Welcome to MaineGeneral

Our Mission
To enhance, every day, the health of the people in the greater Kennebec Valley.

Our Vision
MaineGeneral Health will be the leading community health care system in Maine, recognized for clinical excellence, customer satisfaction, financial stability and impact on community health.
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Welcome and Introduction

Welcome to MaineGeneral Health! MaineGeneral employees share a proud tradition of service to our patients and communities and we are pleased you have chosen to help continue that tradition. We think you will find your work here to be both rewarding and challenging. We hope the information in this handbook will help make your work experience at MGH fulfilling as well.

We are glad you're here!

Who We Are
MaineGeneral Health (MGH) is a not-for-profit corporation and Maine's third-largest health care system. Its services include: medical centers; a cancer center; physician practices; rehabilitation and outpatient services; long-term nursing and residential care; community outreach and wellness programs; home health and hospice; and mental health and substance abuse services. All of these are organized into divisions and subsidiaries: MaineGeneral Medical Center (MGMC); MaineGeneral Health Associates (MGHA); MaineGeneral Rehabilitation & Nursing Care (MGRNC); MaineGeneral Retirement Community (MGRC); and HealthReach Network (HRN).

We have a long history of providing community-based health care to the residents of the Kennebec Valley region. Beginning with Augusta City Hospital in 1898 and Sisters Hospital in Waterville in 1924, MaineGeneral has continually adapted its physical locations and its services to better meet the needs of the communities it serves.

MaineGeneral Health currently provides a lifetime of medical care to 189,000 people in more than 85 communities throughout central Maine. With more than 3,800 employees, MaineGeneral Health is the largest private employer in Kennebec County and is a major economic force in the area.

The Purpose of the Employee Handbook
The Employee Handbook provides general information about working at MGH, including benefits and services, as well as some guidelines about the company's expectations of employees' conduct and work performance. Neither this handbook nor the policies and procedures referenced in it are intended to create an employment contract. If you have questions that are not answered here, please speak with your manager or a member of the Human Resources Department. (Please check the MaineGeneral Intranet for the most up-to-date Human Resources staff directory, or call 872-4660.)

Please take some time to review this handbook. The most up-to-date version is maintained in the Employee and Manager Self-Service section on the intranet.
Policies

The handbook contains brief descriptions of — and links to — several important policies. Please become familiar with all of MaineGeneral’s policies. You’ll find the most current versions in the Policies & Procedures section on the intranet. The policies published there take precedence over any policy description or reference in this handbook. MaineGeneral Health reserves the right to revise policies, wage rates and benefit programs as needed. In general, MGH tells employees about Human Resources policy changes at least 60 days before they go into effect. Notices about new or revised policies are posted on the intranet home page in the "What’s New?" section. If you want a copy of a policy, you may print it from the intranet site. If you have questions about a policy, please contact Human Resources.

Many other resources, procedures, instructions and forms are located in the Employee and Manager Self-Service section of the intranet and are referenced throughout this handbook.

As this handbook explains, all MGH positions are classified as either "just cause" or "at will." The "at will" or "just cause" classification is noted in each job description. All employees are in the "at will" category during the first six-month orientation period. "At will" means that either the employee or the employer may end the employment relationship at any time for any reason that is non-discriminatory. Employees in positions classified as "just cause" (after the initial six-month orientation period) can only be disciplined or discharged for a specific reason. MaineGeneral seeks to resolve grievances and disputes raised by "just cause" employees through the Grievance and Dispute Resolution process spelled out in Policy HR-18 and summarized in this handbook. Please refer to policy HR-01, Employment Classifications, for more information.

Interpretations and Definitions

MaineGeneral Health (MGH) is the parent corporation of the following subsidiaries or companies: MaineGeneral Medical Center (MGMC); MGMC dba Jackman Region Health Center; MaineGeneral Health Associates; HealthReach Network; MaineGeneral Rehabilitation & Nursing Care (MGRNC) dba Glenridge, Gray Birch, Inn at City Hall and Alzheimer's Care Center; and MaineGeneral Retirement Community (MGRC) dba Granite Hill Estates. In this handbook, "MaineGeneral Health" refers to the parent corporation and all of these subsidiaries.

The "premises" of MaineGeneral Health include all facility sites, whether leased or owned, of the parent corporation and all of these subsidiaries. It also includes the parking lots next to each facility.

The term "patient" includes all patients, residents and/or clients who receive services from MaineGeneral Health.

The term "administrator" refers to the person in charge of a department or division. The title may vary (i.e., Vice President, Senior Vice President, Administrator, Director or Administrative Director).

The term "manager" refers to any person who supervises one or more employees, manages a program or holds a clinical leadership position such as physician, nurse practitioner or physician assistant.
General Management Practices

Equal Opportunity Employer

MaineGeneral Health is an Equal Opportunity Employer. All decisions about hiring, discharge, transfers, promotions, discipline, training, job opportunities, wage and salary levels, etc., are made without discrimination based on race, color, sex, age, national origin, religion, physical or mental disability, genetic information or sexual orientation.

MaineGeneral's minimum employment age is 16.

Americans with Disabilities Act

MaineGeneral Health is strongly committed to supporting and accommodating employees with disabilities. MGH employs persons who can perform the essential duties of a position either without special accommodation or with reasonable accommodation if it does not cause undue hardship to MaineGeneral Health or its employees. All managers must respond to requests for a reasonable accommodation from an applicant, patient, visitor or employee with a disability. Please consult the Human Resources Department for guidance in responding to requests from an applicant or employee. If you believe you have been illegally discriminated against, or illegally harassed, you should immediately contact the Human Resources Compliance Officer and/or any of the following:

Maine Human Rights Commission
State House Station 51, Augusta, ME 04330
(207) 624-6050  TDD number: 800-624-6064

U.S. Equal Employment Opportunity Commission (EEOC)
1801 L. Street NW
Washington, DC 20507;
or call an EEOC field office toll-free, 800-669-4000  TDD number: 800-800-3302

Persons who have trouble hearing may call one of MaineGeneral Health’s TTY numbers: Augusta, 626-1647 and Waterville, 872-1035. Ask to be connected to Human Resources.

Please refer to policy HR-6, General Conditions of Employment, for more information.

Sexual and Other Harassment

Illegal harassment of any kind will not be tolerated and may be grounds for immediate dismissal. It may also be grounds for criminal prosecution and/or civil damages. Illegal harassment can include jokes, comments, gestures or actions based on a person’s race, religion, sex, sexual orientation, age, national origin, physical or mental disability or any personal characteristic protected by law. These jokes, comments, gestures or actions can create an intimidating, hostile or offensive work environment. Any type of illegal harassment should be reported in the same manner as sexual harassment (see below).

Sexual harassment is unlawful and will not be tolerated at MaineGeneral Health. Unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- Giving in to such conduct is made a term or condition of employment, either openly or indirectly; or
- Employment decisions are based on a person’s acceptance or rejection of such conduct; or
- Such conduct interferes too much with a person’s work performance, or creates an intimidating, hostile or offensive environment.
A hostile work environment may be created by managers, coworkers and subordinates as well as by non-employees, such as patients, family members, vendors and contractors who have work-related dealings with employees. Sexual harassment can include behavior by members of the same sex, as well as members of the opposite sex.

Examples:

- physical conduct, such as unwelcome or offensive touching;
- verbal conduct, such as vulgar remarks or suggestive comments or jokes;
- nonverbal conduct, such as whistling or leering; or
- visual displays, such as sexually oriented calendars or posters in the workplace.

Conduct or speech is "unwelcome" if a reasonable man/woman would not want to be on the receiving end of such conduct or speech.

If you feel you have been or are being sexually harassed, we strongly urge you to contact MaineGeneral Health's Human Resources Department as noted below.

**Human Resources-Waterville**  
**Attn: HR Compliance Officer**  
**Hathaway Center - 10 Water Street**  
**Telephone: 861-3402**

The HR Compliance Officer or designee promptly and thoroughly investigates harassment complaints for MaineGeneral Health and its subsidiaries. If you see or suspect sexual harassment, you should report it. Any employee reporting a complaint is protected against retaliation. A manager's failure to report violates this policy and may lead to disciplinary action. All reported incidents or complaints are treated seriously and as confidentially as is feasible.

If an employee is not satisfied with the internal investigation and response, or does not wish to report the harassment to MGH, s/he has the right to file her/his complaint with:

**Maine Human Rights Commission**  
**State House Station #51**  
**Augusta, ME  04333**  
**624-6050 or 800-624-6064**

Employees receive training and written notice about sexual harassment upon hire. They receive written reminders about the policy every year. Supervisors and managers receive more training information when hired, with periodic reviews thereafter. *Please refer to policy HR-8, Anti-Harassment, for more information.*

**Smoke-Free Campus**

We care about the health of our employees, patients and visitors. Therefore, MaineGeneral Health is a tobacco-free employer - smoking and tobacco use are prohibited in any MaineGeneral Health facility or on the grounds. Employees who violate the smoking policy are subject to disciplinary action. *Please refer to policy EC-20, Smoking Policy, for more information.*
General Performance Standards and Expectations

Values and Standards of Behavior
MaineGeneral Health is committed to a set of Values and Standards which guide us in fulfilling our mission of enhancing, every day, the lives of the people in the greater Kennebec Valley. As described below, these Values and Standards are at the heart of who we are, what we do and how we treat patients, their families and each other. When we uphold these Values and Standards, we are best able to provide the highest quality, compassionate, convenient and cost-effective health care services.

All MaineGeneral employees, at all levels, are expected to abide by these Values and Standards. We hold each other accountable if we think a coworker is not complying with these performance standards.

Respect
Treat everyone with dignity and consideration. Treat patients, families and fellow employees the way you would like to be treated.
- Acknowledge everyone in a timely and friendly manner
- Use words of courtesy, such as “please” and “thank you,” in all interactions
- Acknowledge delays and problems; apologize for any inconvenience; and offer alternatives if possible
- Safeguard the privacy of each person
- Assure the confidentiality of every individual

Excellence
Demand the best of yourself. Maintain a high standard of ethical behavior and personal expertise in the performance of your work.
- Strive continually to improve personally and professionally
- Recognize and acknowledge quality service in others
- Promote and exhibit a positive attitude
- View change as opportunity
- Contribute ideas to improve performance
- Be part of the solution

Service
Recognize that you are here to serve. To do so, you must understand and meet the needs of patients, families and fellow employees and strive to exceed their expectations.
- Smile warmly and introduce yourself
- Listen, explain patiently and be helpful
- Be pleasant and friendly
- Try to anticipate the needs of others before they have to ask
- Respond to the needs of others in a timely, professional and competent manner or find someone who can
Professionalism

Project a positive image of the organization through actions, words and appearance.
- Take responsibility for performing your job efficiently and effectively
- Maintain your work area by keeping it clean, neat and safe
- Take pride in your work

Empathy

Take time to listen and understand what people are experiencing.
- Recognize and respect diversity
- Appreciate the feelings of others
- Exhibit compassion through words and actions
- Demonstrate active concern for patients', families' and fellow employees' well-being

Communication

Communicate effectively by listening attentively and speaking with sensitivity and honesty in a clear and direct manner.
- Identify yourself and your role
- Speak as you wish to be spoken to
- Listen actively in order to understand; be fully present and engaged
- Give and receive constructive feedback
- Calmly and respectfully address any employee whose behavior is perceived to be at odds with the MGH Values and Standards
- Use communication tools and etiquette appropriate to the situation (i.e., face-to-face is preferable; otherwise use email, phone and other technology)

Teamwork

Acknowledge that in working together, the team can accomplish more than you can individually.
- Support and help coworkers, even when it is not part of your job
- Behave responsibly to gain the trust and confidence of others
- Keep promises and commitments and meet deadlines
- Project a positive image of the team and its work
- Actively engage in team efforts to improve quality, safety and satisfaction

Code of Ethical Conduct

In addition to being committed to our own Values and Standards, MaineGeneral Health is committed to maintaining the highest ethical and professional standards and to acting with integrity in its activities. We pledge to treat our patients, employees and constituents with courtesy, dignity, honesty and respect. We believe high ethical standards are needed to maintain MaineGeneral’s tradition of excellence in patient care and to enhance the pride and confidence of everyone who works for or provides services to MaineGeneral.

Compliance with applicable laws, rules and ethical standards is critical to our maintaining integrity in all of our operations. Our goal is to make sure each member of the MaineGeneral workforce takes responsibility for ethics and compliance, understanding that compliance is everyone’s job.
Alcohol and Other Drugs
MaineGeneral Health is committed to delivering the highest quality health care to its patients. Employees are our most valuable resource and their health and safety are of equal concern. Any substance abuse which impacts the health and well-being of patients or employees will not be tolerated. Employees have a right to work in a substance-free environment. To fulfill this goal, MaineGeneral Health will:

- Take strict disciplinary action against employees who use or possess illegal drugs or alcohol in the workplace, or whose performance is impaired or affected by either drugs or alcohol.
- Assist employees who voluntarily seek help for substance abuse problems, provided they seek this help before they commit a disciplinary offense.

The Employee Assistance Program (EAP) is a confidential resource available to employees and family members who voluntarily seek help in dealing with drug or alcohol problems, as well as other personal issues. You can read more about it in the Benefits section of this handbook.

Any employee who discovers another employee's possession, use or distribution of a controlled substance or alcoholic beverage on MGH premises is expected to report the incident to her/his supervisor. Please refer to policy HR-11, Substance Abuse, for more information.

Health Care Waste, Fraud and Abuse
(Please refer to policy HR-22, Fraud and Abuse Compliance, for more information.)

MGH’s Commitment to Corporate Compliance and Preventing and Detecting Health Care Fraud and Abuse

MGH has a strong Corporate Compliance Program as well as policies and procedures which promote ethical business practices and help prevent and detect health care waste, fraud and abuse. All MaineGeneral employees, members of management, contractors and agents, including members of the MaineGeneral medical and allied health professional staff, should be familiar with this information.

State and Federal Laws Designed to Prevent, Detect and Report Health Care Waste, Fraud and Abuse

The U.S. Congress and the Maine legislature have enacted many laws and regulations to prevent and detect health care waste, fraud and abuse. These laws are referred to as "fraud and abuse" or "false claims" statutes. MGH is committed to ensuring compliance with such laws, and to educating employees about them. Policy HR-22, Fraud and Abuse Compliance, contains detailed information about these laws. All employees are required to review this policy. It includes information about the type of conduct prohibited by law, the civil and criminal penalties for breaking the law and whistleblower protections for employees who report suspected fraud and abuse.

Protection for MGH Employees Who Report Suspected Waste, Fraud and Abuse

If you have reason to suspect that billing errors, waste, fraud or abuse have occurred in connection with the billing of any federal or state health care program such as Medicare or MaineCare, you should immediately report your suspicion to MGH’s Chief Corporate Compliance Officer or call the Compliance Helpline at 621-9350. Our goal is to look into these incident(s) and correct any identified problems as soon as possible. You can report suspected waste, fraud and abuse anonymously, according to MGH policy. Employees who report suspected fraud and abuse in good faith are protected from any form of retaliation, discrimination, discipline or other negative employment action under MGH policy, and under state and federal whistleblower protection laws.
Attendance/Absence from Work

MaineGeneral’s success depends on you being here, so regular and prompt attendance at work is essential. Lateness is defined as arriving at work any time after your scheduled start time. If you must be late or absent unexpectedly, you must notify your manager as soon as possible before your scheduled shift starts. Your department may have other attendance standards and specific procedures regarding unplanned absences so be sure to check with your manager.

Excessive unscheduled absences unless protected by law, even if the absences are properly "excused" or paid for by using accrued Earned Time, may still be unacceptable and may result in disciplinary action up to and including discharge from employment. If an employee is absent at a rate that, if continued, would constitute "excessive absenteeism," she/he will be warned of the need to reduce her/his absences. If absenteeism continues, disciplinary action may occur. The disciplinary process may be put in motion when the employee has had five unscheduled absences and/or a pattern leading to five occurrences per year. Certain absences are protected by state or federal law. Please refer to policy HR-06, General Conditions of Employment, and policy HR 15, Leaves of Absence, for more information.

If you are absent from work for three scheduled days in a row due to medical reasons, you may be required to give your manager a doctor’s certification about your fitness to return to work. If you have medically-related work restrictions or limitations, you must contact the Center for Employee Health Services before you return to work. Please refer to policy HR-16, Transitional Work Program, for more information.

If you are absent for three scheduled days in a row without contacting your manager, you may be considered to have voluntarily resigned from your position. Please refer to policy HR-20, Employment Separation, for more information.

Work Hours and Breaks

Hours of Work
Due to the nature of our business, hours of work may vary from job to job and from department to department. The regular work week, for Payroll purposes, is Sunday through Saturday, beginning at 7:01 a.m. on Sunday and ending at 7 a.m. on the following Sunday. For clinical positions, the standard shift may be 8, 10 or 12 hours. Any changes to an employee’s ongoing schedule must be in the best interest of MaineGeneral Health and authorized by the manager or her/his designee.

Staffing Policy
Employees accept a position, shift and hours at time of hire or transfer. However, in a health care system, patients’ needs always come first. If staffing needs cannot be met in another way, management reserves the right, as a condition of employment, to modify or change, as needed, the shift, building or unit assignment, location, hours and/or days off of employees in any department. Please refer to policy HR-60, Staffing - Nursing Service, for more information.
Meal and Break Periods
Managers are responsible for assigning scheduled hours and meals/rest periods. Uninterrupted meal periods are normally unpaid and are not less than one-half hour or more than one hour. The length of the meal period is determined by the scheduled hours of coverage in a department. Time off for meals is not counted as work time, and is offered after a work period of six consecutive hours. Exceptions to this six-hour rule are allowed in emergency situations where there is danger to life, property, public safety or public health. Also, in certain situations, employees may voluntarily work through their meal period or take their meal period after more than six hours of work. The manager is responsible for making sure employees clearly understand about meal period opportunities and for arranging appropriate payment for hours worked.

Managers set break periods, usually 10-15 minutes. One break is generally allowed during each four-hour segment of each shift. Break periods are considered worked time for pay purposes. Sometimes, the workload may not permit an employee to leave the worksite for a break. Any portion of the break period not taken during the shift may not be applied to time off for early departure from work, late arrival or extended meal periods. Please refer to policy HR-6, General Conditions of Employment, for more information.

Leaves of Absence
(Please refer to policy HR-15, Leaves of Absence, for more detailed information on this entire section.)
A leave of absence is an excused absence from scheduled work. It is usually for more than one week, but not more than 12 weeks, except in certain situations as described in policy HR-15. Each type of leave has specific eligibility criteria. Except for a leave of absence provided under applicable state or federal law (Family and Medical Leave Act [FMLA], military leaves and Workers’ Compensation), all leaves are granted at the discretion of MGH.

Employees must give a 30-day written notice, whenever possible, before taking a leave of absence. When circumstances make this notice impossible, the employee should tell her/his manager as soon as she/he knows an absence is needed.

An employee returning from FMLA leave must be cleared for return to work by the Center for Employee Health Services. Please refer to policy HR-16, Transitional Work Program, for more information.

If an employee exhausts her/his 10 (state law) or 12 weeks (federal law) of FMLA leave time and still cannot return to work, she/he may be placed on inactive status for up to 26 weeks (when added to her/his FMLA leave). Situations in which an employee is on a Workers’ Compensation or military leave will be assessed on a case-by-case basis. Please refer to policy HR-01, Employment Classifications, for more information on inactive status.

Below is a brief overview of Leaves of Absence that may be available for MGH employees. If you have questions, please contact your benefits coordinator.
Family and Medical Leave Act (FMLA)
You may request Family and Medical Leave (FMLA) for the birth of your child, adoption of your child or foster care placement of a child in your home. You may also request FMLA for your or an immediate family member's serious health condition, with medical documentation. If you are eligible for FMLA, you can receive a leave of up to 10 or 12 weeks, depending on how many hours you work. You may take a FMLA intermittently, i.e., on and off, if you or a family member has a serious health condition. With prior approval, you may take Family Leave for the birth, adoption or fostering of a child on a reduced hours basis, i.e., work fewer hours than you normally do. Family Leave for the birth, adoption or fostering of a child may not be taken on an intermittent basis. Employees who come back from an approved FMLA within the 10 to 12 weeks will return to their job or a very similar one. Please refer to policy HR-15, Leaves of Absence, for more information.

Family Military Leave
If you are the spouse, son, daughter, parent or next of kin of a covered service member recovering from a serious illness or injury sustained during active duty, you may be entitled to up to 26 weeks of leave in a single 12-month period to care for your loved one. To be eligible, you must have worked for MGH for one year or more and have worked at least 1,250 hours during the 12-month period right before the leave would start.

An eligible employee may take up to 12 weeks of leave in specific circumstances if her/his spouse, son, daughter or parent is on active duty or has been notified of an impending call to active duty.

If you're an eligible employee whose spouse, domestic partner or child is called to military service expected to last longer than 180 days, you may be entitled to up to 15 days of leave so you can spend time with your loved one right before, during or after deployment.

Family military leave is unpaid leave. Employees may choose to use accrued Earned Time during any part of the leave. Please refer to policy HR-15, Leaves of Absence, for more information.

Workers Compensation Leave of Absence
An employee who must be out of work because of a work-related injury or illness may be placed on a Workers' Compensation Leave of Absence. Please refer to policy HR-15, Leaves of Absence, for more information.

Medical Leave of Absence
A medical (non-FMLA) leave of absence can help employees who are not eligible for leave under the state or federal Family and Medical Leave Act because they have not worked here for the required length of time. MGH can choose to approve a Medical Leave of Absence for up to eight weeks for the birth of the employee's child, adoption or foster care placement of a child with the employee, or for the employee's serious health condition. Documentation is required to confirm the need for medical leave for serious health conditions. Medical leaves may not be taken on an intermittent basis. An employee returning from Medical Leave must be cleared for return to work by The Center for Employee Health Services as outlined in policy HR-16, Transitional Work Policy. Please refer to policy HR-15, Leaves of Absence, for more information as well.
Educational Leave of Absence
An employee pursuing job-related advanced education, or education leading to a career in health care, may apply for an Educational Leave of Absence. These leaves are granted at the discretion of the appropriate vice president, on a case-by-case basis. Decisions are based on the employee’s length of service, attendance record and work performance, the likelihood of the employee’s continued employment with MaineGeneral Health and the reason for the request, balanced with the needs of the employee’s department and of MaineGeneral Health. The employee must show proof of enrollment in an accredited institution. She/he may also need to show a transcript when returning to work after an educational leave. Please refer to policy HR-15, Leaves of Absence, for more information.

Personal Leave of Absence
A personal leave of absence may be granted for up to four weeks. Personal leaves are usually granted to address legal obligations, be with a spouse or partner who is on sabbatical or for other important reasons. Personal leaves are usually not granted for reasons such as taking time off in the summer, taking a temporary job or traveling. Personal leaves are normally one-time-only leaves. The employee’s length of service, attendance record, work performance, likelihood of continued employment with MaineGeneral and the reason for the request, as well as the needs of the employee’s department and of MaineGeneral, are considered when deciding whether to grant such a leave. Please refer to policy HR-15, Leaves of Absence, for more information.

Leave for Victims of Violence
An employee who is a victim of domestic violence, assault, sexual assault or stalking (or any act that would support an order of protection) will be granted reasonable and needed leave to prepare for and attend court proceedings, get medical care or obtain needed services to resolve a crisis caused by domestic violence, sexual assault or stalking. This leave is also available to an employee if her/his daughter, son, parent or spouse is a victim of domestic violence. To request domestic violence leave, employees should call their benefits coordinator as soon as they can. Please refer to policy HR-15, Leaves of Absence, for more information.

Military Leave of Absence
An employee who leaves a regular position at MaineGeneral Health for military training and/or service can return to her/his position if military service is less than 91 days. If an employee leaves a regular position at MaineGeneral Health and military service is 91 days or longer, she/he can return to a job with the same seniority, status, pay, benefits and other advantages of employment as the regular position, as long as she/he is qualified for the new job. An employee who enlists or is called to active duty has these same job reinstatement rights, as long as military service does not exceed five years. An employee must apply for re-employment by contacting her/his department manager and making it clear she/he wants to return to work. Please refer to policy HR-15, Leaves of Absence, for more information on both Leave of Absence for Military Reasons and Family Military Leave.
Compensation/Pay

MaineGeneral Health’s compensation/pay program is designed to attract and retain a highly qualified and motivated staff. The program also makes sure we offer fair and competitive pay ranges, based on like duties, responsibilities and performance contributions. Please refer to policies HR-6, General Conditions of Employment, and HR-12, Wage and Salary Administration, for more information.

All positions have a job description and are assigned a wage range. An employee’s starting wage is based on whether she/he exceeds the position’s minimum requirements and other considerations.

Generally speaking, merit pay increases are awarded based on the employee’s performance. Market pay increases are given based on what other employers pay for similar work and experience. Both merit and market pay increases depend on MaineGeneral’s fiscal situation.

On-Call Pay
As a health care organization, many of our services are available 24 hours a day, seven days a week. To make sure care needs are met, some employees must be available to be called in to work on short notice. Hourly (non-exempt) employees in these positions may be placed on "on-call" status for a period beyond their normal work hours. They will receive on-call pay for this flexibility. If your job requires you to take call, your manager will explain the on-call policy. Salaried (exempt) employees are not eligible for on-call pay.

Call-Back Pay
Employees who are called back to work, whether they are on call or not, shall receive a minimum of two hours’ pay for each call-back. Call-back pay is given in addition to on-call pay. It shall include a shift differential where applicable. This policy applies when a staff member is called back to meet an emergency or unexpected staffing need. It does not apply when an employee is called in to provide relief coverage for scheduled shifts. Salaried (exempt) employees are not eligible for call-back pay.

Holiday/Weekend Differential
If you work Saturday, Sunday or a holiday observed by MaineGeneral Health, you receive the appropriate differential for all hours worked on the weekend or observed holiday (see list below). For payroll purposes, the weekend is defined as a period of 48 hours starting at 11 p.m. on Friday and ending at 11 p.m. on Sunday. The holiday is defined as a 24-hour period starting at 11 p.m. the day before the holiday and ending at 11 p.m. the day of the holiday.

The holidays observed by MaineGeneral are: New Year's Day, President’s Day, Memorial Day, Independence Day, Thanksgiving Day and Christmas Day. For exact dates, please check with your manager.

Overtime
Employees sometimes must work overtime to meet patient or business needs. You are expected to work reasonable overtime when asked. Hourly (non-exempt) employees are paid overtime at a rate of 1.5 times their normal base rate for all hours worked over 40 hours per week, including any applicable differentials. The first shift of a work week begins at 7:01 a.m. on Sunday and the last shift of a work week ends at 7 a.m. the following Sunday. Your manager must approve any overtime in advance. Eight to 15 minutes is considered one quarter-hour when figuring out overtime pay.
Pay Day
Pay day is every other Friday. You are paid for the two-week period ending on the Saturday before pay day via a deposit made directly to your bank account. Your pay stub is e-mailed to you on or before that day. If you have questions about your pay, please ask your manager. For a list of pay dates, please go to www.welcometomgh.com, What You Need to Know\Kronos\Payroll Schedule.

Payroll Deductions
MaineGeneral Health is required by law to make certain deductions from your paycheck. These include federal and state income tax and Social Security. You may also choose to have amounts deducted from your pay for certain benefits and contributions. If you want to change your withholding allowance due to a change in your personal or family status, please go to Employee and Manager Self-Service on the intranet and choose Benefits\How Do I?\Payroll Questions. If you have questions about your paycheck or if you think you may have been over- or underpaid, please tell your manager immediately.

Recording Hours Worked
All employees are required by federal and state law to keep an accurate record of time worked. Time records are used to calculate and pay wages, leave time and overtime, insurance and other benefits, and are subject to state and federal regulations. Your manager will tell you how to record your worked and non-worked hours, and she/he will approve your time record for payroll purposes.

All hourly employees record their time in Kronos via time stamp or the clock. You must record your time using one of these methods. You may not edit your time record to show you were working when you were not. You may not ask another employee to swipe your ID badge at a Kronos clock. Any false entry on the time record is a serious offense which could result in disciplinary action, up to and including discharge.

Shift Differential
If you are assigned to the evening or night shift, you may be eligible for shift pay. Your manager will tell you if and when you will receive a shift differential.

Mileage Reimbursement
Mileage reimbursement is available to eligible employees for authorized travel between MGH locations or for other business purposes. Ask your manager if you have questions about your business travel. Please refer to policy LD-9, Travel and Entertainment, for more information.
MaineGeneral Health offers a broad choice of employee benefits and services to enhance employees' well-being on the job and in retirement. Plan documents, detailed benefit descriptions and government filings are available on the intranet in the Employee Self-Service section, and from the Human Resources Department. These documents govern the benefit plans and how they work. It is your responsibility to read all Benefits communications thoroughly and to complete all paperwork, etc., by their deadlines. If there is a difference between what our policy statements say and what is written in a plan document, summary plan description (SPD) or insurance contract, the language in the plan document or insurance contract takes priority.

Please refer to policy HR-14, Employee Benefits, for more information.

Paid Time Off

Earned Time
MaineGeneral Health provides paid time off, called Earned Time (ET), to eligible employees. You are encouraged to save at least a week of accrued Earned Time for sudden emergencies. We also want you to take planned time off for vacation or to conduct personal business. Please talk with your manager about scheduled time off you want to take. Managers approve time off based on your department's staffing needs, how much Earned Time you have available and fairness in terms of coworker time-off requests. Generally, you must use accrued Earned Time hours before taking unpaid leave time. Program specifics vary among MaineGeneral Health companies. Ask your manager for details. Please note that requests for time off under a Leave of Absence must be processed through HR.

Please refer to policy HR-13, Earned Time/Paid Time Off, for more information.

Bereavement Leave
Employees who are absent from work due to the death of an immediate family member are paid for up to three days. The amount of pay equals what she/he would have been paid for working as scheduled. In general, this time off should occur within five calendar days after the death. For the purpose of bereavement leave, immediate family is defined as parents, grandparents, in-laws, siblings, spouse, domestic partner, child and anyone who has had parental responsibility for the employee in lieu of natural parents.

Please refer to policy HR-14, Employee Benefits, for more information.

Jury Duty
When an employee with regularly scheduled hours is chosen for jury duty, he/she must bring a copy of the Notice to Serve letter to her/his manager as soon as possible, preferably the next work day after getting the notice. While on jury service, employees are paid for their regular work schedule. The manager enters the appropriate time of jury service in Kronos and approves the hours on the employee's time record for each regular scheduled work day the employee is absent. All hours spent on jury duty are not considered time worked for the purpose of overtime pay. Employees may keep payments they get for jury duty (including travel and meal allowances) as added income. Employees must come to work during regular hours when either excused or not required to stay at court.

Please refer to policy HR-14, Employee Benefits, for more information.
Military Reserve Training Pay
Regular, full-time employees who must be absent from work for military reserve training must give their manager a copy of the Notice of Call to military training. A regular employee who misses work for military reserve training receives the amount of pay s/he would have received if s/he had worked as scheduled for up to 10 days in any 12-month period, starting the first day of leave.

The manager enters the appropriate time of reserve training in Kronos and approves the hours on the employee’s time record for each regular scheduled work day the employee is absent. All hours spent in reserve training are not considered time worked for the purpose of overtime pay. Please refer to policy HR-14, Employee Benefits, for more information.

Flexible Benefits Program
Because employees' needs vary widely, MaineGeneral Health offers a flexible approach to its insurance and benefits programs. Eligible MGH employees can choose from a range of medical, dental, life and disability insurance options and reimbursement accounts that best meet their needs and goals. Costs of these programs vary according to an employee’s employment status. Employees scheduled to work 32 hours or more each week are considered full time for benefit premium purposes. Please refer to the Benefits section of Employee and Manager Self-Service on the intranet for more information.

Retirement Programs
MaineGeneral Health offers various retirement programs for eligible employees who have worked the required number of hours at a participating subsidiary. For details on the retirement program offerings, read the plans' summary plan descriptions and plan documents. These are available in Employee and Manager Self-Service on the intranet.

Comprehensive General Liability Insurance
MaineGeneral Health pays for Comprehensive General Liability Insurance for all employees, effective the first day worked. This is coverage against liability claims resulting from suspected acts, or omissions of acts (except illegal activity), by a MaineGeneral Health employee while doing her/his job.

Early Learning Center
MaineGeneral offers a fully licensed child care/early education program to children of MaineGeneral employees and community members. The Center is located next to the Glenridge nursing facility in Augusta. For details, call the Early Learning Center at 626-2626.

Social Security
Under the Federal Social Security Act, MaineGeneral Health and each MGH employee must pay a tax which goes into a federally held fund for payment of “old age and survivors” benefits. MaineGeneral Health pays an amount equal to, or more than, the amount withheld from the employee’s wages. More information is available at your local Social Security Office or online at www.socialsecurity.gov.
Tuition Assistance Program
MaineGeneral Health offers a tuition assistance program to eligible employees. This benefit helps pay for courses and programs leading to a degree or certification directly related to a career in health care, or that support an employee in her/his current position. For more information about tuition assistance, please go to Employee and Manager Self-Service on the intranet and choose Benefits.

Employee Recognition
MaineGeneral Health is committed to hiring employees who demonstrate professionalism, excellence and flexibility. We recognize these traits in many ways, along with such qualities as teamwork, customer service, innovation and willingness to go above and beyond their job description. These programs include the STAR (Special Thanks and Recognition)/GALAXY (Group Accolades for Leadership And eXtra effort by stars like You) Awards, EMME (Exemplary MaineGeneral Model Employee) Awards, Values and Standards Recognition, Longevity Service Awards and departmental recognition.

Health Promotion & Wellness
MaineGeneral recognizes that the health and wellness of our employees is one of our greatest assets. MaineGeneral supports employee health and wellness through activities, programs and education to help employees maintain or improve their health, reduce their risk of developing chronic diseases and enjoy a healthy lifestyle as they age. Participants can even earn cash rewards for joining the wellness program and meeting certain goals. Please visit the Health Promotion and Wellness intranet page to learn more about program offerings. You will find it in the Departments section.

Breastfeeding Support Policy
MaineGeneral Health encourages pregnant and postpartum employees to think about breastfeeding their children to promote the health of both child and mother. To support employees in trying to combine working and breastfeeding, MaineGeneral offers a flexible schedule for nursing or pumping breast milk and clean, private places for nursing mothers to express milk during work hours. Please refer to HR-14, Employee Benefits, for more information.

Employee Assistance Program (EAP)
Employees sometimes have personal and family problems that can affect work performance. MaineGeneral Health offers confidential, free and voluntary assessment and short-term counseling to help employees and immediate family members deal with these issues. EAP also offers referral to other helping resources if needed. To make an appointment or learn more, call 877-7889 or toll-free, 888-496-5701. Please refer to Employee and Manager Self-Service for more information.

Exercise Program
We want employees to keep moving! Regular physical activity has great lifetime health benefits. MaineGeneral offers employees free or discounted access to many area gyms. For a list of participating fitness centers, please go to the Health Promotion and Wellness intranet site and click on Becoming More Active.
Health Risk Assessment
Health coaches meet one on one with employees to look at current health risks associated with their lifestyle choices, explore positive changes and provide support as employees work toward their wellness goals. Employees can receive incentives to help motivate and reward their progress. Look for more information on wellness activities on the intranet under the Health Promotion and Wellness tab. You can sign up for Health Risk Assessments on the intranet as well.

Lighter Fare in the Cafeterias
MaineGeneral helps employees make healthy choices by offering low-fat and low-calorie foods in its cafeterias. You can go to the intranet to learn what’s being served in the cafeterias.

Smoking Cessation
MaineGeneral is a smoke-free work environment. If you smoke, we want to support you in your efforts to quit tobacco use. It’s not easy, but we’re here to help. We provide free, personalized smoking cessation coaching to any employee who wants to quit. You will work with a smoking cessation coach (free of charge) and your primary care physician to determine the best program for you. To get started, contact Health Promotion and Wellness at 626-1404 or healthpromotion@mainegeneral.org for an information packet on how to quit and/or to set up your first coaching session.

Other Programs and Benefits
MaineGeneral Health also offers employee discounts on Maternal Child Health classes; stress management classes; pastoral care; free blood pressure and cholesterol screening; and free flu shots. For more information, please contact Health Promotion and Wellness.
Employment Practices

Categories of Employment

Regular Full-time
A position budgeted and scheduled for 40 hours a week for an indefinite period of time. A regular full-time employee has successfully completed the new employee six-month orientation period.

Regular Part-time
A position budgeted and scheduled for less than 40 hours a week for an indefinite period of time. A regular part-time employee has successfully completed the new employee six-month orientation period.

Per Diem
A position budgeted with no scheduled hours to provide relief coverage during staff shortages for illness, holidays, vacations, vacant positions, etc. Per diem employees are not guaranteed any amount of work and are not eligible for benefits, but they can receive pay differentials. The facility or department where a person works per diem may have its own rules for staying per diem. A person may work per diem for more than one department and/or subsidiary.

Temporary
A position, whether full-time or part-time, that is budgeted and scheduled for a defined period of time.

Inactive Status
For employees who have exhausted approved leave. Employees placed in Inactive status are NOT guaranteed a job. When they are ready to return to work, they must submit an application to be considered for an open position for which they are qualified.

Orientation Period
During the first six months of employment, all employees are considered to be in their new hire orientation period and are therefore considered "at will."

Please refer to policy HR-01, Employment Classifications, for more information.

Job Posting & Filling Vacancies

Posting
All vacant positions are posted on the intranet for at least three business days. Current employees who want to learn about job opportunities within MaineGeneral Health should review the job postings and, if interested, fill out an online transfer application. Please refer to policy HR-2, Recruitment and Job Posting, for more information.

Filling a Position from Within the Department
Some position vacancies are posted for Internal Applicants Only. This means only current department or division employees may submit an online application within the posting period. They will be considered based on their skills, qualifications, abilities and performance. A manager may choose not to fill a position from within the department if she/he does not think the applicants are qualified for the job.
Restrictions on Applications
You may not apply for a position during your six-month orientation period (if you are a new employee) or your six-month adaptation period (if you have transferred to a new position) unless you have permission from your manager and Human Resources. You may not apply for transfer if you have had a written warning in the last six months. Please refer to policy HR-18, Employee Discipline and Grievance, for more information.

Transfer to New Positions
When you accept a transfer to a new position, your current and new managers will decide the effective date, with two weeks as a general notice period for non-exempt positions. The notice period is generally four weeks for exempt positions. Longer notice periods are negotiated by the appropriate Vice Presidents to make sure transferred employees start their new jobs as soon as possible without sacrificing patient care or program operations.

Per diem employees who want to transfer to a regular (scheduled hours) position, and regular employees with scheduled hours who want to transfer to a per diem position, must submit an online transfer application. If you are in your initial orientation period, please refer to HR-3, Transfers - Internal, for more information.

Transferred employees have a six-month adaptation period. At any time during this period, a manager can implement a Performance Improvement Plan if the employee is not doing her/his new job well enough. The plan can last one, two or three months, but cannot exceed the six-month adaptation period. If performance remains "unsatisfactory" at the end of the Performance Improvement Plan, the following options may apply:

- If the employee has a second job within MaineGeneral Health, the manager of the second job will talk with the HR Compliance Officer and decide if continued employment in the second job is warranted.
- Termination may be recommended.

Please refer to policies HR-2, Recruitment and Job Posting, HR-3, Transfers - Internal and HR-17, Assessment, Maintenance and Improvement of Competence and Performance, for more information.

Employee Performance and Development
Orientation
All new employees have an orientation to MaineGeneral as an organization, to their unit/department and to their job. Employees must attend the Welcome to MaineGeneral program within 60 days of employment. Students working per diem who cannot attend because of school must attend during the next school vacation. Under certain extenuating circumstances, new employees may complete an alternative orientation program. The Welcome presents a system-wide view of how we expect employees to “be” at MaineGeneral. New employees also get to meet others and learn about the culture of their new organization. Topics include MaineGeneral’s mission, strategic goals, the RESPECT Values and Standards, ethics and compliance, safety and MGH’s customer service expectations.

New employees will find required paperwork and helpful information on our orientation website at www.welcometomgh.com.
Job Description
Every MGH position has a job description which outlines job duties and performance expectations. You are expected to review your job description. If your job description changes in any way, you will be asked to review the changes.

You must also acknowledge you understand your job description or changes in your job by signing your job description online in Performance Manager. You can access this program through the intranet. If you have questions about your job description or expectations, please ask your manager or contact Human Resources.

Orientation Period
The first six months of employment is the time when you and your manager decide if the new employment relationship is working for both of you. It is your chance to evaluate whether you can meet the job requirements and whether MaineGeneral gives you the job satisfaction you want. During this period, employees are “at will,” which means either you or your manager may end the employment relationship without cause or notice. Please refer to policy HR-17, Assessment, Maintenance, and Improvement of Competence and Performance, and HR-01, Employment Classifications, for more information.

Professional Development Opportunities
MaineGeneral offers a range of educational programs to help employees improve their non-clinical job skills, promote their professional development and ensure successful working relationships. These programs include:

- Certificate in Professional Development, a series of eight classes for staff interested in professional and personal growth;
- Individual classes and workshops on various topics aimed at improving performance and patient satisfaction. Please refer to the intranet for a list of specific classes;
- Required computer-based or other department-specific training. Please check with your manager about the required training for your job;
- Managing at MaineGeneral, a program designed to help new managers be successful at MGH.

MaineGeneral also encourages employees to continue their formal education by offering a tuition assistance program (as mentioned above in the Benefits section).

Clinical Education
MaineGeneral Medical Center's Clinical Education department fosters the professional development of clinical staff. Their two skills labs contain computers, CDs, tapes and supplies. Clinical Education also sponsors classes, newsletters and recommended reading. To learn more, go to the intranet at Departments\Clinical Education. If you're not at the Medical Center, ask your manager about clinical education in your department.
Performance Appraisal
You are encouraged to regularly ask your manager about your job performance. Please feel free to talk informally with your manager whenever you have job-related concerns so you can develop a plan to resolve them. You will also have regular formal chances to receive and review feedback from your manager. At the end of your six-month orientation period, and annually after that, your manager will do a written evaluation of your performance as it relates to the MGH Values and Standards, your main job responsibilities and the skills required for your position. Please refer to policy HR-17, Assessment, Maintenance, and Improvement of Competence and Performance, for more information.

Job Performance Issues
If your work performance does not meet your manager's expectations, she/he will talk with you about the performance concern and her/his specific expectations, and work with you to improve your work performance. (This discussion will not occur if your conduct is serious enough to warrant immediate discharge.)

Employees whose jobs are classified as “just cause” on their job description and who have successfully completed their six-month orientation period will only be disciplined or discharged for a reason or “just cause.” The basic components of “just cause” are:

- An employee is only disciplined or discharged if she/he violates a MaineGeneral rule or standard that she/he knows or should know about. This includes situations in which the employee’s job performance is less than acceptable. The exception is situations where an employee should know, as a matter of common sense, that her/his conduct is unacceptable.

- MaineGeneral Health determines the facts of the situation before deciding on discipline. As part of this fact-finding, the employee has a chance to respond to the concerns about her/his conduct and to tell her/his side of the events.

- The discipline is consistent with the severity and/or frequency of the behavior, but certain steps do not need to be followed in any special order. The goal is to choose the most fitting, reasonable consequence given the unacceptable behavior/action, intent (deliberate, negligent, etc.) and the seriousness of the behavior. In short, the consequence should fit the unacceptable behavior.

Skill-Based Issues
When an employee's job performance, in either a just cause or at-will status, does not meet established standards despite the employee’s apparent efforts to do the job properly, the following actions may be appropriate:

- Informal Coaching/Performance Discussion - The employee will be advised that her/his job performance is not meeting expectations and what areas need improvement.

- Performance Improvement Plan - If the employee does not make progress, a formal Performance Improvement Plan is often implemented and a specific performance probation period of one to three months is established. The employee needs to tell her/his manager what she/he needs to be successful.

- Discharge - If enough improvement does not take place during the Performance Improvement Plan period, the manager can extend the Performance Improvement Plan or recommend termination.
Behavior-Based Concerns
Managers may take the following steps when an employee has acted in a way that is deliberate, negligent and/or unacceptable because it violates MGH policies, procedures or Values and Standards. Management can follow these steps in any order:

- **Informal Coaching/Clarity of Expectations** - Before more formal action is taken, the manager tells the employee what behavior is unsatisfactory and what needs improvement.
- **Letter of Clarity** - If the behavior does not improve or if more clarification is needed, the manager may send the employee a letter addressing the behavior that needs to be corrected.
- **Written Warning** - A written warning is a more serious disciplinary action. It describes the behavior not meeting expectations and what behaviors are expected. It also tells the employee that her/his job is in danger. Employees are not allowed to transfer to other MGH positions for six months after receiving a written warning or until their performance meets satisfactory levels, whichever is greater.
- **Unpaid Disciplinary Suspension** - This is the most serious disciplinary action short of termination. Employees are suspended for a period deemed appropriate to the situation. They are not paid and cannot use Earned Time during this period.
- **Discharge** - This is an involuntary termination of employment. It usually happens after a lesser penalty has been imposed. But there are times when discharge is the right penalty even for a first offense. These situations include, but are not limited to:
  - Abuse/neglect
  - Assault
  - Breach of confidentiality
  - Breach of ethics
  - Breach of professional standard of practice
  - Deliberate or reckless damage to or destruction of property
  - Lying on or omitting information in records
  - Illegal harassment or discrimination
  - Insubordination
  - Having weapons
  - Sleeping on the job
  - Substance abuse
  - Theft
  - Violation of health and/or safety regulations
  - Violent or reckless behavior

Investigatory Suspension
When management believes an employee may have committed a serious offense, MaineGeneral may suspend the employee for a reasonable period of time to conduct an investigation. If the suspension is unpaid, and it is later determined that the employee has not committed the offense, the employee will be fully compensated for the period of the investigatory suspension. *Please refer to policy HR-18, Employee Discipline and Grievance, for more information.*
Grievance and Dispute Resolution Process
Any “just-cause” employee who has completed the six-month orientation period can appeal discipline or discharge through the grievance and dispute resolution process. This process is not available to “at-will” employees. If you feel you have been treated unfairly in an employment action, meaning MaineGeneral has violated, misinterpreted or misapplied a policy or procedure and it has had a negative impact on you, you can request a review of the action taken. Before starting the grievance process, you should try to resolve the concerns by talking with your manager (except in the case of discharge). If this is not possible, there is a three-step process that permits you to request a review of the action taken. Note: A grievance must be filed within 10 business days of the action taken against the employee. Please refer to policy HR-18, Employee Discipline and Grievance, for more information.

Reduction in Force (RIF)
There may be times when MaineGeneral Health must reduce its workforce, on a temporary or long-term basis, as a result of a change in service priorities, financial conditions, low census, lack of work or other business considerations. MGH decides when these work force reductions will occur and how many staff will be affected. A workforce reduction is not a subject for the grievance and dispute resolution process. However, a laid-off employee has the right to file a grievance saying another employee should have been laid off instead under MaineGeneral Health's reduction in force policies. The following is a brief summary of the Reduction in Force policy. Please refer to policy HR-28, Reduction in Force, for more information

Reduction in Force (RIF) Days
Administrative directors and/or managers, in consultation with their respective vice president, may implement RIF Days to reduce staff when workloads and/or patient numbers decrease. RIF measures involve the following:

- temporarily transferring employees to another unit;
- asking for "volunteers" to take days off; and/or
- requiring employees to reduce hours or take days off.

Layoffs
In rare cases, permanent reductions affecting many employees may be needed. These layoffs will occur by job classification or functional assignment within departments in the following order:

a. Volunteers for layoffs
b. Volunteers for retirement
c. Temporary employees
d. Probationary employees
e. Regular full-time or part-time employees, beginning with the least senior employee by system seniority within the department, using adjusted date of hire.

Position Elimination/Required Transfers
Managers sometimes identify positions that are no longer needed due to a long-term change in business practice, a department or program reorganization, when departmental benchmarks exceed a pre-established goal, or when particular job skills are no longer needed to meet business needs.

Upon approval by the vice president, 45 days’ notice is given in writing to the affected employee. The employee may start the internal transfer process to seek another job within the system.
Leaving MaineGeneral

Voluntary Resignation

A voluntary resignation is an employee’s written notice of her/his intent to leave MaineGeneral. If you decide to leave your job at MaineGeneral Health, please provide a written notice that includes your reason(s) for leaving and the effective date of your resignation. Hourly (non-exempt) employees are expected to provide and work a two-week notice. Salaried (exempt) employees are expected to provide and work a four-week notice. Physicians are expected to provide and work a 120-day notice. Failure to give and work such notice may reflect badly on your eligibility for rehire. Your final pay will be based on hours worked and accumulated Earned Time. Current law allows for terminating employees to continue their health insurance under certain conditions. A benefits coordinator will assist you with these issues.

The following situations may also be considered voluntary resignations:

- An employee’s unexcused failure to report for work as scheduled for at least three shifts in a row.
- An employee’s failure to report for work after completing an approved leave of absence.
- An employee’s failure to report for work after her/his attending physician has released her/him to return to work after an illness or injury.
- An employee’s failure to participate in and cooperate with a treatment program during an approved substance abuse leave of absence.
- A per diem employee who has not worked in six months.

Before your last day of work, you must return all MaineGeneral Health materials, including keys, manuals, identification cards, etc., to your manager. Please refer to policy HR-20, Employment Separation, for more information.

Exit Interview

In keeping with our efforts to maintain a positive work environment and continually improve, employees who leave voluntarily are encouraged to have an exit interview with their manager and/or a member of the Human Resources Department. During this interview, we hope employees will be open and frank about their reasons for leaving. This information is kept in confidence, except as otherwise required by law, and used only to help us identify employee needs and concerns.
Communication and Information Systems

MaineGeneral Health places a high value on teamwork, where everyone’s individual skills and talents contribute to the team’s success. This is especially important in patient-related situations. A free flow of ideas, questions and suggestions is vital to providing quality care and services, and maintaining good employee relations. To succeed individually and as a team, we must engage in open and respectful communication where ideas, suggestions, problems and concerns are freely discussed. We particularly encourage communication between you and your manager.

**Staying informed is everyone’s responsibility. Here are some of the ways MaineGeneral communicates with employees:**

- **The intranet** is a great source of information about our organization. It contains announcements of upcoming activities and trainings, policy updates, cafeteria menus, departmental information, job openings and online services. You must access the intranet to complete mandatory training, sign your job description, complete your performance appraisal, enroll in benefits and review your biweekly pay stub. You are expected to visit the MG intranet for important updates and to stay informed.

- **The employee newsletter,** ingeneral, **is distributed to employees and posted on the intranet every two weeks.** It is your main source for information about the whole MGH system and includes details about MaineGeneral programs and initiatives, employee activities and events, changes in policies or practices, benefits updates, required plan postings, etc.

- **Bulletin boards** provide information about MaineGeneral Health events, educational opportunities and other general MGH administrative notices. They also contain state- and federally-required postings about employees' and employers' rights and responsibilities.

- **Department staff meetings** are held regularly to share information and discuss other issues of importance to the staff.

- Employee perceptions are sought via an electronic **employee opinion survey** every two years. This confidential survey provides valuable feedback to MaineGeneral leaders on important issues such as organization communication, supervisory practices, job satisfaction, performance feedback, compensation and benefits, professional development, teamwork, senior leadership and patient care focus. Your participation is highly encouraged.

- **Located on the intranet, “Generally Speaking”** is an electronic bulletin board where employees may, on their own time, post personal announcements, classifieds for personally owned items, lost and found, etc.

- **Employee and Manager Self-Service (EMSS)** is the place to find forms, instructions, benefit and employment information and FAQs on many Human Resources issues. EMSS is located on the intranet home page.

**Communications Related to the News Media**
The Marketing & Communications Department and certain administrative staff are responsible for releasing news to, and responding to questions from, newspapers, radio, television and other media. If you get a call from the media, you should forward it to the MGH Office of Marketing & Communications. Only authorized administrative staff are allowed to give out statements which represent the position of MaineGeneral Health, its policies and patients. Please discuss this policy with your manager or with Marketing & Communications to avoid any misunderstandings. Similarly, if you have an idea for a story, please call Marketing & Communications at 626-1301. Please refer to policy IM-18, Patient Information and News Media Inquiry, and IM-19, General News Media, for more information.
Information Systems Usage

All MGH information technology — telephones, fax machines, personal computers and their related features, such as voice mail, e-mail, Internet and intranet connectivity — are the property of MaineGeneral Health and are intended for business use. If you use these communication systems, remember they are the property of MaineGeneral Health and are not private. All employees with access to these communication systems must comply with the procedures described in Information Management policy IM-3. MaineGeneral Health reserves the right to access and review these communications for compliance with applicable policies. Voice mail, e-mail and websites visited, just like written communications, are subject to potential legal disclosure. Personal use of MGH’s e-mail systems must be infrequent and not interfere with your work.

Passwords

E-mail, voicemail, Internet and intranet access are protected by passwords that should be known only to their owners. Please protect your passwords and limit unauthorized access to your workstation. Sharing of individual user access codes is strictly prohibited.

Personal Use

In general, personal use of any MGH communication system, particularly where the use is excessive or during paid working hours, violates the spirit of MaineGeneral’s Values and Standards, violates our policies and could result in disciplinary action. Your supervisor may approve personal use of MaineGeneral’s computers during meal and break periods as long as that use is out of the view of patients and complies with IM-3 policy. Use of personal electronic devices such as cell phones, pagers and personal laptops should be limited to meal and break periods. They may only be used out of the view of patients so patient care and company business are not compromised.

Disclosure, Content, and Deletion

Voice mail, e-mail and websites visited, just like written communications, are subject to potential legal disclosure. They may also be accessible to persons other than the original recipients; therefore, be thoughtful in both use and content. Do not put anything in e-mail that you would not put in a more formal memo. Delete all e-mail and voice mail files regularly.

E-mail

MaineGeneral Health's Internet email system allows users to communicate with clients and others outside MGH. Communications over the Internet are not secure. A secure e-mail tool (CRES) is available to MGH staff to provide confidentiality for e-mail. All outgoing e-mails containing sensitive, confidential or protected health information (PHI) must be encrypted using CRES. Moreover, please ask those sending e-mail to MaineGeneral Health to use this tool with anything confidential, proprietary or protected by privacy interests. Please contact your manager or the IT Service Desk (624-4357) or e-mail the IT Service Desk to learn how to use this.

Finally, MaineGeneral Health employees should discourage outside users from sending e-mail to MGH that contains offensive, obscene or discriminatory material. E-mails with questionable subject headings or attachments may contain computer viruses. If you receive this type of e-mail, please report it to the IT Service Desk and do not open or distribute it to other users.

Please refer to policy IM-3, Electronic Messaging Usage, for more information.
Employee Responsibilities

As a condition of employment, all employees are required to observe policies designed to protect confidential information, prevent conflicts of interest and ensure compliance with all applicable laws and regulations. Our goal is to be worthy of the trust and respect of patients, employees, physicians and the community.

Acceptance of Gifts and Tips
Patients and visitors often want to show their appreciation for the services they received from MaineGeneral employees. Accepting gifts and tips, including money, from patients or their families and/or friends, or from a supplier of goods and services, must be done in consultation with your manager and in accordance with policy. Please refer to policy LD-22, Gifts From Vendors, for more information.

Appearance/Dress Guidelines
MaineGeneral Health’s image is influenced by the personal appearance of its employees. Patients, family members and visitors associate appearance with the quality of care we offer. Employees are expected to dress in a professional manner, as described in the Dress Code policy referenced below. In addition, some departments may have specific dress code requirements due to the nature of the work performed. Please ask your manager if your department is one of them. The CDC guidelines covering the wearing of artificial nails will be followed.

In consideration of patients and fellow employees, all employees are expected to practice good personal hygiene habits such as regular bathing and use of deodorant. The use of strong scents, such as perfume, cologne and after-shave, is highly discouraged. Please refer to policy HR-06, General Conditions of Employment, for more information.

Change in Personal Status
Your address, home phone number, work phone number, emergency contact person, etc., are used to determine benefits, contact you, and respond to an emergency affecting you. Therefore, it is important for you to keep your records up to date. Please use Employee and Manager Self-Service on the intranet to make changes in your personal information. If your name legally changes, please bring a copy of the Social Security Card with your new name to HR for verification. If your marital status changes, please call Human Resources Information Systems at 861-3507 or 861-3518.

Confidentiality of Privileged Information
Confidentiality is of the utmost importance in health care because of the nature of our work. MaineGeneral Health strives at all times to protect patients, employees and the institution from invasion of privacy due to random and unauthorized disclosure of confidential information.

You may only access protected health information on a need-to-know basis as part of your job. You may not access the electronic medical record system or paper charts to review anyone’s medical records unless it is job-related. The Information Technology Department continually monitors unauthorized access to electronic protected health care information. Please refer to policies IM-6, Release of Health Care Information, and IM-2, Entries into the Medical Record, for more information. Any suspected or actual violations of these policies must be reported to the MGH privacy officer.

The unauthorized possession, use, copying or reading of MaineGeneral Health medical records, the disclosure of such information to unauthorized persons, or a breach of patient or employee confidentiality will result in disciplinary action.
If you want to look at or get copies of protected health care medical record information about yourself or your family members, please refer to the process outlined in IM-6. You must complete an authorization for release of health care information and then contact the appropriate medical records department or department where the service was provided.

MaineGeneral Health will enforce federal and/or Maine law governing the breach of confidentiality of mental health and substance abuse treatment, HIV testing and/or information about a person with AIDS/HIV. Due to the complexity of confidentiality issues, please ask your manager if you have questions about how to handle a situation. Please refer to policy RI-2, Confidentiality of Information, for more information.

**Conflict of Interest**

Employees may have an opportunity to accept other work in their profession in addition to their employment with MaineGeneral Health. We recognize that some of our employees may choose to have other jobs; however, such employment should not be, or appear to be, in conflict with their job at MaineGeneral Health. Criteria used to determine whether outside employment or private practice work is a conflict of interest include: the type of service performed and clients served; the potential risk/exposure to MaineGeneral; satisfactory job performance; the location of the outside employment; and adherence to standards of ethical and professional conduct. Before accepting outside employment, you must discuss the specific situation with your manager or the Human Resources Compliance Officer. Resolution of potential conflict of interest situations is handled by the Human Resources Compliance Officer.

If you or a family member owns, either directly or indirectly, any interest in a business that provides goods or services to MaineGeneral Health, please notify your manager and MGH’s Legal Services Department. You will be asked to complete a disclosure form. If you have questions, please discuss them with your manager or our Legal Services Department. Please refer to LD-23, Conflict of Interest, Appendix B - Employee Conflict of Interest Policy, for more information.

**Employee Personnel Records**

The Human Resources Department maintains a confidential personnel record on every employee. To ensure your right to confidentiality, you must provide written authorization before Human Resources can respond to a request for information on your work history, except when required by law.

Personnel records contain both paper and electronic documents including your original application for employment, training records, licensure, certification or registration, performance appraisals, disciplinary documents and personnel action forms containing personal data such as wages, withholding information, address, telephone, marital status, etc. You have the right to review your file by making an appointment with a member of the Human Resources Department during business hours. Any request to review your personnel file or to receive a copy of your personnel file must be submitted in writing to a member of the Human Resources Department. Please refer to policy HR-23, Personnel Records, for more information.

**Exclusion from Patient Care**

There is an established process for a MaineGeneral Health employee to request to be excused from participation in any aspect of patient care that conflicts with cultural values, ethics or religious beliefs. Please speak with your manager for more information on this process or refer to policy HR-24, Exclusion from Patient Care.
Identification
All employees are issued photo identification badges when hired. For security and identification purposes, you are required to wear your badge while you are working. You may need to use your badge to "punch in and out" of work in your department. If a disaster or other situation requiring the locking of a facility occurs, employees will be required to present their identification badge to re-enter. If you lose your badge, contact Security immediately to request a replacement badge. Please refer to policy EC-4, Identification Policy, for more information.

Licensure and Registration
Certain jobs require employees to be licensed, registered or certified. New employees must provide proof of credentials required by the job before starting work. Employees must also present proof of renewal of such credentials before any expiration dates. Employees who fail to provide proof of current credentials will be placed on unpaid leave of absence until the Human Resources Department receives evidence of renewal. If evidence of current credentials is overdue by more than 30 days, the employee may be terminated. Please refer to policy HR-6, General Conditions of Employment, for more information.

Off-the-job Misconduct/Violations or Criminal Charges
If you are required to drive a MGH-owned or leased vehicle, you must report motor vehicle violations to your manager. Please refer to policy LD-30, Vehicle Fleet Safety Management, for more information.
If you are arrested and charged with an A, B, or C crime as defined by the Maine (State) Criminal Statutes, you must inform your supervisor and you may be suspended without pay until the matter is settled. Final disposition is based on the outcome of the case. The length of unpaid suspension will not exceed 26 weeks. If you cannot return by the end of that time period, discharge may occur.
Certain other arrests or criminal charges may tarnish MGH’s reputation and may be cause for disciplinary action up to and including dismissal.

Personal Business
To support a productive work environment and enhance patient satisfaction, we must give our customers and co-workers our complete and undivided attention. Therefore, employees should not make and receive personal calls, send and receive text messages, access the internet for personal reasons, or otherwise conduct personal business while at work during work hours. Please ask friends and relatives not to contact you at work unless there is an emergency. Personal cell phones or other personal electronic devices should only be used during meal and rest breaks and use should be kept to a minimum. In general, employees must turn off personal cell phones during work hours.

Privacy
MaineGeneral Health is conscious of appropriately respecting the privacy of its employees. However, there should be no absolute expectation that lockers, desks, workstations and other MGH property are at all times free from search, under appropriate circumstances. MaineGeneral Health also reserves the right, under appropriate circumstances, to search handbags, backpacks, tote bags or other similar containers. Employees should also be aware that video cameras may be in use for security in legally appropriate areas.
Property Removal
You must have written authorization from your manager to remove MaineGeneral Health equipment or property from its premises. This includes electronic equipment such as laptops and computer disks as well as mechanical equipment or tools.

Social Networking
If you access social networking sites from home (such as Facebook, Twitter, myspace), be cautious about references to your job, coworkers and MaineGeneral. Remember that anyone who reads your post may be a current or future patient at MGH. MGH expects you to be respectful of its management, employees, patients and other health care providers. Posting content that is critical of MGH is a violation of our RESPECT standards. Also, you may not disclose information related to MGH’s business operations, financial statements, or any information protected by HIPAA.

Solicitation and Distribution
To prevent disruption of operations and preserve the atmosphere essential to patient care, non-employees may not solicit or distribute literature on MaineGeneral Health premises at any time. Employees who wish to solicit or distribute literature for fundraising events must get prior approval from the Office of Philanthropy. Employees may not solicit other employees or distribute literature during their work time or the work time of the employees whom they are soliciting or to whom they are distributing literature. Meal and break periods are considered non-working time for the purposes of this policy. Off-duty employees may not remain in the facility, except with permission of their manager. No solicitation or distribution may take place in immediate patient care areas. Solicitation or distribution of materials for organizations approved by the President of MaineGeneral Health, i.e., United Way, Employee Satisfaction Partners, etc., are exempt from this policy. Please refer to policy HR-6, General Conditions of Employment, for more information.

Supervisor/Subordinate Relationships
To maintain a positive work environment, and to prevent the potential for a variety of employee relations issues, MaineGeneral Health strongly discourages direct supervisor/subordinate relationships between immediate family members or persons who have a consensual relationship. Any individual having input into another person’s performance, discipline or schedule, or having overall leadership for the area in which affected parties work, is considered a “supervisor” regardless of whether the individual’s title includes “supervisor” or “manager.” If a relationship develops which creates supervisor/subordinate employment of relatives, or employees in a consensual relationship, the Human Resources Department and the manager will advise the employee of MGH’s expectations of employees in this situation. Please refer to policy HR-6, General Conditions of Employment, for more information.

Use of Motor Vehicle
When driving a MaineGeneral Health owned or leased motor vehicle, employees must possess a current Maine State Driver’s License for the classification of the vehicle being driven. The Human Resources Department confirms valid driver's licenses through background screening for all newly hired staff at time of hire. If an employee transfers into a position that requires driving a motor vehicles check will be completed. When driving or riding on work-related business in personally owned or company vehicles, employees are required to wear seat belts and to make sure all passengers wear seat belts as well. If you are required to drive regularly for MGH, you must report certain motor vehicle violations to your manager. Please refer to policy LD-30, Vehicle Fleet Safety Management, for more information.
The Center for Employee Health Services works closely with administration and departments to offer a comprehensive health and safety program to employees. These services include pre-placement screening, medical surveillance of immunizations against infectious diseases, work-related injury management, on-site ergonomic assessments, safety consults and wellness initiatives.

All individuals offered employment must complete a pre-placement screening to ensure they can perform the essential duties of the job. This screening includes a background check, physical screening and other screening applicable to the position. For example, employees providing direct patient care are required to have a TB test as a condition of employment. Please refer to policy HR-10, Pre-placement Applicant Screening, for more information.

Disaster/Fire Plan
To make sure MaineGeneral Health is ready to render care during an emergency situation, a Disaster/Fire Plan has been developed. All employees have specific responsibilities during such a time and these duties will be explained by your manager. Please become totally familiar with what your responsibilities would be during a fire or disaster.

In case of a fire or fire drill, you will be alerted by an announcement or the fire alarm. Please make sure you know the code announcement or procedure for the facility where you work. For example, MaineGeneral Medical Center employees hear “Code Red” and the exact location of the fire over the intercom. All employees are expected to be familiar with the fire and emergency management plan for their department. The Emergency Preparedness Manual can be found under Policies on the intranet. Please refer to policies LS-2, Fire Prevention Management Plan, and EC-36, Emergency Management Plan, for more information.

Infection Control
One major purpose of infection control practice is to prevent or reduce employees’ risk of acquiring or transmitting infections at work. All body fluids can carry harmful organisms and, therefore, employees must take the necessary precautions to protect themselves and patients in their care.

One of the easiest ways to stay healthy and prevent the spread of infection is to wash your hands frequently and thoroughly. Please refer to policy IC-19, Hand Hygiene, for more information.

In compliance with Occupational Safety and Health Act (OSHA) standards, MaineGeneral Health’s Exposure Control Plan for blood borne pathogens addresses employee exposure and methods for reducing/preventing exposure. If required by job category, employees receive blood borne pathogens training before starting work and annually thereafter. Detailed information about reporting requirements for identified exposures will be provided by the manager. Please refer to Infection Control Policies (IC) — Surveillance, Prevention and Control of Infections for more information.
Safety Program
A healthy and safe work environment is a shared responsibility between each employee and the organization. Each of us must take measures to prevent work-related injuries and illness. If you become aware of any hazards in your work environment, immediately notify your manager and fellow employees. Failure to follow safety rules and regulations may result in disciplinary action, up to and including discharge.

Information and training about MaineGeneral Health’s safety program and the risks of exposure to bloodborne pathogens or hazardous chemicals in the workplace are provided at time of hire and annually thereafter. Please become familiar with the Exposure Control Plan and Material Safety Data Sheets which are available for your review, as well as the name of the person responsible for such records. Please refer to the Bloodborne Pathogens Exposure Control Plan on the MGH intranet under HR policies for more information.

Video Display Terminals (VDTs)
MaineGeneral Health has established practices and provides safety education and training to computer users to encourage regular stretching when using a computer. Employees are required to follow all safety precautions in the proper use of computer terminals as provided during orientation.

Work-Related Illness and Accident
The Center for Employee Health Services (CEHS) is available to employees who become ill or injured at work. MGH takes all job-related injuries or illnesses seriously and will work with you to assure a quick and safe return to work. If you suffer any job-related illness, injury or exposure, you must report it to your manager. On the day the incident occurs, you and your manager must complete an Employee Health Services Incident/Accident Report form and forward it to the CEHS. This form is available on the intranet or by calling the CEHS. If the CEHS is closed and you need immediate care, you may be referred to the Emergency Department. Otherwise, leave a message with the CEHS to call you at work. Unless you are hospitalized you must return to your department and give any medical paperwork to your manager who will forward it to the CEHS. If work restrictions are necessary, your manager will work with you and the Employee Health Nurse to create a Transitional Work Plan.

The Center for Employee Health Services, in conjunction with Infection Control Department, assesses employees with infectious or communicable diseases, or suspected communicable diseases, and determines your suitability for work. If you have symptoms or have been exposed to such a disease, you must contact your manager or the CEHS promptly. Non-work-related health problems will be referred to private physicians or health care providers. Please refer to policy HR-10, Pre-placement Applicant Screening, and HR-4, Workers’ Compensation Management, for more information.
The field of health care is complex and constantly changing. Your efforts to "Give Your Best Every Day" are important in meeting the challenges that change brings. Human Resources hopes this handbook is a helpful guide during your employment at MaineGeneral Health. If you have any questions about the information in this handbook or in company policies, please contact your manager.

We wish you great success in your work!