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## PERSONNEL MANUAL

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## I. INTRODUCTION

### **WELCOME TO WESTWAYS STAFFING SERVICES, INC. (WESTWAYS)**

We are locally owned and managed because we believe that individualized service will best address the specific needs of the facilities we service. We are experts in the health care staffing field and have been present in the community developing the specific knowledge needed to meet the ever-changing, day-to-day supplemental staffing needs of our client facilities.

## II. OUR MISSION STATEMENT

Through our personalized and professional service approach, our mission is:

- To provide the highest quality care and service available anywhere
- To benefit our client hospitals through constant innovation to meet their ever-changing staffing needs
- To encourage our health professional to achieve greater career enrichment

At WESTWAYS, one simple call provides our client facilities with immediate access to health care supplemental staffing services they need, when they need them.

By placing a call to our office, our team of specially trained staffing experts immediately begins to fill each facility's staffing needs with our highly skilled professional staff. We are looking forward to working with each of you soon.

## III. OUR STANDARDS OF CONDUCT

Our Basic Values are that:

- We provide competent, friendly and qualified staff to our customers.
- Our staff conducts themselves in a professional and compassionate way... always.
- Our staff conducts themselves with integrity, honesty and a sense of fairness.
- Our staff complies with all applicable rules and regulations.
- Our staff always treats patients and colleagues with respect and dignity.
- Our staff continually looks for ways to improve and enhance our business.
- Our staff strives for improvement in everything we do... each day.

You take pride in what you do and in the difference you make in people's lives. People depend on you each and everyday. Families and friends trust all of us to provide professional, compassionate and friendly care to their loved ones. Our basic and universal premise is to provide excellent care to every patient in our care.

In addition, our business partners and colleagues must expect to be treated honestly, fairly and with respect. Each of us must act as responsible citizens in our community.

Our Standards of Conduct establish the ethical foundation we need to win and preserve the trust of those we touch. Without exceptions, our Standards of Conduct apply to all of us.

Much of these Standards are based on common sense. It is up to each of us to adhere to these standards. If you have any questions or suggestions, it is encouraged that you to talk with your

Manager or call the Corporate office at (800) 575-9674. We will review any concerns or questions and respond quickly.

***We will never ever approve or condone anything unethical or illegal.***

Building trust and our good reputation is the responsibility of each of us. We, at WESTWAYS thank you for your commitment, compassion and professionalism, which make Westways Staffing Services, Inc. an outstanding and friendly place to work.

## DO THE RIGHT THING

As employees of WESTWAYS, we must commit to "do the right thing" ALWAYS.

Our Standards of Conduct are a condition of employment for all employees. We must comply with these Standards and with all the laws and regulations that apply to us. We must not take unfair advantage of anyone through manipulation, concealment, abuse of privileged information, misrepresentation of material facts or other unfair practices. To clarify any of our Standards, please talk with a Manager, Director or other Senior Staff member.

If we see or hear anything that may violate the law, our Standards or the requirements of good patient care, we have a responsibility to advise our supervisor or the appropriate management staff person. Reports of violations or potential violations must be made in good faith and include only facts. We are committed to a policy of non-retaliation towards those who report such violations. Appropriate and necessary steps will be taken to protect those who report retaliation.

When you are unsure about an issue or a concern, apply the following guidelines:

- E**valuate your facts for accuracy
- T**hink about the impact of your decision
- H**andle your decision as if it was going to be reported in the news
- I**dentify the potential consequences before you act
- C**onsider if your decision is setting a precedent
- S**top if you are in doubt – contact your supervisor.

## COMMITMENT TO THOSE WE SERVE

As a service organization, our entire staff must strive for excellence in the performance of our duties. Compassion, respect and commitment are the cornerstones of our quality service. We must never distinguish among our patients or colleagues based on race, ethnicity, religion, gender, sexual orientation, national origin, age disabilities, veteran status or marital status.

If we observe what appears to be inappropriate care or treatment of a patient, we must report it to our supervisor or the appropriate person. If a situation does not seem right, we have an obligation to raise the issue or concerns with our supervisor or the appropriate person.

## CONFIDENTIALITY

We must always respect the confidentiality of the patients we serve. Likewise, we must respect the confidentiality of our colleagues. We must abide by the rules and guidelines contained in HIPAA (Health Insurance Portability and Accountability Act).

## COMMITMENT TO EACH OTHER

We at WESTWAYS support equal opportunity employment and other employee development programs. As a member of the WESTWAYS family, we will not tolerate conduct that disrupts our work environment, including behavior that is disrespectful, hostile, violent, intimidating, threatening or harassing. We take pride in ourselves for maintaining a positive work environment.

Sexual harassment can destroy our positive work environment. We have a special responsibility to report any instances of it that we may see or of which we become aware.

Respecting each other also includes refraining from jokes or stories, which may be degrading or humiliating. We must be sensitive about what we say and how we say it.

## COMMITMENT TO OUR BUSINESS PARTNERS

We will always treat our partners with respect and fairness, both professionally and ethically. If they entrust us with confidential information, we will not violate that trust. We will strive to do business with companies who embrace and demonstrate high standards of ethics.

We will never give or offer something of value (a "gift") in the hope of acquiring referrals or business. We will never offer, accept or give bribes or kickbacks.

Any gifts or entertainment offered, provided or received must be small enough so as not to appear improper. We will never provide gifts or entertainment if a law or the policy of the recipient prohibits it.

We will never solicit gifts or entertainment. Any vendor or client sponsored travel or educational opportunities require prior approval from the President of WESTWAYS.

## COMMUNICATION

We will always communicate in an open, honest and respectful manner, avoiding communications that are unprofessional or may be embarrassing if made public. When we use our communication resources, we need to remember that viruses and hackers can harm our computer systems and cellular phones conversations can be overheard. Therefore, we will:

- Not discuss sensitive matter using a cell phone
- Protect our computers and sensitive documents by utilizing passwords
- Perform virus checks before downloading a file or installing a program.

## RECORDS AND REPORTS

We are committed to keeping complete, clear and accurate records. We will never make false or misleading statements or verify information or documents with being certain they are accurate.

Some records, reports and information are considered confidential/proprietary. Some examples include our annual budget, our strategic plans and our personnel and payroll information. We are all responsible for safeguarding WESTWAYS' proprietary information. We access this information only when it is necessary to perform our jobs and we share it with co-workers only when they need it for their work.

All personnel and payroll information are considered confidential and should not be shared.

## CONFLICTS OF INTEREST

WESTWAYS' employees must avoid conflict of interest. When a conflict or interest exists, we must complete our simple conflict of interest form and report it to the President. It is important to report a conflict of interest or potential conflict of interest.

## MEDIA INQUIRIES AND REFERENCES

All inquiries from local, state or national media should be referred to the President. Our goal is to provide accurate, concise and uniform information to the media.

Any employment reference requests should be referred to our Payroll Department. Our policy is to **confirm** the date of hire, position held, the salary and the separation date only.

If you have any questions regarding media inquiries or employment references, please contact our General Manager.

## REMEMBER

Treat our customers with dignity, respect and honesty. And most importantly...everyone is our customer!

## IV. EMPLOYEE RELATIONS POLICY

We at WESTWAYS realize that as working adults, about one-third of your time of your life will be spent at work, away from your home and family. We will do our part to see that the time away is as rewarding and fulfilling as possible. Our policy is to:

- Regard each employee/applicant equally without prejudice or discrimination as to race, color, religion, national origin, sex, age, or physical handicap as provided by law.
- Place you, whenever possible, in a job, which best suits your interests and skills.
- Treat our employees fairly and with respect.

All employees of WESTWAYS serve in an at-will capacity and may leave the services of WESTWAYS at any time for any reason. They may also be terminated by WESTWAYS at any time for any reason. By this document, WESTWAYS in no way intends to imply, without a written document from the CEO of WESTWAYS, that there be any agreement for employment for any stated period or a guarantee as to the number of hours you will work in a given time period.

The personnel manual is intended to provide employees with a general understanding of our internal policies. The information in this personnel manual should be helpful in familiarizing new employees with the company.

The personnel manual however, cannot anticipate every situation or answer every question about employment. This is not an employment contract. To maintain necessary flexibility in the administration of policies and procedures, WESTWAYS reserves the right to change or revise policies and procedures

described in this personnel manual without notice, whenever WESTWAYS determines that such action is warranted. Every effort is made to keep this manual current. However, if the information in this handbook differs from information in the master policy and procedure manual, the information contained in the master policy and procedure manual shall prevail and be considered correct.

## V. CUSTOMER RELATIONS

YOU ARE WESTWAYS STAFFING SERVICES, INC!

Our customers see WESTWAYS through each of us. We must convince them that we care and want to help them reach their objectives. We want the customer to know they are important to us.

To properly reflect this orientation to our customers, it is important that we build good impressions by referring to them by name and by maintaining good professional relations at all times.

Customers appreciate rapid and professional service. It lets them know they are important and appreciated. Maintaining positive customer relations is an important aspect of our jobs and will be weighed heavily in performance evaluations. Remember, customers are not an interruption to our work; they are the REASON for our work.

## VI. POLICIES AND PROCEDURES

WESTWAYS is a locally owned and operated supplemental nursing service. As the word supplemental implies, we do not guarantee a specific number of hours or shifts.

Flexibility and variety are two of the reasons that people choose temporary staffing. You may choose the dates and shifts that are most compatible with your schedule. By choosing those dates at least one week in advance, you will enhance your opportunity to work the hours and dates you desire.

WESTWAYS cannot guarantee any specific assignments at the facility. That process is at the discretion of the personnel at the facility. Every effort is made to place you in the area of your expertise; however, you must accept assignments according to the Charge Nurse at the facility. "Charge" positions are designated by the facility at their discretion.

### 1. Conditions of Employment

WESTWAYS complies with all applicable TITLE XXII and DHS and JCAHO standards and regulations about supplemental staff. Additionally, we adhere to all federal, state and local standards regarding the administration and functioning of our offices.

We require the following before you can be considered for employment:

- a. Proof of current licensure and/or certification verified by state board.
- b. Proof of current (within one year) CPR certification.
- c. Proof of titers and/or proof of immunizations for MMR and Hepatitis B, physical exam and negative T.B. test, or chest X-ray, kept current (within one year).
- d. A completed, signed application form. All applicants must possess at least one-year general acute experience as a staff member in an acute hospital within the last three years.
- e. Two completed, signed reference request forms
- f. A completed and signed I-9 form with copies of supporting documentation attached.
- g. A completed, signed W-4 form.



h. A test appropriate to the level of knowledge required for the position is administered. A passing score of 80% is required. If the applicant does not attain a passing score, WESTWAYS management will review the test with the applicant. The applicant will be allowed to then retest. If the applicant does not attain the required 80% passing score on the retest, the applicant will be asked to review the material and be allowed to come back and retest in six months.

- i. A signed "Job Description" appropriate to job classification.
- j. Completion of the Core Mandatories Part I & Part II thru Nurse Testing
- k. A signed In-service Acknowledgement.
- l. Pre-employment drug screening is mandatory. WESTWAYS reserves the option to randomly test for the presence of illegal drugs under certain conditions.

You will be required to attend an Orientation session; at that time all forms are completed, and rules governing our service are explained. The time required for an Orientation sessions is approximately 1-2 hours and they are held on a weekly basis.

All personnel files are reviewed monthly for items requiring renewal. Non-compliance with renewal policy may result in ineligibility to work until compliance occurs. We will attempt to notify you of items needing renewal, but you are responsible for keeping your credentials up-to-date.

In accordance with Title XXII guidelines, **you must always carry a copy of your current CPR certification and licensure with you.** The State of California Health Department may request to see these anytime during your shift; the facility has the right to also view and copy them, if so desired.

## 2. Placements

### **WESTWAYS STAFFING COORDINATORS do all scheduling and cancellations.**

- a. There are no exceptions to this rule. If you change a shift with another employee or change time with a facility, please make certain that the Staffing Coordinator is informed immediately. Our **insurance** is not in force when our Staffing Coordinators have not scheduled you.
- b. The Staffing Coordinator will verify scheduling changes with the appropriate people, making certain that everyone has the correct information.
- c. The policy of WESTWAYS on the placement of any employee shall be to effectively match the nursing skills of the employee to meet that of the client. A record of each employee's abilities shall be compiled and available to the coordinator when placing employees on assignments. The employee shall have the privilege of stipulating to WESTWAYS their choice of preferred assignments.
- d. All employees need to contact WESTWAYS with availability on a minimum of a weekly basis. Providing us with your availability enhances the opportunity to schedule you for as much work as you may want. If you tell us you are available, we expect to be able to count on you for that day and time.
- e. Staffing Coordinators are available 24 hours a day, 7 days a week for **scheduling purposes only**. If you have questions or complaints that are not pertaining to staffing, please call Monday through Friday during business hours. Do not call before or after that time, the coordinator will not be able to help you.

f. If you find that you will be late, call the office and the Staffing Coordinator will call the facility and let them know. **DO NOT CALL THE CLIENT YOURSELF.**

g. Chronic tardiness may result in dismissal.

h. Remember, always, that WESTWAYS is your employer and act accordingly.

### 3. Cancellation Policy

Employees are under no obligation to accept an assignment when called by WESTWAYS coordinators. However, once an assignment is accepted, WESTWAYS expects that all family and child care arrangements as well as transportation arrangements have been made and the employee will complete the assignment.

WESTWAYS will endeavor to cancel requests for scheduled employees two hours before the start of the shift. If WESTWAYS does cancel a specific employee by notifying or attempting to notify the employee at least two hours prior to the start of shift, WESTWAYS will have no further financial obligation regardless of whether WESTWAYS is able to contact the employee before arrival at the hospital. It is the responsibility of the employee to be available by phone at least two hours prior to the start of a scheduled shift.

Should the employee arrive at the hospital without receiving notification of cancellation, employee must sign in on the sign-in sheet and indicate late cancellation.

A twenty-four (24) hour, seven (7) day a week coordinator is available to handle all employee cancellations or problems. All employees are to call WESTWAYS as soon as they know they are not able to fulfill an assignment. Again, do not call the Client. A four (4) hour cancellation notice is required for any shift cancellation by any employee. Failure to give four (4) hours' notice can and will result in corrective action up to and including termination.

An employee canceling assignments for health reasons or returning from medical or maternity leave must submit a "return to work statement" from their attending physician.

Repeated cancellations after acceptance of assignments destroy your credibility with WESTWAYS as well as with our client facilities. If you have frequent cancellations some facilities may refuse to schedule you at all.

### 4. Confirmation Policy

A WESTWAYS staffing coordinator will call you two hours before the beginning of the shift to confirm or cancel the shift. Please note that there is a 30-minute window before and after the two-hour confirmation/cancellation time. If you do not receive a confirmation/cancellation telephone call, and/or you are away from the telephone, it is your responsibility to call the WESTWAYS office to verify confirmation/cancellation status of hospital shift.

### 5. Staff Relief

a. All employees shall report to the facilities nursing office, unless otherwise designated, at the beginning and end of each shift. You must sign in and out on the appropriate form.

- b. All WESTWAYS employees shall follow the policies and procedures outlined by each facility as long as they fall within employee's skill capacity.
- c. Each employee, although employed by WESTWAYS, while on the job, will be directly responsible to the facility's supervisory personnel.
- d. **All overtime must be approved by the nursing supervisor and must be signed for on the WESTWAYS sign-in sheet.** In addition, WESTWAYS is to be notified. Failure to obtain permission for overtime by appropriate facility supervisor and WESTWAYS may result in delayed or no payment.
- e. All personnel are to wear appropriate agency identification while on duty.
- f. In the event of any questions, problems, or concerns regarding your assignment and/or job description regarding assignments, please call the WESTWAYS office immediately.
- g. Carry your own pens, scissors and stethoscopes.
- h. If while on assignment any problem occurs involving you and any other WESTWAYS employee, it should be reported to our office immediately. Do not become involved in any arguments with the client or other co-workers, but rather, inform our office of the problem and allow us to intercede on your behalf.
- i. If you become ill, or an emergency should occur, keeping you from fulfilling an assignment, we ask that you call us IMMEDIATELY so that we may find a replacement for you.
- j. Frequent cancellations or a failure to arrive on assignment will be grounds for termination.

## 6. Orientation

Some facilities require some form of orientation. The amount of time required by each facility varies. Some facilities require computer training classes and orientation prior to the first shift worked. The staffing coordinator will explain what required orientation to all employees prior to scheduling first shift with a facility. Orientation time worked at the facility is paid at the orientation rate. (Usually less than regular pay rate)

Some facilities require that their specific pre-employment orientation "packets" be completed by the clinical staff at WESTWAYS before the first shift is worked, and there is no pay for this required activity.

The first time you visit a facility the following guidelines should be followed:

- Report approximately one (1) hour early for orientation (it may vary for each facility).
- Carry photo ID when reporting for assignment
- Take your nursing license and certifications with you
- Report to the appropriate supervisor
- It is expected that the healthcare practitioner locates and comply with the facility policy and procedures manual, locate fire pulls, crash cart, med. room, linen cart, and appropriate exits before your shift starts.

- Always dress in proper attire when working at the facility. Orientation is only paid when facility staff has properly verified the time.
- Occasionally, a WESTWAYS employee may show up early as directed for orientation shift and no one is available for orientation. Please take it upon yourself to utilize this time to become familiar with the floor layout and the location of vital items you may need in order to function effectively on your shift. It will be to your advantage to have knowledge of the location of the policy and procedures manual, fire pulls, crash cart, med. room, linen cart, and appropriate exits prior to the onset of your shift.

## 7. Employee Health and Safety

Our client hospitals have accreditation policies, which require staff employed in the facilities to have annual physical examinations including Tuberculin skin test (PPD) or chest x-ray (if TB test shows a reaction). Fire safety, body mechanics, infection control, and cardiopulmonary resuscitation (CPR) certifications are also required annually.

Regarding these issues, WESTWAYS' manager/supervisors will ensure compliance with the policies of the hospital facility to which WESTWAYS employees are assigned.

## 8. Professional Behavior

It is the responsibility of every member of WESTWAYS' clinical field staff to exercise appropriate judgment and conduct themselves in a manner that reflects the highest standards of professional and personal ethics and behavior.

The following set of standards are to inform and guide, all staff assigned to work in hospital units. The guidelines below include but are not limited to the following:

- a. Patient care providers are to render care in a manner that enhances the personal dignity and rights of each patient. Any form of patient abuse and/or neglect will not be tolerated, and patient care providers are to support WESTWAYS' policies and procedures in this regard.
- b. Interactions with all hospital patients, visitors, employees, physicians, vendors, etc., must always be conducted in a courteous and professional manner ensuring that WESTWAYS is always presented in the most favorable light.
- c. The practice of counseling of the patient regarding personal problems and / or participation of the WESTWAYS patient care provider in conversations with patients about topics not relevant to the plan of care--is discouraged and unacceptable.
- d. Patients are to be dealt with equally and fairly and the selection of "favorites" is not acceptable.
- e. Appropriate language is always to be used when a WESTWAYS patient care staff member is at a WESTWAYS client facility, and in any patient care area private and / or public. Abusive, profane, threatening, demeaning, language resulting violation of HIPPA regulations or compromising patient confidentiality can result in immediate termination.
- f. Touching patients, except in the direct delivery of care or by a greeting, is prohibited.
- g. Socializing with patients and/or patient's significant others outside of the facility is

unacceptable.

- h. Socializing with patient's and/or patients' significant others after discharge from the Hospital is prohibited. Staff is not to call, date, nor develop personal or social relationships with patients, former patients, or family/significant others of patients, including giving of personal information or residential phone numbers. Staff should discuss with their manager, any matter of concern regarding their contacts with current or former patient/family members of patient's significant others.
- i. All staff will uphold all rules and regulations related to patient confidentiality in all areas including patient care, public and non-patient care areas. These rules and regulations include but are not limited to the following:
  - o Patient care providers are not to divulge to anyone any information or records concerning any patient without proper authorization. Unauthorized release of confidential information may constitute ground for termination and/or civil action.
  - o Conversations regarding patients are not to be held in the presence of other patients or any other person not privileged to this communication.
  - o Problems of a patient are not to be discussed with another patient.
  - o Patients are not to be named or discussed with anyone in or outside of the facility who does not have the legal right to receive information about the patient.
- j. Personal problems, concerns or personal life information of patient care providers are not to be discussed with any patient, patient group or family/significant others.
- k. Staff is not to discuss disagreements or criticize other patient care providers or physicians within the earshot of patients/families/significant others. A professional difference of opinion must be discussed in an appropriate private space.
- l. Behavior in patient areas and at the nurses' station shall be oriented toward patient care. Personal reading and conversations, including personal phone calls, are not to be conducted in these areas.
- m. Employees must avoid any situation, which involves a possible conflict between their personal interests and those of WESTWAYS. Staff shall not solicit, and are encouraged not to accept gifts or compensation of any kind from any individual or agency outside of WESTWAYS because of their position at WESTWAYS
- n. Any inappropriate interactions between patients and staff, staff and staff, or staff and others within the hospital will be met with investigation and quick response within the framework of WESTWAYS policy and procedure.
- o. Employees who are licensed or certified in any profession shall follow all applicable rules or professional codes of conduct pertaining to that profession, in addition to the rules stated herein.
- p. All WESTWAYS patient care staff will be expected maintain English proficiency standards and use English exclusively during all paid working hours.
- q. WESTWAYS name badge must always be worn while on assignment, above the waist with employee's picture, name and title fully visible. Failure to wear your name badge may result in immediate dismissal from your assignment.

- r. While at the hospital, all employees must follow these basic rules:
- Eating and drinking are only permitted in the cafeteria, designated employee lounges, unit conference rooms and in private offices, when not in use for patient care.
  - Sleeping is not permitted during paid working hours.
  - Personal phone calls on the unit during work time are prohibited, except in emergency situations
  - Assigned duties must be carried out in a timely, efficient manner as directed or delegated.
- s. When entering a patient room and/or when greeting a patient, practice the following.
- Knock before entering
  - Greet the patient by name
  - If it is first contact of the day, introduce yourself by name and title
  - Tell the patient why you are in the room.
- t. When exiting a patient's room WESTWAYS patient care staff is expected to:
- Inform the Patient / Family that you are leaving
  - State time you expect return
  - Ask if there is anything the pt. / family needs before you leave

## 9. Dress and Grooming

The employer's professional atmosphere is maintained, in part, by the image that employees present to customers. The dress code at our client facilities is determined by the facility. Dress (i.e. uniform requirements) must at least conform to the codes of the facility. Employees who are inappropriately dressed will be sent home and directed to return to work in proper attire. Such employee will not be compensated for any time spent away from work.

The WESTWAYS dress code includes but is not limited to the following:

- a. Clothing must be clean, neat, and allow for quick, efficient movement as necessary in the performance of job duties, including emergencies. Professional healthcare attire is acceptable.
- b. Unacceptable attire includes but is not limited to:
- Bare midriffs
  - Low cut, tank, tube or sleeveless tops
  - Transparent, provocative, excessively form fitting or revealing clothing
  - Mini skirts
  - Sweat (warm-up) shirts or pants
  - Clothing with printed messages, caricatures or pictorial representations (e.g., university logos, beverage cans, and cartoon characters) applications that have the potential of falling off (e.g. sequins, glitter) shorts. Note: Exception business attire that is identified by small logo (e.g. Polo insignia)
  - Denim jeans (any color)

- Spandex tights or leggings
- Fishnet stockings
- Hats (other than nursing caps)

Note: Exceptions to these rules may be made with the written approval of the manager when the job expectations demand different attire.

- c. Jewelry is to be kept at a minimum and be in keeping with the general safety and infection control practices for the employee and the patient. Long dangling earrings, large or excessive necklaces and/or bracelets and sharp rings are not acceptable.
- d. Fingernails must be kept short, clean and natural. The Centers for Disease Control (CDC) has established new standards regarding artificial nails. The interest is to reduce the risk of infection that has been linked to artificial nails and improve the quality of care to our patients. Any employee who has direct patient contact is prohibited by WESTWAYS to wear artificial nails of any kind.
- e. Hair must be neat and well groomed.
- f. Shoes must be clean, in good repair, provide good support and protection and allow for quick and efficient movement as necessary in the performance of job duties, including emergencies. Heels should not be more than two-and-a-half inches high. Open-toed and open-back shoes are not permitted. Socks or stockings must always be worn .

#### 10. Employee Courtesy

- a. Employees must always wear WESTWAYS name badge.
- b. Employees must not work in a manner that willfully obstructs or hinders another employee from completing his or her assigned duties.
- c. Employee must operate in a manner both safe to themselves and their fellow workers.
- d. Personal problems between employees must not be pursued at work.
- e. When leaving the hospital during a shift, all employees must have the permission of the supervisor who must be told why they are leaving, where they are going, and for how long they will be gone.
- f. Employees must not make personal phone calls from client facilities and must not have personal visitors unless permission is obtained from the supervisor, except for emergencies.
- g. Any employee, who changes their name, address, or family status, should notify the Branch Manager in writing immediately so that the records can be kept current.
- h. Your availability should be called in on a weekly basis so that the staffers at WESTWAYS may fill your work requirement as you desire.
- i. Contributions may not be solicited of employees of any department unless approved by the Branch Manager. Raffle, benefit sales, and the like for charitable

organizations may be allowed if they do not interfere with progress of work and are approved by the Branch Manager.

- j. Employee may not solicit, offer for sale, or Display merchandise or catalogues at company sites without prior permission from the Branch Manager.

## 11. Telephone Courtesy

Telephone courtesy guidelines include but are not limited to:

- a. Answering the phone, preferably by the third ring.
- b. Identify yourself by giving your department and name.
- c. Identify the caller and what they are requesting.
- d. When leaving the line, before placing the caller on hold, ask the caller if he/she can hold the line and wait for the caller's response.
- e. When returning to the line, thank the caller for waiting.
- f. When you give the call to another person, inform them both that they have a call and who the caller is.
- g. Try not to leave the caller holding for more than thirty (30) seconds. If you must handle several calls at the same time or are unable to find the requested information or person quickly, ask if the caller would prefer to wait or to be called back.
- h. If the person receiving the call is not available, advise the caller of this and offer the options of speaking with someone else or leaving a message.
- i. After taking a message, repeat the message to the caller to confirm that you have taken it down correctly and thank the caller.
- j. When transferring a call, let the caller know that you are transferring the call and why. Also, identify the extension to which you are transferring in case the caller is inadvertently disconnected.
- k. Allow your voice to reflect courtesy and a smile. What and how you say what you say makes a difference.
- l. Employees are to seek guidance from their manager when there are questions, concerns or problems with these rules or any other part of their employment.
- m. Any violations of the Code of Conduct will be investigated and may result in Disciplinary action up to and including termination, per WESTWAYS Policy and Procedures.

## 12. Floating Policy



WESTWAYS employees may only be placed in assignments that match the job description for which WESTWAYS assigns them. If an employee is asked to float to another department with the customer, the department must be a like department or unit and the float employee must have demonstrated previous competency and have the appropriate certifications, credentials for that department/unit. Employees should only be floated to areas of comparable clinical diagnoses and acuities.

The following procedures should be followed for healthcare professionals and nurses who are assigned to an area in which they do not feel competent:

- The healthcare provider will immediately notify WESTWAYS,
- The nurse is obligated to inform the hospital of his/her professional limitations based upon the Nurse Practice Act standards and upon WESTWAYS client contract specifications as they relate to the assignment.
- The Corporate Director of Operations at WESTWAYS will work within the bounds of the Nurse Practice Act and the hospital contract to resolve the issue.
- WESTWAYS will pay nurses for hours worked up until the end of his/her shift.

### 13. Contract Time & Attention

Employee agrees to work at least thirty-six (36) hours per week (full-time). This is any seven (7) day period, at any facility the Employer shall designate with a thirty-five (35) mile radius of the branch office. Employer may require Employee to work an eight (8) or twelve (12) hour shift as needed.

### 14. Contract Employee Availability

Employee shall be available for at least five (5) twelve (12) hour shifts per week. Employee may be required to work every other weekend if the census decreases. Employee shall advise Employer at least four (4) hours prior to the start of a scheduled shift if the Employee will be absent from that shift.

### 15. Resignation/Termination

If you find it necessary to resign, you are requested to give advance notice in writing to your Branch Manager, specifically the last day you will be available for work. This date will be considered the effective date of a resignation.

WESTWAYS' termination procedure is designed to receive suggestions for improving employment conditions and to review group insurance conversion privileges and other pertinent employee benefits matters.

The procedure is as follows:

1. The employee makes an appointment with the Branch Manager for the first regular (non-holiday) weekday after the last day of employment.
2. The employee returns all company property and participates in the exit interview.
3. The employee is given any due pay and is counseled in insurance and benefit matters as to option and rights.

### 16. Employee Records

Your personnel file is kept in a confidential and locked office. Any employee wishing to examine the contents of their files is free to do so upon written request to the Branch Manager.

Employees are requested to promptly report changes in status as listed below, in writing to their Branch Manager.

Please report any changes to the following:

- Name
- Address
- Telephone Number / Beeper
- Marital Status
- Dependents (New births; name changes; change in relationship status; total number of dependents; or deaths)
- Selective Service Status
- Emergency Contact(s)
- Physical or Other Limitations
- Insurance Coverage

Staffing Coordinators are responsible for forwarding any of the above information received by them on employee status report forms to the Branch Manager.

#### 17. Personal Phone Calls

Employees are requested to keep all personal phone calls, both incoming and outgoing, to a minimum. Friends and relatives should be discouraged from calling the employee during working hours unless there is an emergency. Under no circumstance should an employee make or charge a long-distance call to the company unless it is work related and approved by the employee's supervisor. Excessive phone call may subject he employee to disciplinary action.

#### 18. Charting

Charting should be conducted in a thorough and complete manner in accordance with the charting requirements of each client facility. In the event your charting is found to be incomplete, it is your responsibility to complete your charting as soon as possible on your own time. As a licensed professional, it is your legal and moral responsibility to do so. Failure to complete documentation in patient medical record when requested by Client Facility may result in disciplinary action including termination.

#### 19. Late Calls

Should the hospital request personnel less than one hour before the shift commences, or after the actual shift has begun, employee will be paid according to the contract.

Should the hospital request personnel after the actual shift has begun, hospital has the option to decide whether they will fill the shift as a late call and pay for the entire shift or pay for the actual hours worked plus one (1) hour, provided the employee arrives within one (1) hour of confirmation.

#### 20. Attendance Policy

If you must be absent, telephone the WESTWAYS office as soon as possible, or at least four hours before the start of your scheduled shift on the first day and each subsequent day of an unscheduled absence. Explain why you must be absent and when you expect to return to work.

Note: It is your responsibility to ensure that proper notification is given. Asking another employee, friend or relative to give this notification is not considered proper, except under

emergency conditions. Any employee who fails to give such notification will be charged with an unexcused absence. If an employee is absent without notifying the company, he or she is subject to discharge. If notice is given and the company does not think it justifies the absence, it will be considered unexcused.

#### 21. Punctuality

Employees are expected to be at their workstations ready to work by the start of the shift. Employees are required to sign no more than ten (10) minutes before the start of the shift. Each employee must show current license and CPR card at time of sign in.

#### 22. Tardiness

Tardiness of more than one half (1/2) hour is considered absence. Employees who are late for one (1) hour or more for a shift must provide a verifiable reason that will be recorded in a memo and placed in the employee's personnel file by the Branch Manager.

#### 23. Illness - Reporting

Employees who become ill during working hours should report it to the WESTWAYS supervisor immediately.

#### 24. Injuries On-the-job Reporting

All employees are required to report any work-related injury to the WESTWAYS office within 24 hours of occurrence. If emergency medical attention is necessary, notify WESTWAYS immediately. Written documentation of the accident, describing what happened, the type of injury, and any a physician statement, or emergency reports, is to be completed and delivered WESTWAYS office within 72 hours after injury occurs. Necessary forms are available in the office.

Regardless of the severity, all injuries incurred while on the job must be reported to the supervisor (at client facility) at once during the same shift in which the injury occurred. Employee must notify WESTWAYS of all injuries incurred while on the job, regardless of the severity, at once during the same shift in which the injury occurred. After the employee has contacted the Worker's Compensation Coordinator at WESTWAYS, a decision will be made as to First-Aid-vs. -Medical Only treatment and the employee will be instructed where to go for treatment.

NEEDLE STICK - if you suffer a NEEDLE STICK injury while on duty, the following steps should be taken:

1. Report the incident to your supervisor on duty at the hospital and your Worker's Compensation Coordinator at WESTWAYS.
2. If the needle was previously used on a patient, request the following information from the medical facility. Test results on the patient for HIV, Hepatitis A, B, and C.
3. As a precaution, WESTWAYS will arrange for blood testing on you at one of the Occupational medical facilities to obtain a baseline test for HIV, Hepatitis A, B, and C.
4. If the test on the patient, as described in 2, cannot be obtained
  - a) There is no identified source - in addition to the baseline test for HIV, Hepatitis A, B, and C, the HIV test will be repeated at three months, and then six months post injury.
  - b) The source refused HIV test - the attending physician will be called to obtain consent for the test through any available specimen currently in the hospital lab.

5. If the known source as described in step 2, is perceived to be high risk such as "IV drug user", you will be tested at three, six and twelve-month periods post injury.
6. If the needle was not contaminated there is no testing necessary, but the incident should be reported to item 1.

Employee must notify WESTWAYS Worker's Compensation Coordinator immediately and forward information necessary in completing Incident Report and to verify accuracy of current mailing address.

Any employee who sustains a work-related injury, must, upon WESTWAYS' request, submit a written physician statement of good health and no lifting restrictions prior to their return to work.

## 25. Solicitations

Unauthorized solicitations of employees on the premises of client facilities are strictly prohibited. This prohibition applies both to employees on working time and outsiders. Solicitations for gifts (resignations, retirements, weddings, births, etc.) must be authorized by the department manager/supervisor.

## 26. Capping

While employment with WESTWAYS, employees may meet various organizations, union groups, welfare agencies, insurance representatives, and others. Knowing of these organizations and how they can serve the patient population in the facility in which you are working is important information for employees who have direct patient contact.

From time to time, a patient may require the need for outside legal services and ask an employee for the name of an attorney or law firm. Under no circumstances may any employee refer a patient to a specific law firm or attorney for legal assistance. The County Bar Association has a lawyer referral service to handle requests of this nature.

Capping is the practice or soliciting business for lawyers. It is a criminal offense, and both the capper and the attorney are subject to prosecutions for capping (a misdemeanor) and conspiracy (a felony). Action 6152 of the Business and Professions Code is reproduced here for informational purposes.

### 6152 Prohibition of Solicitation

It is unlawful for any person, in his individual capacity, or in his capacity as a public or private employee, or for any firm, corporation, partnership or association, to act as a runner or capper for any such attorneys in and about the state prisons, county jails, city prisons, or other places of detention of persons, city receiving hospitals, city and county receiving hospitals, county hospitals, justice courts, municipal courts, superior courts, or in any public institution or in any public place or upon any public street or highway or in and about private hospitals, sanitariums or in and about any private institution or upon private property of any character whatsoever.

Severe disciplinary action up to and including termination will be taken against any employee who refers a patient to a specific attorney.

## 27. Patient Rights and Responsibilities and Patient Confidentiality

The Patient has the right to expect healthcare providers to share only that information that is relevant to their care deliver and within the classification and job responsibilities of the healthcare provider.

The patient's right to privacy shall be respected.

Patient information shall be shared only with those who are directly involved in their care.

#### ACCOUNTABILITY TO SAFEGUARD:

- Home Telephone Numbers & Addresses
- Spouses & other Relatives Names & Addresses
- Physical Medical Records including:
  - Data Communications
  - Paper Documentation
  - Photo(s)
  - Video(s)
  - Diagnostics & Therapeutic Report(s)
  - Laboratory and Pathology Samples
- Social Security Numbers
- Income Tax Withholding Records
- Information related to Evaluation of Performance(s)
- Patient Business Records
- Alpha-Numeric Radio Pager Messages
- Misuse of verbal information provided by or about a patient
- Mainframe & Department-Based Computerized Patient-Data
- Other such information, which if disclosed, would constitute an unwarranted invasion or breach of privacy.

#### VIOLATION OF CONFIDENTIALITY

- Unauthorized access, use, misuse, discussion or disclosure of confidential and proprietary information during and after my employment with WESTWAYS.
- Breach of confidentiality may be subject to civil or criminal action for invasion of privacy including termination.
- Unauthorized access, use, misuse, discussion or disclosure of electronic records for patients and employees.

#### RESPONSIBILITY

I am responsible, obligated and will protect confidential, patient, proprietary and employee information and will not misuse or abuse this confidentiality policy.

The access to and authorized use of all personal, medical, data and information considered confidential and proprietary in any form shall be available during employment only and shall be subject to and will be treated as confidential and proprietary. My obligation of confidentiality becomes effective immediately after being employed by WESTWAYS and will continue after my separation.

My conduct will be in strict conformance to applicable state and federal laws, statutes, regulatory guidelines and codes.

Question regarding confidentiality of information are to be addressed with management.

#### 28. Substance Abuse - Alcohol and/or Drugs

Any employee found guilty of possessing liquor in client's premises will be subject to discipline, up to and including discharge. This includes liquor found in lockers.

Any employee who consumes alcoholic beverages or is guilty of possessing (non-business related, i.e. regular pharmacy deliveries, etc.) drugs on their person on client's premises will be also be subject to discipline. There is no exception to these policies. Employees who report to work under the influence of alcohol or drugs will not be allowed to work. In addition, they will be subject to further discipline.

## 29. Illegal Drug Use

The continuing policy of this company is that all employees must remain free from the influence of any drugs, which may impair their functioning or endanger their co-workers, or the patients ultimately served by WESTWAYS during their work period. Because of the important and significant nature of the work each one of us are asked to perform in the health care industry, no less than a complete abstinence from the use and effect of illegal drugs will be required.

Consequently, for the protection of our employees, the public, and to insure an environment as free from the influence of illegal drugs as is reasonably and practically possible, the company requires a pre-employment drug screening and reserves the option to randomly test for presence of illegal drugs under certain conditions. Consent to the testing program, which follows, will be a condition of further employment of every employee. If any director, manager, supervisor, or other company officer has any suspicion that an employee under his or her supervision may be affected by or under the influence of illegal drugs, the employee under suspicion will be asked to undergo a laboratory test to determine the presence of illegal drugs. Refusal to take the test will subject the employee to immediate termination.

- a) If any employee tests positive for the presence of illegal drugs, a second test immediately thereafter will be permitted at the employee's expense. If the second test proves negative, the company shall have the option to require a third independent test at the company's expense and the result of this test will be determined.
- b) If, following the testing program, the employee tests positive for the presence of illegal drugs, then the employee will have the opportunity to enter a drug abuse prevention/counseling program which must be approved by the company, and paid for by the employee. If the employee does not enter such a program, or does not complete it satisfactorily, then the employee will be subject to immediate termination.
- c) Any employee who has tested positive for the presence of illegal drugs, but who has successfully completed a company approved program, and thereafter remains an employee of WESTWAYS, must thereafter be willing to submit to testing when requested.
- d) WESTWAYS requires a mandatory drug screen as a prerequisite to employment.

## 30. Financial Transactions with Customers or Patients

Monies or gratuities must not be accepted from customers or patients, and any offers of this nature must be reported promptly to the supervisor. Money must not be borrowed from or other obligations incurred with customers or employees of customers. Further, staff personnel must not request favors from hospital employees or customers such as special discounts or merchandise. Accepting favors or gratuities may result in dismissal.

## 32. Licensure/Certification

All WESTWAYS personnel who are required by law to have a license or technical certification to perform a job are required to provide a copy of their current license or certificate for their employee file.

- a) New hires will be required to supply licensed or certification prior to the first working day. All new hires' license or certificates are verified with the board issuing the license or certificate.
- b) Each employee will be responsible for maintaining his or her licensure or certification.
- c) The employee must submit copies of renewed licensure or certification, upon receipt to the branch office.
- d) Employees whose licenses lapse must provide proof of application for renewal (verification letter from appropriate board). Employees will be suspended until their license is renewed.

### 33. Sexual Harassment

It is our policy to prohibit harassment of one employee by another employee or supervisor based on sex. The purpose of this policy is not to regulate our employee's personal morality. It is to assure that, in the work place, no employee harasses another based on sex. While it is not easy to define precisely what harassment is, it certainly includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature such as uninvited touching of sexually related comments. Any employee who feels that he or she is a victim of sexual harassment should immediately report the matter to any member of management. Violations of this policy will not be permitted and may result in discipline up to and including discharge of the offender.

Members of management who are not involved in the alleged harassment will thoroughly and discreetly investigate all reports of sexual harassment.

## VII. WAGES, HOURS, AND WORKING CONDITIONS

### 1. Overtime

Overtime is time worked more than forty (40) hours in a one (1) week pay period, or hours worked more than eight (8) hours in one day.

- a) All overtime must be pre-authorized by supervisor. (An exception is a shift that is booked as a twelve (12) hour shift. In this case the additional four (4) hours have been pre-authorized and only time over and above the first twelve (12) hours must be authorized.) The supervisor must initial all pre-authorized overtime on the sign-in sheets.
- b) Contractual agreements with some facilities exclude overtime pay for the additional four (4) hours in a standard twelve (12) hour shift. You will be told prior to accepting such shifts that you will be paid straight time for all twelve (12) hours. Time worked over and above (12) hours will be paid at two times the rate of pay as usual.

### 2. Timekeeping

Each facility that WESTWAYS contracts with maintains a staffing sheet for WESTWAYS employees. Employees must sign in on this sheet at the beginning and end of each shift. Failure to sign in on the sign-in sheet will result in a delay of receiving your paycheck. Overtime must be written separately. Overtime must have prior approval and be signed by the supervisor. Employee should check each sheet at the end of each shift to verify completeness and accuracy. Each Monday the

sign-in sheets are pulled and replaced. Payment for service is made based on sign-in sheet only. Overtime payment is made on the basis of overtime approval (supervisor signature) only.

Any errors on completed time sheets must be corrected as follows:

- a) Single line through error;
- b) Correct immediately above the lined-out figure
- c) Supervisor and employee initial the change.

The supervisor must complete any omissions and an employee initialed copy forwarded to Accounting/Payroll.

If time sheets are not correct and legible they will not be accepted.

The individual except in the above-described situation must complete time sheets. Any tampering with or falsifying of time sheets may constitute cause for dismissal.

### 3. Pay Period and Pay Days

Pay periods for all employees are from 0700 a.m. Monday to 0659 a.m. the following Monday. All paychecks are distributed every Friday.

We will not schedule for more than forty (40) hours in a period, unless the client is willing to pay the overtime required by law.

### 4. Wages

#### a) Advances of unearned Wages and Salaries

- No advances on unearned wages or salaries will be made. There are no exceptions.
- Advance Payment of Earned Wages and Salaries (Daily Pay)  
To request Daily Pay, you must first get the proper form from the WESTWAYS office. You carry this form to the hospital facility you are assigned to on the day you wish to collect the Daily Pay. You must complete the form, and have it signed by the supervisor. Take this form to the WESTWAYS office and they will cut you a check. A portion of your earnings for that shift will be withheld for taxes and will be noted on your regular pay stub the following Friday. You may take a request for a daily pay no more than twice in one week. Daily Pay's are processed Monday through Friday only. Daily Pay forms must be turned in no later than 11 am on the day you wish to receive payment. Daily Pay forms turned in over the weekend will be paid the following Monday. Daily Paychecks may be picked up after 2 p.m.

#### b) Unclaimed Paychecks

- Paychecks not claimed by employees within two weeks of the date of issue must be returned to the corporate office from any facility.

#### c) Lost Pay Checks

- Employees are responsible for their paychecks after they have been issued. Checks lost or otherwise missing should be reported immediately to the payroll department. Replacement checks will be issued within 5 working days of the report.

#### d) Wage Disputes

- Westways Staffing shall attempt to resolve wage disputes through the payroll department in a timely manner. In the event a dispute cannot be resolved internally, the employee agrees to arbitration under the laws of the State in which the employee is employed.

#### e) Cashing Pay Checks

- Employees must cash their paychecks on their own time.



f) Payroll Deductions

- By law the company is required to deduct, where applicable, Federal Withholding taxes, Social Security Taxes, State and Disability and garnishments from an employee's pay.

Pay rates are subject to change without prior notification.

5. Overtime and Holidays

Time and one-half will be paid for hours worked more than eight (8) continuous hours; double time will be paid for hours worked more than twelve (12) hours of continuous work.

We will not schedule for more than forty (40) hours in a week, unless the client is willing to pay the overtime required by law.

Employees usually will be paid one and one-half times the applicable hourly rate for all holidays listed below. Holidays usually begin at 7:00 a.m. on the day of the holiday and end at 7:00 a.m. the day after the holiday. Christmas Day and New Year's Day usually begin at 3:00 p.m. on the eve of the holiday and end at 11:00 p.m. on the night of the holiday.

NEW YEARS EVE  
NEW YEARS DAY  
INDEPENDENCE DAY  
CHRISTMAS EVE

CHRISTMAS DAY  
MEMORIAL DAY  
LABOR DAY  
THANKSGIVING DAY

\*Not all Client Hospitals recognize the above as paid holidays. Therefore, we can only pay holiday pay rate on those who do. Also, holiday start and end times may vary and will be at the discretion of each Client Hospital facility.

VIII. EMPLOYEE BENEFITS

1. Medical, Dental and Vision Plan

WESTWAYS provides medical and dental benefits to our full-time employees. Full time is defined as working 130 hours monthly. You qualify after working 130 hours per month for a 60-day introductory period. You must maintain these hours, or you will be reclassified as part time and not eligible for benefits. You would not need to re-qualify for 90 days to again be eligible. You are responsible to pay your portion of the premium every week.

When going on vacation/leave for 4 or more weeks, you are responsible for the full premium.

2. 401K retirement plan

3. Direct Deposit

4. Group Life Insurance

5. Supplemental Pre-tax or Post-tax Insurance Coverage

6. Referral Bonuses

## IX. CAREER DEVELOPMENT

### Employee Performance Review

- Every health professional employed by WESTWAYS will have a 90-day performance evaluation and an annual performance evaluation carried out by the Corporate Director of Operations.
- WESTWAYS will attempt to obtain feedback from client representative regarding clinical staff competence and ongoing performance of professional employee. Unfortunately, some clients will not cooperate with WESTWAYS in this regard, so WESTWAYS follows a *competence by exception philosophy*. In the absence of client feedback, unless there is evidence of a performance issue, we assume that our employees are meeting performance expectations.
- Feedback from our clients regarding clinical and/or professional performance is addressed with our employees immediately. Follow-up with our clients is completed within an appropriate time frame.
- Every health professional employed by WESTWAYS will complete annual skills checklists that apply to their area of work.
- When training needs are identified, an opportunity to complete the training will be provided at the earliest possible occasion.
- The company assesses aspects of employee's competence at hire, at performance evaluation and as needed or required by state licensing agencies, to ensure that employees have the skills or can develop the skills to perform and continue to perform their duties. Corporate Director of Operations is responsible to ensure that any areas of development are identified and addressed.
- Ongoing continuing education is the responsibility of WESTWAYS' employees to ensure that all clinical staff has a current knowledge and practice base. WESTWAYS maintains information on available resources for BLS, ACLS, PALS, etc. The following online education programs are also available for continuing education, however this is not an inclusive list of available resources: [www.nursetesting.com](http://www.nursetesting.com), [www.nursingspectrum.com](http://www.nursingspectrum.com), and [www.lww.com](http://www.lww.com).
- Evidence of continuing education and annual required in-service education are part of the ongoing competency assessment program and will be maintained in the personnel file.

## X. DISCIPLINARY ACTION

WESTWAYS has established workplace standards of performance and conduct as a means of maintaining a productive and cohesive working environment. A positive, progressive approach is taken to solve discipline problems, which appeals to an employee's self respect, rather than create the fear of losing a job. Our system emphasizes correction of the offensive behavior. If correction of the problem and sustained improvement does not occur, termination may result.

The following may be grounds for disciplinary action, up to and including termination:

- Accepting an assignment and not reporting to work or not notifying us.

- Unauthorized possession, use, or removal of property belonging to WESTWAYS or any client of WESTWAYS
- Failure to comply with all safety rules and regulations, including the failure to wear safety equipment when instructed.
- Reporting to work under the influence of alcohol, illegal drugs, or in possession of either item on company premises or work sites of client companies.
- Lewd, unacceptable behavior, possession of weapons or explosives and provoking, instigating or participating in a fight is prohibited at WESTWAYS and/or at its client hospitals.
- Violation of the harassment policy.
- Insubordination of any kind is grounds for immediate termination. (For example, refusal to carry out your supervisor's reasonable works request).
- Leaving an assignment without notice i.e. patient or assignment abandonment.
- Falsifying records, including but not limited to time records or claims pertaining to injuries occurring on company premises or work sites of client companies or personnel records.
- Disclosing confidential information without authorization.
- Disregard for established policies and procedures.
- Excessive cancellations or tardiness.
- Discourtesy to clients or fellow employees.

## XI. CLINICAL INCIDENTS & SENTINEL EVENTS

Clinical staff must recognize the importance of following effective procedures and are encouraged to speak up if something has compromised or might compromise patient safety and quality.

A Clinical Incident is any event or series of events that resulted in or had the potential to result in an adverse patient outcome. Examples of a clinical incident include but are not limited to (Omission of treatment, deviation from policy, medication errors, improper equipment usage, IV of Blood complications, patient fall, inaccurate clinical assessment, patient or physician complaint). Clinical staff should notify WESTWAYS of any clinical incidents that occur while on assignment, regardless of an adverse outcome.

A Sentinel Event is an unexpected occurrence involving serious physical or psychological injury or death or the risk thereof. These events must be reported to the Corporate Director of Operations within 24 hours of the occurrence. The hospital will conduct a Root Cause Analysis for all sentinel events, to identify the causes of the error. The Corporate Director of Operations will work closely with any staff involved in an error, including supporting them through the difficult time, facilitate communication between the clinical staff and the customer about the event, and based on the root cause analysis, plan for improvement activities.

In the event of deviation of practice according to the professional practice act, fraudulent behaviors, narcotic abuse or deviation and/or other aberrant or illegal behavior, each event is documented, and a report is made, which includes information from the customer. WESTWAYS President reports each situation according to the guidelines of the appropriate professional association.

## XII. ACTIVE/ INACTIVE EMPLOYEE

Any employee wishing to take a temporary leave of absence shall designate his/her status as inactive.

To rescind an inactive status, the employee shall prove current health standards as well as producing a current license (if applicable). In addition, employee may be required to complete a new application procedure.

Any healthcare employee that has not worked in the last six months will be required to complete the reactivation process prior to being placed on an assignment. A criminal background check and drug screen will be required. All other credentials must be brought to status prior to assignment. If the healthcare professional is requesting to work in a new skills area, additional testing, skills checklists and corporate approval will also be required.

## XIII. COMPLAINTS AND GRIEVANCES

We require a written report regarding any complaint that may arise concerning a WESTWAYS employee. We are very reluctant to accept a verbal complaint that does not have a written report forthcoming. WESTWAYS Management staff will deal with any complaints and grievances. Any WESTWAYS employee who contacts a client facility regarding a complaint will incur disciplinary action including termination.

WESTWAYS is committed to providing its employees with a positive working environment. If you ever experience anything during your assignment that is unsatisfactory, please notify WESTWAYS management immediately so a resolution can be achieved. WESTWAYS has processes in place to assure that complaints and concerns are addressed in a timely manner. Please contact your local branch management if you experience any of the following:

- Clinical Incident or Sentinel event – and situation that results in an adverse outcome to the patient
- Injury while on assignment
- Reassignment to a clinical area in which you are not skilled and competent to work
- Ethical issues or concerns
- Scheduling and communication issues
- Other situations that result in your dissatisfaction.

The branch office will work with you to achieve resolution to the complaint or concern. If there is no resolution or you are not satisfied with the resolution, please contact WESTWAYS Corporate office at 714.712.4150. Any employee that has a concern about the quality and safety of patient care delivered by WESTWAYS, which has not been addressed by WESTWAYS management, is encouraged to contact the Joint Commission at [www.jointcommission.org](http://www.jointcommission.org) or by calling the Office of Quality Monitoring at 630.792.5636.

#### XIV. AMENDMENTS

WESTWAYS shall review Personnel Manual and Job Descriptions at least annually. These re-evaluations shall further WESTWAYS' ability to attain optimal patient care.

#### XV. PERFORMANCE IMPROVEMENT

WESTWAYS' Quality Assurance programs are following directives issued by the Joint Commission effective as of January 1, 2008.

The performance improvement program for WESTWAYS is a multifaceted program designed to objectively and systematically evaluate the performance of services provided to clients, pursue opportunities to improve service, identify trends that warrant evaluation, modify processes to improve customer service and resolve identified problems. This focus on the continuous improvement of performance and service to customers is in concert with the philosophy of the organization.

The management staff of WESTWAYS fosters approaches to facilitate continuous performance improvement through the following mechanisms:

- Establishment of an organizational culture which supports utilization of the principles of quality/performance improvement.
- Provision of acquisition of education regarding the processes and tools required for implementation of continuous quality/performance improvement
- Provision of direction for the setting of priorities and selection of key function to assist the organization to improve customer service.

#### Objectives of the Performance Improvement Program

- To identify opportunities to improve the processes that effect the performance of services provided by the organization
- To identify and resolve problems associated with the provision of services for performance improvement and enhanced customer service.
- To identify high volume, high risk/benefit or potentially problematic processes that have the greatest potential or most important impact on the performance of services provided
- To assure stability of existing processes that are performed in a manner that meet standards
- To identify patterns or trends that warrant further evaluation
- To integrate information provided from clients that relate to services provided
- To identify and resolve employee safety related issues.

#### Plans for Performance Improvement

- WESTWAYS will use its human resources and internal information technology to collect track and analyze data for improving the clinical and customer service performance the organization on an ongoing basis.
- The three performance measures to be assessed will be
  - Do Not Return – Clinical rates per 1000 hours worked
  - Do Not Return – Professional rate per 1000 hours worked

- Personnel file compliance for clinical staff

#### Do Not Return - Clinical

Improvement noted as: Decrease in rate

Numerator Statement: Occurrences of Do Not Returns attributed to Clinical Events

Denominator Statement: Total hours worked / 1000 hours

Data collection Approach: Retrospective – reported monthly

Date is reported a ratio

#### Do Not Return - Professional

Improvement noted as: a decrease in rate

Numerator Statement: Occurrences of Do Not Returns attributed to Professional Events

Denominator Statement: Total hours worked / 1000 hours

Data collection Approach: Retrospective – reported monthly

Date is reported a ratio

#### Personnel File Compliance

Improvement noted as: Increase in rate

Numerator statement: Personnel files meeting the minimum data set requirements for all components of a complete personnel file:

- 1) Job Appropriate Credentials
  - a) Current license for employees licensed/registered by state boards
  - b) Verification of certification program completion for employees not licensed by state boards (i.e. Certified Nursing Assistants)
- 2) Evidence of Competency Assessment
  - a) Verification of prior work experience in the profession assigned
  - b) Clinical skills checklist appropriate to discipline and/or specialty at time of hire and annually
  - c) OSHA and HIPAA compliance training at time of hire and annually
  - d) Current CPR for those categories of employees required under state law to be certified in basic life support
- 3) Health Status
  - a) TB test annually or documentation that employee previously tested positive (i.e. CXR, physician note or physical exam)
- 4) Background check
  - a) Verification of previous employers
  - b) Reference checks at time of hire
  - c) Verification of a criminal background check at the time of hire

Denominator Statement: Total active clinical staff

Data Collection Approach: Retrospective – reported monthly

#### Monthly Sample Size Based on Population Size:

- 1-9 Active Clinical Staff 100%
- 10-49 Active Clinical Staff 10 personnel files
- 50-99 Active Clinical Staff 20%
- > 100 Active Clinical Staff 20 personnel files

#### Performance Improvement Measurement

Upon collecting the data to be used for WESTWAYS' performance improvement project, WESTWAYS will be analyzing it and presenting it visually in a bar graph form.

## XVI. DO NOT SEND PREVENTION CURRICULUM

Do Not Sends are usually subjective in nature. However, there are things we as Registry nurses can do to avoid Do Not Sends.

### 1. Be on time to all shifts.

Be 30 to 45min early, arriving to the floor, when working at a hospital for the first time.

To ensure being on time, preparation begins the night before, or day of your night shift.

Have clothes, nursing tools, lunch etc. prepared before sleeping.

Get to bed early to ensure 8 hrs of sleep.

Awake early enough to eat before you leave for shift.

Make sure you have accurate directions and facility phone number before you begin driving to the shift.

Do not sign in and out at the same time!

*Rationale: Arriving early allows the Registry nurse to familiarize themselves with the unit, get organized, meet the Charge Nurse and make a positive first impression. Signing in and out at the same time is fraud.*

### 2. Take a detailed report.

Head to toe, system by system, Neuro to Skin.

Review your patient's charts, (ten to twenty minutes per chart) after report, and before lunch.

*Rationale: This is of paramount importance! Sets the tone for the start of the shift, provides the foundation for the plan of care, focus of initial assessments and interventions.*

*Taking a detailed report and reviewing the pt's chart during the first half of your shift also prepares the Registry nurse to give a knowledgeable, relevant report.*

### 3. Show Initiative.

Find the Charge nurse, introduce yourself, ask to be shown around, and inquire who your resource person may be for the shift (if initial shift @ facility), if not the Charge nurse.

Communicate early and often any relevant information to the Charge nurse such as: changes in pt. condition, difficulty with or questions about; assignment, staff, equipment or documentation tools.

*Rationale: Allows Charge nurse to plan or aid in a timely manner, to provide the safest pt. care and prevent a delay in pt. treatment.*

### 4. Avoid handling personal business during shift.

Talking on mobile phones or using facility information systems for personal use (other than in an emergency or away from patient the care area during breaks) is a sure way to make an impression that will reflect poorly on the Registry nurse.

*Rationale: This behavior often leads to directly to Do not sends.*

5. When in Rome... Make every attempt to do things, the way the Facility you are working in, does things.

Some Facilities want two nurses to sign off on all **insulin** administration, **narcotic** administration and **lab specimens**.

Please respect all our facilities policies and procedures, without complaint or argument.

However, if you have been asked to perform a task or procedure you feel will place a pt. in danger or you feel unqualified to perform, contact your immediate supervisor and/or go up the chain of command until you feel you have been able to express your concern professionally and respectfully.

If one of us as registry nurses encounters a situation in which you feel obligated to challenge a request, to maintain the safest pt. care environment. It is of vital importance that you:

1. Communicate with Westways Staffing Services
2. Document the incident in your own words before leaving the facility.
3. Furnish signed and dated, copies of your documentation of the incident to Westways Staffing Services, the Nursing Supervisor of the facility in which you were working and retain a copy for yourself.

*Rationale: Knowledge of, and compliance with each facilities policies and procedures are fundamental elements of professionalism, providing safe pt. care and creating an impression that makes a facility ask for a Registry nurse by name.*

6. Practice the 5 rights of medication administration.

1. Right Patient
2. Right Medication
3. Right Dose
4. Right Time
5. Right Route

If a registry nurse is confused regarding any aspect of the medication administration process, clarification with the physician and/or becomes an immediate priority, to ensure safe medication administration.

*Rationale: Medication errors are serious, and can lead to negative patient outcomes, extended hospitalization, severe injury and death.*

*Most importantly for a careful, knowledgeable and conscientious Registry nurse, medication errors are almost always preventable.*

7. Be conscious of JCAHO National Patient Safety Goals in our practice.

1. Improve the accuracy of patient identification.
2. Improve the effectiveness of communication among caregivers.
3. Improve the safety of using medications.
4. Reduce the risk of health care-associated infections.
5. Accurately and completely reconcile medications across the continuum of care.



6. Reduce the risk of patient harm resulting from falls.

A complete and current set of National Patient Safety Goals should be posted or easily accessible on any unit in any Acute Care Facility.

*Rationale: "The mission of Joint Commission on Accreditation of Healthcare Organizations is to continuously improve the safety and quality of care provided to the public" through the "support of performance improvement in healthcare organizations."*

8. Ask the Charge nurse to Audit your Charting a few hours before end of shift.

Having the charge nurse review our documentation, within a couple of hours of the end of our shift, displays exceptional accountability, reduces the healthcare provider and facility's exposure to liability. Thorough documentation also helps convey important information to the following shift and ensures the necessary facts will be available when and if the chart is reviewed in the future.

*Rationale: Complete documentation, is an essential component of effective, efficient nursing. Since many Registry nurses work in multiple facilities in a short period of time, it is not an easy task to dot every "i" and cross every "t", without help from a knowledgeable source.*

9. Practice excellent customer service.

Customer service extends further than our patients and their families; it includes every person we come into contact with while we are working. Our customers are every nurse, pharmacist, physician, respiratory care practitioner, etc. Every time we interact with another human being at work it is imperative that we greet that person with a friendly and helpful attitude.

*Rationale: Treating our patients, their families, our colleagues and interdisciplinary team members with friendliness, respect and kindness creates an environment where being helpful and taking the extra step to solve someone's problem is not the exception but the "norm".*

**DO NOT SEND PREVENTION CURRICULUM**

Westways Staffing Services, Inc  
500 City Parkway W. Suite 130  
Orange, California 92868  
Phone: 714/712-4150

Name: \_\_\_\_\_  
Date: \_\_\_\_\_  
Score: \_\_\_\_\_

Do Not Send Prevention: Quiz

1) Its 4:45 a.m. and La Tasha Davis has just been confirmed for the day shift at Hillcrest Medical Center. La Tasha lives in Hollywood and has never been to Hillcrest Medical Center. Which of the sequences below will provide La Tasha with the greatest chances of making a great first impression and having a successful shift?

- a. Wake up at 6:15 a.m., take a shower, get dressed, hit the road @ 0645 and head in the general direction of Long beach and call for directions from the car.
- b. Get out of bed at 0500 hours, obtain detailed directions and the nursing office phone number. Eat a small healthy breakfast, shower, dress neatly, gather nursing tools (ID badge, medication book, stethoscope etc.) and be on the road by 0545.
- c. Get out of bed at 0500 go to the gym, come home, shower, get dressed, walk the dog, be on the road at 0705, call WESTWAYS and say she got lost.
- d. Refuse to go to Hillcrest Medical Center, call WESTWAYS at 0730 and ask if the hospital she usually works at has any late call needs.

2) Lynn Carson RN is alone at the nursing station in a facility in which she has been working twice a week, for over year, she is faxing a new order to the Pharmacy. Before Lynn leaves the Nursing station the phone rings, and several lines are blinking. Which of the following answers is the best example of excellent customer service?

- a. Lynn looks around and sees the unit secretary speaking to the charge nurse, the nurse manager, and two executives with hospital badges and wearing suits and yells out to the secretary that the "phones are ringing!" and walks away from the Nursing station.
- b. Lynn answers the phone lines and politely explains to every caller that she is not the unit secretary and cannot help them before hanging up and walking away from the Nursing station.
- c. Lynn finishes faxing her new medication order to the Pharmacy, doesn't acknowledge any of the phones ringing and walks away from the nursing station.
- d. Lynn sits down at the nursing station answers all the lines and directs the calls courteously and professionally. Lynn then remains at the nursing station, handling the phones for a few minutes until unit secretary returns. Lynn then passes along all relevant information upon being relieved.

3) Kenny Slater RN has an extremely heavy assignment working day shift in a very busy Telemetry unit for the first time. Kenny's patients tell him he has done a great job. However, the night shift Charge Nurse makes Kenny a Do Not Send, stating incomplete documentation as the reason. Which of the options below is the most reliable way to prevent this from happening in the future?

- a. Kenny could have communicated the condition of his patients, explained how busy he was, asked for help and requested the dayshift Charge Nurse to audit his charts several hours before his shift ended.
- b. Kenny could have avoided fulfilling his patients' requests, not followed up on MD orders, and missed medications and made completing his documentation his priority.
- c. Kenny could have stated that his assignment was unfair and unsafe then complained to his patients and their families.
- d. Kenny could have done nothing more, it wasn't his fault. It was the hospital's fault for giving him such a hard assignment and not showing him all the details of the documentation process in the first place.

4) An MD on a pediatric floor orders .1mg of M.S. prn q 1<sup>o</sup> and a Dig level QD. Please write in the correct versions of the abbreviations used above, which comply with Joint Commission National Patient Safety Goals.

Fill in the proper abbreviations \_\_\_\_\_

5) Its 0930 and Ude Amin RN, who also works as a Real Estate agent, is working in the ICU. At the end of her morning break, Ude checks her voice mail. Ude finds out an offer for a 2-million-dollar property, from one of her clients, has been accepted! Which of the following actions would be appropriate?

- a. Ude tells the Charge RN she has a severe family emergency and leaves the facility immediately.

- b. Ude excitedly calls the seller’s broker back from the Nursing station and asks him to fax the counter offer to the ICU, so she can fax it to her client right away.
- c. Ude waits until her lunch break to call the seller’s broker back. She uses her mobile phone outside of the hospital.
- d. Ude uses the nursing station computer, logs on to the internet, and prints out pictures of the 2-million-dollar house she just sold. She then borrows another RN’s calculator to estimate the commission she expects to earn from the sale.

**DO NOT SEND TERMINATION POLICY**

The following point system is used to determine termination because of Do Not Sends.

- 1 Point            Attitude / lack of professionalism / customer service
- 2 Points           Clinical incompetence – poor clinical performance  
                          Poor time management  
                          Medication Error  
                          Documentation Deficiencies
- 3 Points           Danger to patient, No call No show,
- 5 Points           Illegal Behavior (Includes false identity; falsified  
                          documentation, use of or distribution of controlled  
                          substances etc.), patient abandonment. When nurse is  
                          under investigation for above behavior they will be  
                          considered terminated until exonerated from all accusations

A nurse who receives 5 points will be considered for termination.  
 Any nurse involved in illegal activity will be terminated immediately.