in excess of eight hours in a 24-hour day and/or 80 hours in a two-week period.

The Department Head will advise employees regarding which provision applies to their department/position classification.

All overtime is to be recorded on the employee's time card and approved by the employee's Department Head. Nonexempt employees are not allowed to take work home.
or to sign out after an assigned shift and return to complete work. If the employee is requested to return to work by his or her Department Head, he or she must indicate all time worked on the time card.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Compensation for Exempt Employee

POLICY

Cochise Regional Hospital classifies certain bona fide employees as exempt employees according to the Fair Labor Standards Act (FLSA). A copy of the Fair Labor Standards Act is available in the Human Resources office.

PROCEDURE

All employees holding positions corresponding to the scope of the definitions "administrative", "executive", and "professional" developed by the Department of Labor are exempt from the overtime dispositions of the Minimum Wage Act and will therefore not be eligible to receive overtime compensation.

Exempt employees are paid a fixed salary that is intended to cover all of the compensation to which they are entitled. Because they are exempt, such employees are not entitled to extra compensation for extra hours of work. Cochise Regional Hospital does not maintain any formal compensatory time off plan or arrangement for exempt employees. However, exempt employees may be granted time off at the discretion of the CEO. Neither extra compensation nor compensatory time off will, under any circumstances, be owed or payable to an exempt employee upon separation from the Cochise Regional Hospital's employ for any reason.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 07/14
COCHISE REGIONAL HOSPITAL  
Human Resources Policies and Procedures

Shift Differentials

POLICY

Cochise Regional Hospital provides Shift Differentials in addition to base wages for employees who work the evening or night shifts.

PROCEDURE

Specific evening and night shift hours are designated by each department. Shift differential is granted only for actual hours worked. Employees on standby or on-call status are not eligible for Shift Differential, unless called into work. Occasionally employees who are scheduled for specific shifts will be paid Shift Differential on the following schedule:

<table>
<thead>
<tr>
<th>Time</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>700 - 1900 Monday through Friday</td>
<td>No Shift Differential</td>
</tr>
<tr>
<td>1900 - 700 Monday through Thursday</td>
<td>14%</td>
</tr>
<tr>
<td>700 - 1900 Saturday and Sunday</td>
<td>14%</td>
</tr>
<tr>
<td>1900 - 700 Friday — Sunday</td>
<td>27%</td>
</tr>
</tbody>
</table>

* Shift pay is determined by the hour of work, not by when the employee started work.

Shift Differential pay is computed from regular base wages and will be discontinued if the employee only works from 700 — 1900 Monday through Friday. Shift Differential applies to employees on the day shift who are hold over or called back to work for emergency reasons. Department Heads will describe current Shift Differential rates to employees when the employee becomes eligible for Shift Differential.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

On-Call Pay

POLICY

Cochise Regional Hospital compensates employees who are not on regular duty but who must remain in contact with Cochise Regional Hospital and be available to work if needed.

PROCEDURE

There are some service areas that must regularly designate certain employees to make themselves available for emergency situations. Employees who are designated to be "on-call" must keep Cochise Regional Hospital informed at all times regarding how they can be reached (pager, etc.).

The employee must be able to report for work within thirty (30) minutes following a call from Cochise Regional Hospital. Each Department Head will describe the standard for his or her department to all employees. An employee who is "on-call" and not available to report to work when needed will be subject to disciplinary action up to and including dismissal.

If called into Cochise Regional Hospital, the employee will be paid according to standard payroll regulations. In-house staff members who are on-call are not eligible for travel reimbursement. Employees who are "on-call" but not actually working will be paid at a special rate determined by the hospital. Employees, who are "on-call" and are called into Cochise Regional Hospital, will be paid at least a minimum of one (1) hour, plus one (1) hour of travel time.

In the event an employee is called into work but was not in an "on-call" status for that shift/day, the employee will be paid his or her regular rate of pay for the actual hours worked.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Reporting Pay

POLICY

It is the policy of Cochise Regional Hospital to appropriately compensate an employee any time he or she reports for work.

PROCEDURE

1. If an employee is scheduled and reports to work or is called at home and asked to report to work on a day for which he or she was not scheduled, the employee will receive a minimum of two hours of work at the employee's regular hourly rate, even if the employee is sent home prior to the full two hours of work.

2. The employee's Department Head must authorize the lack of available work prior to the employee being sent home. An attempt will be made to communicate with other Department Heads in finding work for the employee.

3. The hour(s) will be recorded on the time card as hours worked.

4. The employee is not eligible for reporting pay if he or she was contacted by the Department Head prior to the employee's arrival at the hospital for the start of the new shift.

5. Reporting pay applies only if the employee is not in an "on-call" status for that time and/or is not receiving "on-call" compensation.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL
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Garnishment of Wages

POLICY

Cochise Regional Hospital is required by law to recognize certain court orders, liens, and wage assignments. Therefore, Cochise Regional Hospital accepts legal assignments or garnishments against the wages of employees as needed to comply with the law.

PROCEDURE

All garnishments will be sent to the Payroll Office to be processed.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 1/04, 07/14
Benefit Status

POLICY

Cochise Regional Hospital makes available to its employees a wide variety of benefits in addition to an employee's wages. Cochise Regional Hospital recognizes that the service and dedication of its employees should be rewarded not only with competitive wages, but also with a variety of other benefits.

Some of the benefits are governed by employee benefit plans created and maintained in accordance with the Employee Retirement Income Security Act of 1974, as amended (ERISA). The benefit plan documents are fully explained in individual booklets and in the plan documents themselves which govern the terms and conditions of the plans under ERISA. Only the master policy is considered binding.

Final interpretation of benefits, benefit levels or eligibility is at the discretion of the CEO. If the employee has any questions about benefits, the employee may review the plan document and/or consult with the Human Resources Department.

Other benefits are provided by the Cochise Regional Hospital and are based solely on conditions determined by the Cochise Regional Hospital. Examples of these types of benefits include PTO, sick pay, social events, etc. Depending upon eligibility, benefits may include:

A. Insurance: Health, Dental, Vision, Life and Disability  
B. Retirement Program  
C. Paid Time Off  
D. Paid Bereavement Leave  
E. Education Assistance  
F. Service Awards  
G. Social Events  
H. Direct Deposit

PROCEDURE

The employment status of each employee determines eligibility for participation in the benefits provided by CRH as follows:

Regular Full-Time Exempt and Non-Exempt

Full-time employees (working 40 hours a week or 80 hours in any given pay period) are
eligible for all benefits, i.e., paid time off (PTO), sick bank, insurance plans and Retirement Plan. There is a ninety (90) day waiting period for all benefits except the Retirement Plan. All employees are eligible to participate in the Retirement Plan as of their date of hire. Accrual of PTO and sick bank benefits will start at the date of hire. Usually full-time employees are scheduled as to when they are expected to report for work.

Three-quarter time employees (working 32 hours a week or 64 hours in a biweekly-pay period) are eligible for all benefits, i.e., paid time off (PTO), sick bank, and insurance plans. All employees are eligible for the Retirement Plan as of their date of hire. Accrual of PTO and sick bank will be at a prorated amount and start at the date of hire. Usually 3/4 time employees are scheduled as to when they are expected to report for work.

Part-time employees (working 20 hours a week or 48 hours in a biweekly pay period) are eligible for the Retirement Plan, sick bank and PTO time. Accrual of PTO and sick bank benefits will be at a prorated amount and start at the date of hire. Usually part-time employees are contacted to come to work when a regularly scheduled employee is ill, or on PTO. Part-time employees may also be called in to work when the workload is heavy due to an increase in census.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Insurance Benefits — Health Insurance

POLICY

It is the policy of Cochise Regional Hospital to provide a variety of insurance benefits for eligible employees. Life, Health, Dental, Vision and Short Term/Long Term Disability and voluntary life insurances are available to eligible employees and eligible dependents. Enrollment forms and insurance information are located in the Human Resources Department.

PROCEDURE

Enrollment forms and insurance information will be provided to the employee upon eligibility for the program. If an eligible employee has not received the enrollment forms and insurance information at the end of the ninety (90) day probationary period for benefits, please contact Human Resources.

Employee Eligibility and Premiums

Eligibility: All regular full-time employees and regular three-quarter-time employees who work at least thirty-two (32) hours per week are eligible to participate in this benefit program.

Application should be made immediately upon being employed in an eligible category; however, the employee will not be eligible for coverage until the first of the month following ninety (90) consecutive days of full time/three-quarter time employment.

Premiums: A percentage of the premiums for employees and dependent coverage, if elected, are paid by Cochise Regional Hospital. Employees may elect dependent coverage.

Leave of Absence: Cochise Regional Hospital will continue to pay its portion of the premium for any eligible employee on an approved leave of absence for the remainder of the month in which the leave begins. After that time, the employee must pay 100% of the premium for the duration of the leave, if the employee wants to retain coverage.
COCHISE REGIONAL HOSPITAL  
Human Resources Policies and Procedures

Continuation of Group Health Benefits (COBRA)

Under Federal requirements and guidelines (COBRA), Cochise Regional Hospital offers the opportunity to continue group health care coverage to employees who have reduced their employment hours and will no longer be eligible for group coverage or those leaving our employment. Employees, qualified spouses and/or dependents wishing to continue their group medical and dental coverage after termination of employment or other qualifying event, may do so at their own expense under COBRA. Group coverage may be continued for up to eighteen (18) months for employees, up to twenty-nine (29) if disabled, and up to thirty-six (36) months for spouses and dependents.

A qualified spouse and/or dependent are defined as a spouse or dependent who receives medical or dental insurance coverage as a result of the spouse or parent's employment at Cochise Regional Hospital. Spouses of employees covered by group insurance have the right to choose continuation of coverage if they lose group medical or dental coverage for any of the following reasons:

- Death of a spouse
- Termination of spouse's employment or reduction in spouse's hours of employment resulting in loss of insurance coverage;
- Divorce or legal separation from spouse; or
- Spouse becomes entitled to Medicare.

Dependent children of employees who receive group insurance benefits through Cochise Regional Hospital have the right to choose continuation coverage if they lose group medical or dental coverage for any of the following reasons:

- Death of parent;
- Termination of parent's employment or reduction in parent's hours of employment resulting in loss of insurance coverage;
- Parents divorce or legally separate;
- Employed parent becomes entitled to Medicare; or
- The dependent ceases to be a "dependent child" under the group medical and dental plans.

By law, the employee or his or her family has the responsibility to inform Cochise Regional Hospital within sixty (60) days of a divorce, legal separation, or a child losing a dependent status under the group insurance plan. Cochise Regional Hospital has the responsibility of notifying the group claims administrator of an employee's death, termination of employment, reduction in hours, or Medicare entitlement.
COCHISE REGIONAL HOSPITAL
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When the Cochise Regional Hospital is notified that a qualifying employment event has occurred, Cochise Regional Hospital will notify the employee and/or the employee's spouse or dependent of the right to elect continued coverage. If COBRA coverage is chosen, the coverage provided will be the coverage provided under the group plan. It will be the responsibility of the former employee, the spouse, or the dependent child to pay the entire cost of insurance premiums. Failure to pay the entire premium in a timely manner will result in cancellation of coverage.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 10/05, 11/07, 07/14
Cochise Regional Hospital
Human Resources Policies and Procedures

Insurance Benefits — Dental Insurance

POLICY

It is the policy of Cochise Regional Hospital to make available to its employees a wide variety of insurance benefits. As part of the insurance package, dental insurance is available to eligible employees and eligible dependents.

PROCEDURE

Group dental insurance is available to regular full-time and regular three-quarter time employees as part of the health insurance program. Dental coverage includes preventative, diagnostic, and restorative procedures. A detailed description of dental benefits will be provided to the employee upon eligibility.

Application should be made immediately upon being employed in an eligible category; however, coverage does not go into effect until the first month following ninety (90) consecutive days of full time/three-quarter time employment.

Details regarding the dental insurance program can be obtained from the Human Resources Department.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 4/02, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Insurance Benefits - Life Insurance

POLICY

It is the policy of Cochise Regional Hospital to provide life insurance for eligible employees.

PROCEDURE

Eligibility: Eligibility for this plan is described in the life insurance benefits plan summary in the Human Resources Department.

Premiums: Premiums for eligible employees are paid by Cochise Regional Hospital. The effective date of the coverage is the first day of the month following ninety (90) days of continuous full time/three-quarter time employment.

Beneficiaries: The employee may change the beneficiary of his or her life insurance policy simply by filling out a "Change of Beneficiary" form and designating another individual as beneficiary. Forms can be obtained from the Human Resources Department.

Leave of Absence: Depending on the type of leave and/or length of leave. At the time leave is granted, the Human Resources Department will discuss the status of life insurance coverage with the employee. The employee may be required to reimburse the Cochise Regional Hospital for premiums paid during the leave of absence.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 11/07, 07/14
Disability Income Insurance Plan

POLICY

Cochise Regional Hospital participates in a Short Term and Long Term Disability Income Insurance Plan. The premiums for Long Term Disability are entirely paid by Cochise Regional Hospital and all employees working thirty-two (32) hours or more per pay week are eligible for coverage after ninety (90) days of continuous full time/three-quarter time employment. The Short Term Disability Income Plan premiums are paid 100% by the employee, if this coverage is elected.

PROCEDURE

Benefits from the Short-Term Disability plan include a percentage of base weekly salary which will be paid from the thirtieth (30) day of absence from work due to a non-work related accident and from work to non-work related illness, if certified by a physician. No benefits will be payable under this plan until the employee has been seen and specifically treated by a licensed physician or surgeon. The maximum number of weeks an employee may receive disability pay for any qualifying accident/illness is twenty-six (26) weeks. Specific details regarding this plan can be obtained in the Human Resources Department. Benefits for the Long Term Disability Plan begin one hundred-eighty (180) days or the date of the STD payments end, if applicable.

If an employee exhausts all available disability pay but is still unable to return to work due to illness, the employee's supervisor must be notified immediately. The employee may then request an extension to the leave of absence which will be considered by the supervisor and may be granted with Administrative approval. However, such an extension will be without pay, although an employee may utilize any accrued sick or PTO.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 11/07, 07/14
Employee Hospital Bills

POLICY

Employees who do not qualify for employee insurance write-offs as described in 1.G.95 are expected to render payment for all hospital bills incurred at the hospital. The employee is responsible for all portions of the bill not paid by insurance.

PROCEDURE

All employees with outstanding hospital bills who do qualify for employee insurance write-offs as described in 1.G.95 shall make arrangements with the Billing Office prior to discharge. Employees are encouraged to make payment in full at the time of discharge.

Employees who fail to meet their financial obligations for hospital bills incurred will have their bill handled in accordance with the credit and collection procedures.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Employee Insurance Write-Offs

PURPOSE

The intent of this policy is to establish Cochise Regional Hospital's rules regarding writing-off the balance of hospital charges for Cochise Regional Hospital employees.

POLICY

A. For employees with CRH health insurance, the deductible and coinsurance are waived for charges for the employee and their covered dependents billed by CRH.

B. If an employee or their family has insurance coverage with another insurance company that is comparable to the CRH health insurance, the deductible and co-insurance will be waived (i.e., if any employee is covered under their spouse's plan with a plan that is comparable to our plan, the employee is eligible to have the deductible and co-insurance written-off).

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 4/04, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Paid Time Off

POLICY

It is the policy of Cochise Regional Hospital to provide paid time off to our regular employees. This program is designed in response to employee's need for time off and allows eligible employees to receive wages while away from work.

PROCEDURE

Paid time off is available for all eligible employees. PTO schedules will be kept by individual Department Heads. PTO schedules will be posted in each department. No PTO time will be paid unless a PTO request is submitted. Preference for PTO will be given on a first-come-first-served basis provided that all PTO will be given with regard to the needs of the facility.

ELIGIBILITY

The PTO accrual rate varies according to length of employment in a benefit-eligible position and employee status.

The PTO accrual begins at the time of hire for the benefit-eligible position, and the rate increases as length of service increases according to the table below.

The PTO accrual will continue until it reaches an established maximum level. It will stop accruing at this point but will restart when the PTO hours are used.

Employees at this cap will lose any hours that would have accrued and the cap will not be extended for any individual employee who reaches it.
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

ACCUALS PER PAY PERIOD, PER YEAR & MAXIMUM ACCRUAL

<table>
<thead>
<tr>
<th>DEPT.</th>
<th>FULL TIME</th>
<th>3/4 TIME</th>
<th>1/2 TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEAD</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PTO</td>
<td>8.31</td>
<td>6.77</td>
<td>5.07</td>
</tr>
<tr>
<td>0-5 YRS</td>
<td>216.00</td>
<td>176.00</td>
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<td>324.00</td>
<td>264.00</td>
<td>198.00</td>
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<tr>
<td>PTO</td>
<td>9.85</td>
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<td>6.23</td>
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<td>6-10 YRS</td>
<td>256.00</td>
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<td></td>
<td>384.00</td>
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<td>PTO</td>
<td>11.38</td>
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<tr>
<td>11+ YRS</td>
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<tr>
<td></td>
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<tr>
<td>SICK</td>
<td>2.77</td>
<td>2.77</td>
<td>2.08</td>
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<tr>
<td>BANK</td>
<td>72.00</td>
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<tr>
<td></td>
<td>288.00</td>
<td>288.00</td>
<td>216.00</td>
</tr>
</tbody>
</table>

Pay in Lieu of PTO

Cochise Regional Hospital offers the benefit of paid time off with the intent of providing employees time away from work for rest and relaxation needed to continue effective work performance over long periods of time. **Therefore, pay in lieu of PTO will not be granted, unless overridden by CEO.**

Leave of Absence

Employees on FMLA will be required to use all available PTO and sick bank time before any unpaid leave will be granted. FMLA will continue to accrue PTO, as required by law.

Except where expressly required by law, PTO will not accrue during periods of long-term absence, workers compensation leave, and other authorized leaves of absence without pay; however, these periods of time will be taken into consideration in computing an employee's years of service. No PTO hours will accrue while an employee is on Leave of Absence.
COCHISE REGIONAL HOSPITAL
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Benefits upon Termination

All accrued PTO will be paid to employee according to payroll policies.

Benefits upon Change of Status

If an employee goes from full time, % time or part time to occasional, per diem or on-call, the accrual of PTO stops and remaining PTO benefits will be paid to the staff member on the next paycheck. Employees are required to request this PTO on their final pay check (time card must be approved by their Supervisor).

General

The Department Head has authority to grant or refuse PTO (paid time off) according to departmental needs. The employee has the right to appeal a denial of PTO through the "Chain of Command".

Effective Date: 9/4/00
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 11/07, 07/14
COCHISE REGIONAL HOSPITAL
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"Sick Days"

POLICY

It is the policy of Cochise Regional Hospital to provide sick days to eligible employees. Sick days can be paid for illness, injury, examination, or treatment of the employee, employee's spouse, dependent child, or parent (includes stepparents, parents-in-law, grandparents, or anyone standing in loco parentis "in place of a parent ") or for approved Family Medical Leave or special circumstances approved by the CEO or his designee.

PROCEDURE

Sick Day Accrual
A. Accrual begins at the time of hiring for all benefit-eligible positions, but will vary by employee status as shown in the Sick Bank Accrual Table.

B. The pool of hours will not grow above a fixed maximum limit and the accrual stops when it reaches this limit.

C. Sick bank hours cannot be donated to other employees.

D. Sick bank hours will not be paid out at termination of employment. Payment of Sick Days for Employee

E. Release or proof of medical visit is not required for the first day of sick time. A release or proof of medical visit is required for sick time to be paid after the first day. If a release or proof of medical visit is not provided, the employee will be paid from their PTO bank if available. For any illness over 3 days, a doctor's release is required to return to work. The doctor's release must be from a licensed U.S. Physician, Nurse Practitioner, or Physician's Assistant. Any absence for illness accompanied by a doctor's note can be paid directly out of the sick bank. If the illness spans more than one pay period, a doctor's note is required to be turned in to the Department Head with the time card. A doctor's note or release must be turned in with the employee's time card. Payments taken from the PTO bank will not be reversed.
F. A note from the physician of the employee's spouse, dependent child, or parent (includes stepparents, parents-in-law, grandparents, or anyone standing in loco parentis "in place of a parent") must be turned in with the time card. If proof of doctor visit is not submitted with the time card, payment will be made from the employee's PTO bank (if available). Payments taken from the PTO bank will not be reversed.

G. Employees with approved Family Medical Leave will be paid from sick bank hours first, then PTO hours.

Miscellaneous

H. If an employee sustains an on-the-job injury that is approved for Worker's Compensation but is not yet receiving checks, full sick bank benefits will be paid, but the Worker's Compensation check will be signed over the hospital when it is received. After this point, 1/3 of the regularly scheduled hours can continue to be paid from the employee's sick bank until the bank is exhausted or until the employee returns to work.

I. Loss of earnings during the first seven (7) days of lost time is not compensable under the law until the employee has been off work for a period of 7-14 days. If the employee returns to work between the eighth (8th) to fourteenth (14th) day, he will be paid from eighth (8th) day to the day returned to work. If the employee is still off on the fifteenth (15th) day, compensation will begin the day off after the injury date until they return to work. If the time lost exceeds fourteen (14) consecutive days then the first six (6) days of the paid worker's compensation will be returned to the hospital.

J. Employees who have been receiving sick bank benefits and are approved to return to work on a limited status/light duty will be considered on an individual basis and may continue to receive sick bank benefits during the work day that they are unable to work. The return to work release must be from a licensed U.S. Physician, Nurse Practitioner, or Physician's Assistant.
## ACCRUAL OF SICK BANK HOURS PER PAY PERIOD, PER YEAR & MAXIMUM ACCRUAL

<table>
<thead>
<tr>
<th></th>
<th>DEPT. HEAD TIME</th>
<th>FULL TIME</th>
<th>'A TIME</th>
<th>'A TIME</th>
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</thead>
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<tr>
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<td>2.77</td>
<td>2.08</td>
<td>1.38</td>
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<tr>
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<td>288.00</td>
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Effective Date: 2/1/99
Reviewed: 10/4/01, 2/02, 3/02, 1/04, 10/05, 11/07, 07/14
Revised: 10/4/01, 2/02, 3/02, 1/04, 10/05, 9/07, 07/14
Donation of PTO Hours

POLICY
The hospital recognizes that there are times in the lives of our employees of hardship and crises when it is necessary to take an approved leave of absence, such as for illness or personal emergencies involving the employee or his/her immediate family. Most times, these events are not anticipated and sometimes employees do not have enough PTO accrued to take this time off with pay. In an effort to reduce the emotional and financial strain on employees at these times, CRH has established a procedure to donate PTO time from one employee's "bank" to the employee in need.

PROCEDURE
The affected employee must request a Leave of Absence according to the policy outlined elsewhere in this manual.

If the Leave of Absence will cause hardship for the employee, he/she may request that Human Resources seek the donation of hours from other employee's accrued time off into his/her "bank".

If the Administration grants the request for the Leave of Absence, a memorandum will be circulated (attached to payroll checks) with the Administrative approval to all hospital employees regarding the affected employee's needs.

If another employee would like to donate any of his/her accrued PTO hours, the employee will complete the "Donation of PTO Hours" form (attached).

This is strictly a voluntary program and NO employee shall be pressured or coerced by any individual into making a donation of accrued hours. Only the Department Head, the employee donating his/her hours, and the payroll department will know who made the "donation". The affected employee will only be notified of the total hours available for donation into his/her "bank". Donation forms will be turned into the payroll department.

Only PTO time will be considered eligible for donation under this policy. Sick time may not be donated. Hours may be donated regardless of the salary level of either the affected employee or the employee making the donation. PTO hours may be donated in any
Department Heads will indicate, on the affected employee's time card, amount of hours to use. Hours will be donated equally each pay period from all employees who donated until the "bank" of donated hours is exhausted. Time will not be transferred until actually needed by the affected employee. The Payroll Department will make the necessary adjustments to the affected employee and donating employee's PTO.

For example, if 20 employees each were willing to donate 8 hours of PTO, the affected employee could potentially have 160 hours to utilize. If the affected employee were off an entire pay period and needed 80 hours of pay, 4 PTO hours would be taken from each of the 20 employees who donated, to the total the 80 hours needed for that pay period. This process would continue until the entire "bank" of potential hours was exhausted or the affected employee was able to return to work.

Effective Date: 6/93
Reviewed: 7/95, 9/99, 2/20, 1/04, 10/05, 11/07, 07/14
Revised: 7/95, 9/99, 2/02, 10/05, 07/14
COCHISE REGIONAL HOSPITAL DONATION OF PTO

HOURS

I, __________________________, hereby donate ______ number of hours to
(Employee Name)

__________________________________ with the understanding that an equal number of
(Name of Recipient)

hours will be deducted from my PTO hours each pay period from among the
group of employees donating hours, until the pool of hours donated has been
utilized, or the recipient returns to work, whichever occurs first.

Employee Signature ____________________ Date ____________________
COCHISE REGIONAL HOSPITAL
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Retirement Plan

POLICY

It is the policy of Cochise Regional Hospital to provide all eligible employees the opportunity to participate in a retirement plan.

The Retirement Plan available is a Group 403B Plan with a Mutual Fund Company. This allows employees to contribute pre-tax to an individual account held at the Mutual Fund Company. The contributions are invested commission-free at the direction of the account holder. Contributions and earnings grow, tax-deferred, until retirement.

PROCEDURE

Contributions are applied to an account maintained on the employee's behalf at the Mutual Fund Company. The basic eligibility requirements for the program are:

1. The employee is eligible upon hire.
2. There are no age or service requirements.
3. The employee must open an account with the local investment firm and enroll in the Plan with the Mutual Fund Company.
4. The employee must submit a salary reduction agreement reducing his or her compensation by the amount the employee chooses to contribute to the Plan.

Specific details regarding the plan are available in the Human Resources Department.

Effective Date: 2/1/99
Reviewed: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 07/14
Worker's Compensation Insurance

PURPOSE

The purpose of this section is to establish the hospital's worker's compensation policy of granting temporary disability benefits to all employees who, as a result of illness or injury within the employment situation, are unable to perform the work for which they were employed.

POLICY

The hospital covers employees with worker's compensation insurance for expenses and loss of earnings as a protection for injuries or illnesses compensable under the state worker's compensation law.

PROCEDURE

All injuries - no matter slight - that have been sustained by employees while at work (as defined herein) must be reported immediately to the supervisor or Department Head in charge.

1. "While at work" refers to the period of time beginning when the employee signs in and ending at the time the employee signs out.

2. For exempt employees, "while at work" shall be designated as the period of time the employee is on hospital business.

Initial Reports and Treatment

1. Any employee injured while on duty must report the accident or occupational illness to her/his Department Head or supervisor immediately, and report to the Emergency Room or Employee Health Nurse for evaluation. Failure to do so may be grounds for dismissal.

2. The employee should complete an Incident Report of ON-the-Job-Injury as soon as possible after the incident, but at least within twenty-four (24) hours. The form should be given to the supervisor. The supervisor is then responsible for correctly routing the form to Risk Management/Employee Health.
3. Employees seeking medical care must fill out the worker's compensation form (pink) for billing purposes.
4. In cases requiring further treatment, the attending physician will refer the employee to his/her own family physician or specialist, whichever the case may require.
5. An employee who sustains a work-related injury resulting in loss of time from work may be required to submit to a Drug Test. (Refer to Policy #1.G.18 Post-Accident Process for Drug & Alcohol Screen.

In all cases at all times, the Department Head will be responsible for informing the Human Resources Department of any absenteeism of injured or ill employees due to the injury sustained while on duty. All hours must be recorded on the employee time card.

Those employees not reporting accidents and any consequences thereof will not be entitled to benefits.

If the work-connected accident or illness results in loss of time or requires extended treatment, compensation will be paid by the hospital's compensation insurance carrier in accordance with the law.

Emergency Room charges, which include the emergency room physician’s fee, will be billed in accordance with the contractual agreement with the insurance carrier.

The Business Office will send all initial outpatient compensation charges to Employee Health for appropriate action.

Health insurance coverage is not used for an accident occurring on the job because coverage is provided by the state's compensation law.

**Compensation for Loss of Earnings**

1. Loss of earnings during the first seven (7) days of lost time is not compensable under the law until the employee has been off work for a period of 7-14 days. If the employee returns to work between the eighth (8th) to fourteenth (14th) day, he will be paid from the eighth (8th) day to the day returned to work. If the employee is still off on the fifteenth (15th) day, compensation will begin the day off, after the injury date, until they return to work. If the time lost exceeds fourteen (14) consecutive days, then the first six (6) days of the paid worker's compensation will be returned to the hospital.
2. The hospital permits the employee to elect to receive the accrued paid time off benefits for any days lost during the first seven (7) days. If the employee elects to use paid time off, it will be posted on the time card and paid through the usual payroll procedures after approval is received from the Personnel Department.

3. If an employee does not have accrued paid time off, she/he will not receive any pay for any days lost during the first seven (7) days of lost time. Time cards will be marked "WC" (Worker's Compensation) with no pay.

In cases where a claim for compensation is denied, the injured employee shall then submit a claim under the hospital's group insurance, if it involves medical expenses.

An employee who loses time from work as a result of any injury or occupational illness must obtain a back-to-work order from his/her attending physician, who must be a licensed U.S. Physician, Nurse Practitioner or Physician Assistant. This back-to-work order must be taken to the employee's Department Head or supervisor before an employee can be reinstated to his/her previous position. The employee's Department Head should immediately forward a copy of the order to the Employee Health Nurse.
Unemployment Insurance

POLICY

Cochise Regional Hospital employees are covered under State Unemployment Compensation Law. The purpose of the law is to provide weekly benefit payments to persons who are unemployed through no fault of their own. The cost of unemployment compensation insurance is paid completely by the Cochise Regional Hospital. Regulations do require, however, that the individual make a reasonable effort to find employment in order to qualify for benefits.

PROCEDURE

Eligibility

Employees who are terminated may be eligible to receive benefits unless deemed ineligible by specific provision of the law. Benefit levels are also determined by the state.

Application for Benefits

The employee must apply for benefits at the local Employment Services Offices. The unemployment compensation program is jointly administered by the State and Federal Government under the Federal Unemployment Tax Act.

Further information about the unemployment compensation program may be obtained from the Human Resources Department.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Leaves of Absence/General Policy

POLICY
It is Cochise Regional Hospital's policy to grant leaves of absence to maintain continuity of service in instances where unusual or unavoidable circumstances require an employee's absence. Leaves are granted on the assumption that the employee will be available to return to regular employment when the conditions necessitating the leave permit. Leaves are categorized as medical, personal, or military.

PROCEDURE
Duration of leaves of absence may be requested for periods up to the maximums established for medical, personal or military leaves. The duration of the initial leave of absence, within the established maximums, will be determined and approved by the Department Head. Leave extensions beyond maximums will be considered only in special cases and will require further approval of the CEO.

Periods of absence of five (5) days or fewer may be handled directly by the Department Head as excused unpaid absences. Employees will be required to use vacation prior to the onset of unpaid leaves of absence, except where specifically exempted from this requirement by law.

In general, a leave of absence is considered a privilege. In no instances are leaves granted automatically; they must be requested by the employee. Granting leaves of absence should be administered with the utmost discretion. In granting a leave of absence, the employee's service record and circumstances requiring the leave should be carefully examined.

All requests for leaves of absence must be submitted on a Personnel Change Notice, signed by the employee, to the Department Head as far in advance of the anticipated leave as possible. The Department Head and the CEO must approve the request prior to the start date.

Employees on leaves of absence must pay the cost of their health insurance premium for the duration of their leave, unless specifically exempted by law. In addition, PTO will not accrue unless required by law. When an employee is ready to return to work, his or her return date must be verified with his or her Department Head at least two (2) weeks prior to the end of the leave.
Failure to return to work at the end of a leave of absence will be deemed a resignation from employment.
Leaves of Absence — Military Reserve Leave

POLICY

The Human Resources Policies of Cochise Regional Hospital and Section 9 of the Military Selective Service Act of 1967 provide a re-employment rights program for men and women who leave their jobs to perform training or service in the Armed Forces of the United States of America.

PROCEDURE

A regular full-time employee or part-time employee who is called for active duty in the Armed Forces of the United States, the Coast Guard, Public Health Service, or Civil Defense, or is drafted into the Merchant Marine Service will, in accordance with existing law, be entitled to re-employment after Honorable Discharge or Discharge under Honorable Conditions from such services, provided he or she is physically and mentally able to do the work required and reports to work within ninety (90) days of such discharge or final release from medical treatment.

He or she will be employed in the job he or she had when he or she left at the same hourly rate or, if the position has been upgraded, at the hourly rate to include general increases and the same paid time off group.

Returning veterans will not be considered new employees. In the event his or her former job no longer exists, he or she will be employed in such capacity for which he or she is qualified at a salary comparable with that he or she formerly received.

Per Diem, Temporary and Occasional workers may not be eligible for re-employment.

An employee requesting time off for military service is requested to notify his or her Department Head in writing at least four (4) weeks prior to scheduled departure time.

Employees on military leave will not accrue benefits nor will they lose existing benefits. (Refer to general leave of absence policy.)

Any regular employee, including those employees still in their introductory period, who is a member of a reserve military organization of the United States of America, or a member of the National Guard of the United States and who attends a regular military training camp, or who is activated for a local, state, or national emergency will be given the
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necessary time off for such training or service without pay.

Nonexempt employees on short-term training (summer camp, weekend reserve, etc.) who are absent from work for an entire week, will receive no pay for the work week in which no work is performed. Exempt employees on short-term training (summer camp, weekend training, etc.) who work part of their scheduled work week will be paid for the entire work week. The amount received by the employee for military training may be deducted from the amount paid for the work week by Cochise Regional Hospital.
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Leaves of Absence — Medical Leave

POLICY

It is the policy of Cochise Regional Hospital to provide eligible employees leaves of absence in accordance with the provision of the Federal Family and Medical Leave Act of 1993 and state regulations. An eligible employee may request a family and medical leave for any of the following reasons:

1. The birth of an employee's child;
2. The placement of a child with the employee in connection with an adoption or foster care;
3. To care for a child, parent, or spouse who has a serious illness or health condition;
4. Due to a serious health condition that prevents the employee from performing the functions of his or her position.

For the purposes of this policy, "child" means a biological, adopted or foster child, or a legal ward, who is either under 18 years old or a dependent adult. "Parent" means a biological, foster or adoptive parent, stepparent, or a legal guardian. "Parent" does not include a parent-in-law or grandparent.

"Serious health condition" means an illness, injury, impairment, or physical or mental condition of a child, parent or spouse which warrants participation of a family member to provide care during a period of treatment, or supervision of the child, parent or spouse and also involves an inpatient of Cochise Regional Hospital, or continuing treatment or continuing supervision by a health care provider.

Any leave of absence that is granted to an employee under this policy or any other policy for a purpose specified above will be credited against the 12-week limit contained in this policy to the maximum extent permitted by law.

PROCEDURE

Eligibility

Any employee who has completed at least twelve (12) months of service and has worked at least 1250 hours of service during the twelve-month period preceding the anticipated date of leave, may request an unpaid family and medical leave of absence.
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Human Resources Policies and Procedures

Eligible employees may request up to twelve (12) weeks family and medical leave during a twelve (12) month period. The twelve (12) month period will be measured by the calendar year.

If both spouses are employed by Cochise Regional Hospital, they are entitled together to a total of twelve weeks of leave (rather than twelve weeks each) for the birth or placement of a child.

Leave for the birth or placement of a child must take place within twelve (12) months after the event. Leave may begin prior to birth or adoption, as circumstances dictate.

Notification

To request a leave, an employee must provide reasonable notification as a condition for eligibility for a leave. The employee must notify the Department Head in writing of the need for such a leave by completing an "Application for Family and Medical Leave", the date it will commence, and the anticipated duration of the leave. If the leave is not anticipated at least thirty (30) days in advance, or is due to an emergency, the employee should provide as much notice as possible. Medical certification should be provided to support a request for a leave needed due to a serious health condition; failure to provide appropriate certification may result in denial of the request for leave.

A. The certification should include the following information:
B. The date, if known, on which the serious health condition commenced;
C. The probable duration of the condition
D. If leave is requested for the serious illness of a family member, an estimate of the amount of time the health care provider believes that the employee needs to care for the individual is required; further, a statement that the condition warrants the participation of a family member (e.g., the employee) to provide care is also required.

If the employee has a serious health condition, the certification must state that the employee is unable to perform the functions of his or her position.
If the employee needs an intermittent leave for planned medical treatment, the physician's certification should specify the dates on which treatment will occur and the duration of the treatment period. After receiving a request for leave, the Department Head will notify
the Human Resources Department and the CEO. The Department Head will arrange for coverage during the leave. The length of leave, whether taken at once or intermittently, cannot exceed the twelve (12) -week limit as defined in this policy.

Benefits During Leave

Employees will be able to utilize accrued-paid sick leave and PTO during a Family and Medical Leave. After these benefits are exhausted, remaining leave will be unpaid. The total length of all paid and unpaid portions of the leave of absence added together cannot exceed twelve (12) weeks, whether or not they are taken consecutively.

Health insurance coverage will be continued for eligible employees during a Family Medical Leave of Absence. The cost of the employee portion of premiums and other authorized deductions will be paid by the employee. The employee is responsible for making arrangements with the Human Resources Department regarding timely payment of premiums.

If the employee fails to return to work after the expiration of the leave, the employee will be required to reimburse Cochise Regional Hospital for payment of Cochise Regional Hospital's share of health insurance premiums during the Family and Medical Leave, unless the reason the employee fails to return is the presence of a serious health condition which prevents the employee from performing the employee's job or to circumstances beyond the employee's control.

Re-employment Privileges

During the period of a Family and Medical Leave, the employee will retain his or her employee status. The absence will not constitute a break in service for determining length of service to Cochise Regional Hospital; however, the employee will not accrue additional longevity during the leave. Once an employee returns from a leave, the employee will be credited with longevity accrued before the start of the leave of absence.

If the total period of leave does not exceed twelve (12) weeks, an employee eligible for Family and Medical Leave — with the exception of those employees designated as "highly compensated employees" - will be restored to the employee's former position or to a position with equivalent pay, benefits, and other terms and conditions of employment. A determination as to whether a position is an "equivalent position" will be made by Cochise Regional Hospital.
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Return From Leave

To return to work, an employee must provide a release from a physician for any medical leave. If an employee wishes to return to work before the expiration of a Family or Medical Leave of Absence, notification must be given to the Department Head and the Human Resources Department at least fifteen (15) working days before the employee’s planned return.

Failure to Return From Leave

The failure of an employee to return to work upon the expiration of a Family and Medical Leave of Absence will be considered a voluntary resignation of employment at Cochise Regional Hospital. An employee who requests an extension of Family/Medical Leave due to the continuation, recurrence or onset of the employee's own serious health condition, or of the serious health condition of the employee's spouse, child or parent, must submit a request as soon as the employee realizes that he or she will not be able to return at the expiration of the leave period.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
COCHISE REGIONAL HOSPITAL
Human Resources Policies and Procedures

Leaves of Absence — Personal Leave

POLICY

It is the policy of Cochise Regional Hospital to provide eligible employees leaves of absence to certain employees for educational purposes or for other personal reasons not covered in Military or Medical (Family and Medical Leave Act) policies, depending upon the circumstances. An additional purpose of this policy is to provide a system where employees not eligible for FMLA may be absent from work for approved reasons.

PROCEDURE

Eligibility
The employee must be continuously employed and regularly scheduled to work at least thirty-two-forty (32) — (40) hours per pay period. He or she must also have completed at least ninety (90) days of continuous employment with a satisfactory evaluation from his or her Department Head.

The employee should complete the Personnel Change Notice form and give it to the Department Head at least one (1) month in advance of the leave, except for emergencies. Request for leaves of absence must be approved by the CEO prior to the start.

Granting personal leave will be based on the discretion of the Department Head and the CEO. Personal leaves will not be granted for political campaigning or for any other gainful employment.

Length
The length of the personal leave of absence is subject to the discretion of the Department Head and Administration; however, the maximum length of a personal leave of absence will be three (3) months.

Benefit Status
Benefits do not accrue while an employee is on a personal leave of absence. Wage increases or bonuses are not processed during a leave. In addition, the employee must pay 100% of the health insurance premiums for the duration of the leave, if the employee wants to retain coverage.
Return from Leave

Upon return from a personal leave of absence, an employee will be reinstated to his or her former position and department if available; if not, the employee will be placed in the first available position for which he or she is qualified.

Failure to return to work at the expiration of a leave will be considered a voluntary resignation, unless the employee is unable to notify Cochise Regional Hospital directly or through family members. Requests for extensions of a personal leave of absence will be presented in writing to the Department Head and must be approved by the CEO before the expected return date or the Cochise Regional Hospital will expect the employee to return to work.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Jury Duty Leave

POLICY

Cochise Regional Hospital encourages all employees to accept and meet their civic responsibilities when called for jury duty, and encourages employees to participate in jury duty, if called. The Cochise Regional Hospital realizes that acceptance of this duty may be based on the effect jury duty has on employee income. Therefore, in order to encourage acceptance of jury duty, the Cochise Regional Hospital has developed a policy to offset this potential loss of income.

It is the policy of Cochise Regional Hospital that an eligible employee called to serve on jury duty will be reimbursed for the difference between the amount he or she actually receives for jury duty and his or her compensation for up to eight (8) regularly scheduled work hours per day. If the fee for jury duty exceeds the employee’s usual compensation, no adjustment is required.

PROCEDURE

Eligibility

Jury duty leave will be paid only when it occurs on the employee’s regularly scheduled work day and for the scheduled hours of the work day up to a maximum of eight (8) regularly scheduled work hours per day. If the fee for jury duty exceeds the employee’s usual compensation, no adjustment is required.

General Conditions

An employee summoned to jury duty must inform his or her supervisor as soon as possible so that work schedule(s) may be adjusted. In case of special staffing hardship, the supervisor may request a temporary jury duty deferral for the employee.

Only regularly scheduled lost work hours will be reimbursed by Cochise Regional Hospital.

Benefit policies and programs for which the employee was eligible prior to jury duty will remain in force and continue to accrue while on jury duty. This benefit will remain in effect even if the employee serves more than ten (10) days.
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Employees on jury duty are to report to work during their normally scheduled working hours when their attendance in Court is not required. If jury duty is canceled or shortened and an employee does not report availability for work to his or her supervisor, the employee will not be reimbursed for his or her scheduled work hours for that day(s).

The employee is to provide Cochise Regional Hospital with a signed statement from the Clerk of Courts for those days that the employee lost work due to serving on jury duty, showing the date, jury service hours, and reimbursement amount.

The statement is to be signed by the Department Head before the Payroll Department will calculate the payment for lost wages. Shift differentials will be excluded in calculating payment for lost wages.

1. Night shift employees will be excused from work the night(s) before the day(s) they are to report for jury duty.
2. Afternoon and day shift employees will be excused on the day of jury duty.
3. Employees on all three shifts are subject to all provisions of this procedure.

No time worked at Cochise Regional Hospital during the jury duty period will be considered overtime unless all normal overtime pay requirements are fulfilled.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Bereavement

POLICY
It is the policy of Cochise Regional Hospital to provide paid leave to eligible employees in the event of death in the immediate family.

PROCEDURE
From the first day of employment at Cochise Regional Hospital, paid bereavement leave of up to three days (no more than 12 scheduled hours per day) will be granted to regular full-time employees in case of death of an immediate family member. Part-time employees may be granted two days (no more than 4 scheduled hours per day) with pay in case of death of an immediate family member. If an employee wishes to have additional time off without pay, it may be arranged upon request (accrued PTO may be used, upon approval of the Department Head). Bereavement leave can be extended an additional two days (no more than 12 scheduled hours per day for full time or no more than 4 scheduled hours per day for part time) if the employee travels out of state for the funeral.

Paid leave will be granted only for those days the employee is scheduled to work. Pay for bereavement is not paid during a leave of absence, while an employee is utilizing PTO time, or scheduled days off. However, if the employee is on scheduled PTO, the appropriate bereavement leave will be paid instead of PTO compensation.

Bereavement leave without pay of up to five days will be granted in case of an immediate family member of a per diem or occasional employee.

For purposes of this policy, Cochise Regional Hospital considers the immediate family members to include: spouse, children of the employee, the employee’s mother, father, brother, sister, grandparents, parents of the employee’s spouse, and/or any step relations that may exist in the immediate family, and brother and sister-in-laws, son and daughter-in-laws or special circumstances approved by CEO or his designee. Any other blood relative actually residing with the employee also will be considered as a member of the employee’s immediate family. There will be no restrictions on the number of bereavement leaves per year.

The three (3) consecutive days may begin the time the employee is notified of the death. If the employee has already worked that day, the three (3) days may begin the following calendar day. If someone is notified while at work and can be relieved, he or she may designate that the balance of the shift be counted as the first (1st) day of bereavement leave. Verification of death may be requested by the employer.
An employee requesting bereavement leave should notify his or her Department Head as soon as he or she knows of the absence. Any pay received for bereavement leave will not be counted in computing eligibility for overtime compensation.
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Payment of Professional Society Memberships

POLICY

It is the policy of Cochise Regional Hospital to encourage and assist management employees to participate in professional society memberships which are of benefit to the employee's growth and development.

PROCEDURE

1. The membership must be in an area that is applicable to the Manager's position and/or the health care field.
2. Department Heads and supervisors are eligible for one membership where dues are paid by the Cochise Regional Hospital.
3. Executive Team Members are eligible for two memberships where dues are paid by the Cochise Regional Hospital.
4. The Department Head should indicate the society for which membership(s) payment will be requested when submitting department budget. The membership payment must be approved and signed by the CEO.
5. Duplicate memberships which are primarily used to obtain information should be minimized. Executives are encouraged to reduce the number of duplicate memberships among staff where feasible.
6. Membership to societies which in any way involve union activities and/or economic security for its members shall not be reimbursed.
7. Membership need not be exclusively Cochise Regional Hospital-oriented. In certain instances it may be beneficial to the individual and Cochise Regional Hospital to be aware of what is occurring in other industries with respect to a particular item such as finance, labor law, and so forth.
8. Exceptions to this policy require the approval of the CEO with appropriate documentation maintained in the employee file.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 11/07, 07/14
Education Assistance

POLICY

The Education Assistance Plan is for the benefit of eligible employees of Cochise Regional Hospital who wish to obtain additional, formal, job-related education and training during their employment with the hospital. The hospital recognizes that such education and training will improve the employees' knowledge and skills and thereby improve the quality of health care provided at this hospital.

PROCEDURE

Cochise Regional Hospital (Company) will reimburse eligible employees for tuition expenses (including fees, books and supplies) paid to accredited schools, colleges, and universities as set forth in this policy subject to budgeting and scheduling priorities for the Company. Procedural requirements, as stated herein, may be waived or modified by the CEO for good cause shown.

Maximum Reimbursement

For undergraduate and graduate students, tuition reimbursement is offered for up to six credits per semester and a maximum of 18 credits per year. The Company will reimburse employees at the conclusion of a successfully completed course, pursuant to the following schedule:

For grades A & B, the Company will reimburse 100% of the tuition cost. For grades C, the Company will reimburse 50% of the tuition cost.

No reimbursements will be made for grades lower than a "C" grade.

The Company will not reimburse employees for courses in which the employee can receive a grade of only "PASS" or "FAIL", unless no other grade option is available for the course.

Reimbursement rates are not affected by grades that are accompanied by a plus (+) or a minus (-) sign. Thus, for example, an eligible employee who receives a B+ will be reimbursed at 100%. Likewise, an eligible employee who receives a B- will also be reimbursed at 100%.

Numerical equivalents of a letter grade may be accepted in lieu of a letter grade, provided that the Company receives adequate assurance from the accredited institution that the
numerical grade is equivalent to a letter grade.

Tuition for undergraduate courses will be reimbursed up to a maximum of $300.00 per credit hour. Graduate courses will be reimbursed up to a maximum of $500.00 per credit hour.

**Eligibility**

To be eligible for tuition reimbursement under this policy an employee must:

- Be a full time employee at time of application
- Have completed one year of full time service
- Be a full time employee at the conclusion of the course.

Otherwise eligible employees are or become ineligible for tuition reimbursement under this policy, if:

- The employee has received a formal warning within six months prior to his or her request for pre-approval; or
- The employee receives a formal warning following pre-approval and before the course is completed. Accordingly, despite pre-approval, the Company will not reimburse your tuition payment if you receive a formal warning at any time prior to you completing the course.

**Courses and Programs Eligible for Reimbursement**

Certificate, Associates, Bachelors, and Masters degree programs will be reimbursed if they are business or job related. All courses, required and elective, which are related to an employee’s work or which lead to a business-related or job-related degree will be reimbursed. The Company will determine, in its sole discretion, whether a degree program or course is business or job related.

**Application for Pre-Approval of Tuition Reimbursement**

Employees must obtain pre-approval for tuition reimbursement under this policy. To do so, employees must complete and return to the Human Resources Department a "Request for Tuition Reimbursement" form (the form can be obtained from the Human Resources Department). If and when the course is pre-approved, this form can also serve as a request for payment form at the conclusion of the course.

In certain cases, employees can be reimbursed prior to the conclusion of the course; however, the employee must present proof of tuition payment and grades before any
further monies will be released. If the employee does not receive an "A" or "B" grade or fails the class, the employee will be expected to reimburse the Company. The employee will be asked to commit to one year of full time service after completion of courses for each year of tuition support provided by the Company. Should employee terminate or is terminated by Company, regardless of the cause, the employee must pay back to the hospital any amounts still owed based on the work/reimbursement agreement that the employee signed. Death automatically voids any remaining financial obligations.

Application for Reimbursement Upon Completion of Course
Upon completion of the pre-approved course, the employee must submit a copy of the "Request for Tuition Reimbursement" form to the Human Resources Department, along with an official transcript of grades and proof of payment. Proof of payment can be established by either a bursar's receipt or a copy of a cancelled check (front and back).

Miscellaneous
Reimbursement will be generated through an Accounts Payable check payable to the employee. According to IRS regulations for 2007, up to $5,250 in tuition reimbursement is tax free annually.

Seminars, Workshops, and Mandatory In-Services
The hospital frequently sends employees to seminars or workshops to increase skills utilized in the hospital. Employees sent to these seminars or workshops will have any fees and travel expenses incurred for the purpose of attendance paid by the hospital.

All employees attending hospital paid seminars, workshops, and mandatory in-service meetings will be paid for hours worked in accordance with the Fair Labor Standards Act. It is the responsibility of the Department Head to utilize the most economically feasible methods for travel and overnight stays when sending an employee to seminars or workshops out of town.

The employee is expected to share knowledge gained with co-workers as well as submit a written summary of seminar highlights to his or her Department Head. A copy of the summary will be provided to the CEO.

Employees are expected to substantiate expenditures with receipts. Receipts are attached to the Travel Expense Record and submitted to the Payroll Office. Payment of the
balance is made following authorization by the Department Head and CEO. Any employee who attends a seminar, workshop, or meeting without prior authorization from their Supervisor/Department Head will be held responsible for costs incurred.

Request for Attending Out-Of-Hospital Conferences, Seminars, and Workshops follow this section.
REQUEST FOR EDUCATIONAL ASSISTANCE

NAME __________________________________________

POSITION ________________________________________

DEPARTMENT ______________________________________

DATE OF FULL TIME EMPLOYMENT ____________________

DATE OF REQUEST __________________________________

I am interested in the following program: ___________________________

With the following facility: _________________________________

The facility is accredited by: _________________________________

Estimated cost of program: _______________________________

Estimated time to complete program: _______________________

Why are you interested in this particular program? ___________________________

Please describe your short term and long term goals: ___________________________

Please describe the organization’s benefit to approve this request? ___________________________

Any additional information you would like to share: ___________________________

I acknowledge receipt of the Education Assistance Policy. If the Education Assistance Request is approved, I also agree to provide one year of full time service to the organization for each year of financial support provided.

________________________________________  ________________________
Signature                                      Date
COCHISE REGIONAL HOSPITAL

REQUEST FOR ATTENDING OUT-OF-HOSPITAL CONFERENCES, SEMINARS, WORKSHOPS

1. Fill out this form (Section A through D) at least two (2) weeks prior to the day of the meeting and submit it to your supervisor for approval. Request will then be forwarded to the CEO for final approval.

2. Upon return from the meeting, fill out the remainder of the form and expense report (attach receipts and include mileage), and turn in to your supervisor for your reimbursement.

A. NAME: __________________________________________
   JOB POSITION: ________________________________
   DATE: ________________________________
   MEETING NAME: ________________________________
   MEETING DATE: ________________________________
   MEETING PURPOSE: ________________________________
   MEETING LOCATION: ________________________________

B. REGISTRATION FEE $_____________
   TRAVEL BY: VEHICLE ___ AIRFARE ___ OTHER ____________

C. REQUEST PAYMENT IN ADVANCE: YES _________ NO _________

D. SIGNED: ___________________________ DATE: ________________

APPROVALS:

SUPERVISOR: APPROVED _______ DISAPPROVED _______

SUPERVISOR SIGNATURE: ___________________________ DATE: ___________

CEO APPROVED _______ DISAPPROVED _______

CEO SIGNATURE: ___________________________ DATE: ___________
REPORT: TO BE FILLED OUT UPON COMPLETION OF MEETING

1. SUMMARY: (TOPICS, OBJECTIVES, METHOD OF PRESENTATION)

2. EVALUATION:

3. BENEFIT TO YOUR DEPARTMENT, TO THE HOSPITAL:

4. BENEFIT TO YOUR PROFESSIONAL DEVELOPMENT:

5. RECOMMENDATIONS:

Copies to: Supervisor, Chief Operating Officer, Personnel File, Education File
In-Service Education

POLICY

Recognizing the importance of promoting the professional development of CRH employees, it is the policy of Cochise Regional Hospital to assist the educational growth of employees through offering in-service training.

PROCEDURE

Cochise Regional Hospital in-house programs are provided to inform and/or update personnel to ensure and maintain a high quality level of patient care and to meet applicable local, state, and federal licensing, certification, and accreditation requirements.

In-service education will be conducted at regular intervals for all employees.

Yearly mandatory sessions for all employees will include fire safety, right-to-know, infection control, body mechanics, patient/resident rights, Advance Directive, disaster management, and Performance Improvement which includes Risk Management and Corporate Compliance.

In-service education time will be paid by Cochise Regional Hospital when the employee is required to attend and these hours will be considered non-productive hours worked. Therefore, attendance at general orientation and staff meetings will be compensated if mandatory.

In-service programs will be posted in advance so that employees can plan to attend.

The Education Coordinator will keep all educational records and attendance sheets in a separate education file.

The professional employee is responsible for accumulating and maintaining continuing education hours and maintaining a license by availing themselves to relevant available educational experiences. The cost involved in obtaining the necessary CEU's for licensure is the responsibility of the employee. The individual is responsible for maintaining his or her own records on a current basis and providing information to the Department Head for inclusion in the education file.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
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Travel Reimbursement

POLICY

It is the policy of Cochise Regional Hospital to reimburse employees who incur expenses associated with seminars, conferences, training programs, and other Cochise Regional Hospital business, provided attendance at such events are approved by Administration in advance.

PROCEDURE

Reimbursable Events

Seminar, conference, and training program fees are reimbursable if the program content is directly related to the employee’s work and such event(s) is pre-approved by the Chief Executive Officer.

Business directly related to the employee's work, such as marketing a new service, attending a trade exhibition, recruiting fair, or speaking engagement are reimbursable. The nature of such business must be approved by Administration.

Reimbursed Expenses Associated with Pre-Approved Events

TRAVEL

Personal Auto: If traveling by car, the owner (if employed by Southeast Arizona Medical Center) will receive mileage reimbursement for travel directly to and from the event site, and for travel directly related to the event, i.e., a luncheon, etc. The amount of reimbursement will not exceed the amount allowable by the IRS.

Commercial Aircraft: Employees opting to travel by aircraft will be reimbursed the lesser of the aircraft expense or the equivalent of mileage reimbursement. However, the Chief Executive Officer will have the discretion to require travel by aircraft if doing so is deemed most time efficient. Employees required to travel by air will be reimbursed for the most economic rate; usually tourist/economy.

Temporary Surface Transportation: Taxi and airport limousine service may be reimbursable if proven to be the most convenient and/or economical mode of temporary surface transportation available. Employees are expected to use the most economical
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mode of temporary surface transportation available.

MEALS

Meals may be reimbursed for pre-approved events if the employee travels directly from home to the event and travels home directly after the event. Meals may be reimbursed for actual expense up to a maximum of $30.00 per day with receipts. For seminars which do not last at least an entire day, current IRS guidelines will be used to determine allowable meal reimbursement. Reimbursement for consumed food and beverage will only be made for the attending employee. Alcoholic beverages are non-reimbursable.

LODGING

All individual expenses exceeding $5.00 must be accompanied by a receipt. Business expenses, business telephone calls, and one personal telephone call will be reimbursed. Civil fines and parking violations are examples of expenses which will not be reimbursed under any circumstances. Other examples of expenses which will not be reimbursed include, but are not limited to: towing, laundry/dry cleaning, personal services, any expenses incurred by any person other than the attending employee, any non-receipted expenditures more than $5.00, personal amusement, gifts and/or donations, unauthorized trips, and/or rental not approved in advance.

Control

Employees are expected to use prudence, discretion, and good judgment when incurring travel and business related expenses. A fraudulent claim for expense reimbursement could result in termination from employment.

Upon return from the event, a Travel and Expense Voucher Form must be submitted with attached receipts to the Department Head and CEO for approval before going to payroll. The expense reimbursement check will be issued in the next normal weekly accounts payable cycle. On limited occasions, there may be a travel advance before the trip; however, advances must have the approval of the CEO. Administration will have the discretion to approve or deny any requests for travel/business expenses. Factors which may cause a denial of expense reimbursement requests include, but are not limited to: Relevance of the event to the employee’s position as determined by the Chief Executive Officer; an excessive amount of prior travel/business expenses incurred by the requesting
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Employee as determined by the Chief Executive Officer; lack of Cochise Regional Hospital benefit to have the requesting employee attend the event as determined by the Chief Executive Officer/Administration; lack of available funds to permit reimbursement for attendance at the event as determined by the Chief Executive Officer.

Responsibility

Employees requesting travel/business expense reimbursement are responsible for accuracy, filing the proper forms, securing receipts for expenses incurred, submitting paperwork for approval signatures, and otherwise following the procedures described.

Department Heads are responsible for administrative approval/signatures, and making sure paperwork is turned in to the payroll office for payment.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14 Revised: 2/02, 10/05, 07/14
Mileage/Use of Personal Automobile

POLICY

Cochise Regional Hospital provides mileage reimbursement for legitimate Cochise Regional Hospital business requiring the use of a private vehicle.

PROCEDURE

The owner of the automobile is responsible for liability damages in case of an accident.

Mileage is reimbursed at a rate that will not exceed current IRS regulations. Mileage will be paid through the Payroll Office after an expense voucher has been approved by the respective Department Head and/or Chief Executive Officer.

Effective Date: 2/1/99
Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
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**Employee Recognition/Service Awards**

**POLICY**

Cochise Regional Hospital and the customers it serves are grateful for the loyal and dedicated service rendered by our employees.

Cochise Regional Hospital, therefore, sponsors an Employee Recognition Program. Regular full-time and regular part-time employees with credited service records of 5, 10, 15, 20, 25, and more years (in increments of 5 years) receive special recognition for their service to the organization.

**PROCEDURE**

In order to be credited with 5, 10, 15, 20, 25 or more years of service, there cannot have been any break in continuous service to the Cochise Regional Hospital. For the purpose of calculating service, a break in service occurs upon resignation, a dismissal, failure to report to work upon expiration of a leave of absence, a layoff of more than six (6) calendar months in duration or changing status to Casual, Temporary or Per Diem categories. However, duly authorized medical and personal leaves are credited as uninterrupted service.

A rehired employee’s service will be calculated from the most recent rehire date, regardless of the length of service when the termination occurred.

Employees will be honored depending on length of service.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
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Purchase of Items for Personal Use

POLICY

There may be times when a vendor may wish to sell items directly to employees which may be used in their work (for example: uniforms), or a department may have some supplies or items it wants to sell.

Because the Cochise Regional Hospital is a tax exempt organization, no employees or other individuals may purchase items for personal use through the Cochise Regional Hospital without prior approval. This prohibition would include the direct selling of items from the vendor to the employee; however, special consideration may be given to supplies that are not readily available from local vendors.

PROCEDURE

Administrative approval must be received from the CEO for Cochise Regional Hospital property to be sold or for purchase of items from vendors. CEO approval may also be granted for future sales of the same item, if that item is purchased by employees on a regular basis. Approval is at the discretion of the CEO, and must be obtained before any property is sold or items purchased.

When a sale is made, the appropriate Department Head must complete a purchase requisition form stating to whom the item was sold, the item sold, and the cost of each item. The purchase requisition form shall be turned in to the CFO for appropriate dispensation, billing, and collection procedures to be conducted.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 07/14
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Lockers

POLICY

Lockers are made available at Cochise Regional Hospital based on the needs of various departments to provide a secure place for personal belongings while employees are at work.

PROCEDURE

1. Arrangements for a locker should be made through the Department Head of the department providing the lockers.

2. Employee lockers are the property of Cochise Regional Hospital. Cochise Regional Hospital retains the right to inspect the lockers at any time with or without notice.

3. Each employee is responsible for maintenance of the locker assigned to him or her.

4. All personal belongings and clothing which are not worn while working must be kept in lockers.

5. The locker should be kept locked at all times to avoid personal loss.

6. Cochise Regional Hospital is not responsible for the loss of employees' property. Employees are asked not to bring large sums of money or valuables to work.

7. Lost or stolen items should be reported through the incident reporting system.

Reviewed: 2/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 10/05, 07/14
Cafeteria

POLICY

For the convenience of employees, a cafeteria featuring low cost meals is maintained on Cochise Regional Hospital premises.

PROCEDURE

A microwave is located by the vending machines for heating food items.
1. Employees may eat in the cafeteria whether the employees buy meals or bring them from home.
2. Menus for the week are posted in the various departments and on the cafeteria bulletin boards.
3. Employees are encouraged to eat in the Cafeteria rather than the work station.

Food and drink provided on the units are for the use of patients only and should not be consumed by employees. Leftover food and drinks must be returned to the Dietary Department.

Effective Date: 2/1/99
Reviewed: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
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Lost and Found Articles

POLICY

It is the policy of Cochise Regional Hospital to provide a lost and found service for our patients, visitors, and employees through our Admitting Office.

PROCEDURE

If any employee loses anything of value on Cochise Regional Hospital's property, he or she should report the loss to the Department Head at once and complete an Incident Report which will be forwarded to Risk Management for safety and security reasons. If the employee finds any item, he or she should turn it in to the Admitting Office or his or her Department Head. Lost articles will be returned to the proper owner upon satisfactory proof of ownership. Cochise Regional Hospital cannot assume liability for the loss or theft of personal items or property. Employees are asked to leave valuables and large sums of cash at home when coming to work.

Effective Date: 2/1/99
Reviewed: 2/02, 4/02, 1/04, 10/05, 11/07, 07/14
Revised: 2/02, 4/02, 10/05, 07/14
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Employee Award Program

POLICY

It is the policy of Cochise Regional Hospital that employees shall be recognized for their contribution to the hospital through the Employee of the Month and Employee of the Year award.

PROCEDURE

Nominations

Any employee may nominate any other employee for Employee of the Month; Department Heads may be nominated by an employee working directly under their supervision.

If a Department Head has only one (1) employee working under their supervision, they may nominate that employee and said employee's name shall be on the ballot for three (3) months in order to give that department a fair chance of their employee and the department being recognized. (Example: if an employee is nominated in January, their name shall appear on the ballot for January, February, and March.)

There is no limit to the number of times an employee may be nominated.

Nominations must be turned in no later than the 20th of each month for an employee to be considered for that month.

Voting

The Voting Panel shall consist of the CEO, CFO, COO, DON, Human Resources, Marketing, Performance Improvement Coordinator, and Chairman of the Activities Committee. Selection shall be by majority vote.

The Voting Panel will meet each month to determine Employee of the Month, and shall meet prior to the annual Christmas party to select Employee of the Year from the twelve (12) Employees of the Month.
A ballot box is located near the bulletin boards by the cafeteria. Nominations may be placed in the box or turned in to the Administration mailbox.

**Recognition**

Employee of the Month shall be announced by a member of the Voting Panel. The overhead will be used to alert staff that the announcement is to be made.

Employee of the Year will be announced at the annual Christmas party. All twelve (12) Employees of the Month will be asked to join the CEO. When all are assembled, the Employee of the Year will be announced and their award presented to them.

**Awards**

The Employee of the Month shall receive:

- A free meal ticket
- A gift certificate to a local restaurant valued at $100.00. Restaurant is choice of Employee of the Month.
- Their name and the month of the award on the plaque in the lobby.
- An individual plaque engraved with their name

The Employee of the Year shall receive:

- A plaque inscribed with their name and the year the honor was received
- A travel package valued at $2,500 or $1,500 cash. Destination is choice of Employee of the Year.

Effective Date: 1/04
Reviewed: 1/04, 10/05, 07/14
Revised: 10/05, 11/07, 07/14
Use of Cell Telephones

POLICY

Cochise Regional Hospital permits the use of cellular telephones in some areas of the facility. Some areas of the hospital are restricted from cellular telephone usage to prevent radio frequency-related emissions from cellular equipment from interfering with medical equipment, as well as to comply with privacy laws.

PROCEDURE

Cellular telephones may generally be used within the hospital, but not in the following areas: surgical suites; acute care patient care areas including nursing station, post anesthesia recovery and outpatient surgery preparation areas; or emergency room patient care areas. Cell phones are allowed during meetings at the discretion of the meeting Chairman.

Cellular telephones with camera capabilities may not be used in any manner that might identify or otherwise transmit patient identifiable information. This applies to all areas of the hospital.

Employees are not permitted to wear, have cell telephone turned on or use them during work shifts, except for official breaks and lunch periods.

Cochise Regional Hospital expects all cell telephone users within the hospital to observe simple telephone courtesy: i.e., no loud conversations, no profanity, no interruptions, etc.

Anyone seen or heard violating this policy will be asked to discontinue the inappropriate use. If the user refuses, the Department Head will be notified to begin disciplinary action.

Effective Date: 10/05
Reviewed: 11/07, 07/14
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Decorations

POLICY

Cochise Regional Hospital prohibits certain decorations in patient exam and treatment areas including the Emergency Room, Acute Care and Swing Bed unit, Laboratory, and Radiology.

PROCEDURE

Guidelines for decorations are as follows:

1. Draperies, curtains, and other similar loosely hanging furnishings and decorations must be flame resistant, and must have documentation of flame resistance.
2. Furnishings or decorations of an explosive or highly flammable character are prohibited.
3. Christmas trees that are not effectively flame-retardant treated are prohibited.
4. Ordinary crepe paper decorations and pyroxylin plastic are prohibited due to their classification as highly flammable.
5. No furnishings, decorations, or other objects will be placed in areas that may obstruct exits or exit signs, or obstruct the visibility of those exits or exit signs.
6. Exposed foamed plastic materials and unprotected materials containing foamed plastic used for decorative purposes or stage scenery are prohibited. (The term "unprotected materials containing foamed plastic" is meant to include foamed plastic items covered by "thermally-thin" combustible fabrics or paint.)
7. Candles are prohibited.
8. Acoustical and decorative materials including, but not limited to, cotton, hay, paper, straw, moss, split bamboo, and wood chips are prohibited.
9. Hanging decorations from sprinklers is prohibited.
10. If there are any questions regarding decorations, please consult with the Maintenance Department before decorating.

Effective Date: 11/05
Reviewed: 11/07, 07/14
CPR, ACLS, PALS Policy

It is the policy of Cochise Regional Hospital to require current CPR certification for direct patient care staff. Employees who have not completed the CPR certification by the deadline will be allowed a 90 day grace period in order to become re-certified. Employees who have not completed the CPR certification at the conclusion of the grace period will not be scheduled to work until the CPR certification has been completed and submitted to the Human Resources department.

Cochise Regional Hospital strongly encourages non-direct patient care staff to obtain CPR certification.

It is the policy of Cochise Regional Hospital to require current ACLS and PALS certification for RNs. Employees who have not completed the ACLS or PALS certification by the deadline will be allowed a 90 day grace period in order to become re-certified. Employees who have not completed the ACLS or PALS certification at the conclusion of the grace period will not be scheduled to work until the ACLS or PALS certification has been completed and submitted to the Human Resources department.

Effective: 4/14
Reviewed: 07/14
Revised: 07/14