



Nicklaus Children's
Health System

EMPLOYEE HANDBOOK

Nicklaus Children's Health System

2025

Dear Nicklaus Children's Employee,

Thank you for choosing Nicklaus Children's Health System (NCHS). We are pleased to have you as part of the Nicklaus Children's Family.

Nicklaus Children's is a very special place, and your talents contribute to our renowned excellence in pediatric medicine. Our mission and vision are founded in providing the best care to every child, wherever they are, and your commitment to Nicklaus Children's helps us achieve these goals. Every member of our health system family plays an essential role in creating memories throughout the patient journey. Not only do we provide the best quality care, but we also ensure that through our service excellence patients and families always come first. Through our attentiveness, words and actions, children and families understand that their needs and comfort are our priority.



This Employee Handbook was developed to assist in conveying expectations and responsibilities that come with NCHS employment. Please read this handbook carefully and familiarize yourself with the contents. If you have questions, feel free to speak with your manager or a member of the Talent Management and Effectiveness Department.

Thank you for choosing to be part of the Nicklaus Children's Family and sharing in our commitment to the children and families we serve.

We know your career at Nicklaus Children's Health System will be a rewarding one!
Best wishes,

A handwritten signature in black ink, appearing to read 'M Love', on a light gray background.

Matthew A. Love
President and CEO



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Best wishes,

A stylized, handwritten signature in black ink that reads "Kara Marante".

Kara Marante
SVP and Chief People Officer



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ABOUT YOUR EMPLOYEE HANDBOOK

- NCHS has the sole discretion to modify, amend or rescind any part of this Employee Handbook, or any other NCHS-issued policy, at any time, with or without notice. It is your responsibility to read this Employee Handbook and the linked policies and procedures and to know and comply with the policies and procedures described herein, including any revisions or amendments adopted by NCHS. It is also your responsibility to check the NCHSnet Portal periodically for any revisions or amendments to this Employee Handbook or any other NCHS-issued policies, or when you have a question about a policy or practice.
- None of the provisions in this Employee Handbook is intended or should be construed as creating an express or implied contractual relationship between you and NCHS or as limiting or altering your status as an “at will employee.” The Employee Handbook and other policies issued by TM&E should not be interpreted to give any employee the right to be retained in NCHS’s service or to receive any benefits from NCHS. For more information on employment at will, please see the first topic under the General Employment section of this Handbook.
- While every attempt has been made to align this Employee Handbook and all referenced policies with federal, state and local law, if an inconsistency arises, the policy will be enforced consistent with applicable law.
- This Employee Handbook will acquaint you with principles, employment policies, procedures, and employee benefits, as well as some of your corresponding duties and responsibilities as a member of the Nicklaus Children’s Health System family. Depending on your position, you will be employed directly by Nicklaus Children’s Health System (hereafter referred to as “NCHS” or “the Health System”) or one of the other entities within the NCHS Family, which includes Nicklaus Children’s Hospital, Nicklaus Children’s Hospital Foundation, Nicklaus Children’s Pediatric Specialist (NCPS), and Miami Children’s Hospital Research Institute, Inc. For purposes of this handbook, the terms “NCHS” or “Health System” refer to NCHS itself and the entire Nicklaus Children’s family.
- As with the I-CREATE Way and our Values & Guiding Behaviors, NCHS’s employment policies and procedures were developed to ensure a positive, productive, and caring workplace for the benefit of our employees, as well as our patients and families.
- This Employee Handbook is available online through the NCHSnet Employee Portal which you can access from a computer workstation or personal computer via the portal home access. You may request a hardcopy of any provision of the Employee Handbook from a Talent Management and Effectiveness (TM&E) representative or your department head.
- This Employee Handbook supersedes all previously issued handbooks and any contrary policy statements or memos. This Employee Handbook should give you the answers to most of the general questions you may have about your employment at NCHS; however, no handbook can be all-inclusive or anticipate every circumstance. You should use the Employee Handbook as a guide and, if you have questions or need clarification on a policy, please ask your department head/manager or TM&E.

Note: All policies in the Employee Handbook are housed in PolicyStat on the NCHSnet Portal. If you have any difficulty accessing a policy in this Employee Handbook or directly from the NCHSnet Portal, please advise your department head/manager or a TM&E representative.



Our Mission, Vision, and Guiding Behaviors

The Nicklaus Children's Hospital network includes more than a dozen outpatient centers extending from Martin County to southern Miami-Dade County, offering a range of pediatric healthcare services, including urgent care, rehabilitation services and subspecialty physician appointments for children of all ages, including up to age 21.

We are committed to being a resource for children from throughout South Florida and around the world.



Our Mission

To inspire hope and promote lifelong health by providing the best care to every child.



Our Vision

To CREATE a healthy future for every child.

Values and Guiding Behaviors

CREATE

COLLABORATION • RESPONSIBILITY • EMPOWERMENT
ADVOCACY • TRANSFORMATION • EMPATHY



Organizational Pillars

Our organizational pillars form the foundations of our strategic plan. Each pillar reflects an essential focus that is key to our continued growth and leadership. Specific goals and strategies have been identified to advance each pillar. Progress will be reviewed regularly so that focuses can be updated and modified as needed. Below you will find the four organizational pillars and their meaning.

1. **Amazing Patient Care** - delivering exceptional, high-quality care and remarkable family-centric experiences and customer service.
2. **Operational Excellence** - consistently providing the best clinical care and support services in the most efficient way without compromising quality, service, or safety - sustained commitment to process improvement and scaling efficiencies.
3. **Building the Future** - identifying and innovating on the things our patients and families truly care about and increasing our capacity for resilience and thriving in a changing landscape - improving and expanding our impact, reputation, community partnerships and philanthropic support throughout the region and beyond.
4. **Focus on Us** - supporting one another, recruiting and retaining the best talent, working as a unified family to achieve all of our priorities and being a preferred employer in South Florida.



GENERAL EMPLOYMENT

Employment at Will

Employment at NCHS is “at will,” meaning that no one has a contractual right to employment, express or implied for a definite period of time. NCHS may terminate an employee’s employment, or an employee may terminate their employment, with or without cause, and with or without notice, at any time. No manager, supervisor, or other representative of NCHS has the authority to enter into any agreement for employment of an employee for any specified period of time or to make any modification of an employee’s at-will status, except for the Chief Executive Officer or the Board of Directors, and the President of Nicklaus Children’s Pediatric Specialists as to physicians.



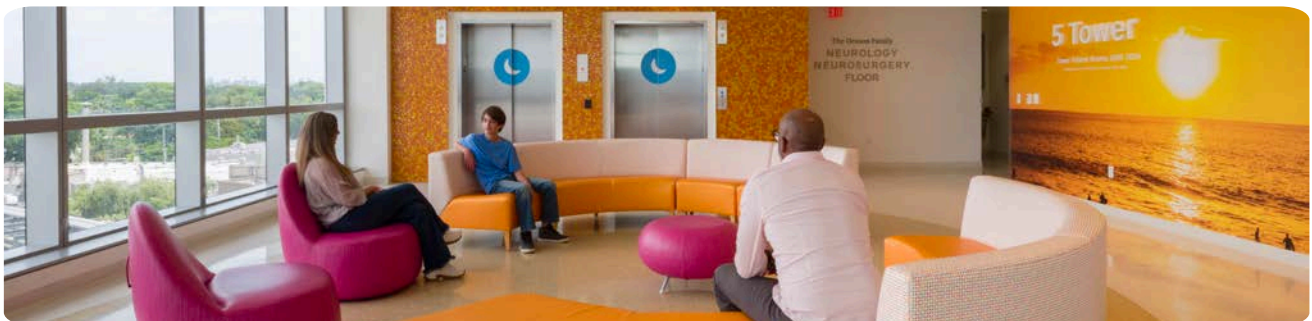
Equal Employment Opportunity

NCHS is committed to promoting and assuring equal employment opportunity for all current and prospective employees without regard to race, color, age, sex, pregnancy, national origin, citizenship status, religion, marital or familial status, sexual orientation, disability, genetic information, gender identity or expression, veteran status, actual or perceived as a victim of domestic violence, dating violence, or stalking, and any other legally recognized status entitled to protection under local, state or federal anti-discrimination laws. This policy governs all matters related to recruitment, advertising, and initial selection of employment. It shall also apply to all other aspects of employment, including, but not limited to, compensation, promotion, demotion, transfer, lay-offs, corrective action, termination, leaves of absence, training opportunities and other terms and conditions of employment.

Employees who have questions concerning this policy or feel that they have not been treated in accordance with this policy should contact the Talent Management and Effectiveness Department (TM&E). NCHS prohibits and will not tolerate retaliation against any employee who makes a complaint under this policy.

Job applicants who have questions regarding this policy or believe that they have not been treated in accordance with this policy should contact TM&E.

Violations of this policy will result in appropriate corrective action, up to and including termination from employment.





Posting Notices

NCHS is required to post certain notices regarding federal and state laws to its applicants. If you have any questions, you can reach out to TM&E.

Employee Referral Program

NCHS offers its employees the chance to receive a bonus for successfully referring candidates for positions designated by NCHS as “hard-to-fill” positions. For more information, visit the Employee Center page and click on [Employee Referrals webpage link](#)

Application Verification

All offers of employment with NCHS are contingent upon satisfactory verification of prior work experience, references, licensure, background, and education, as well as verification of all information included in the application for employment. NCHS is a drug-free workplace and as a condition of employment, employees must successfully complete a drug testing process. If NCHS determines that you provided any inaccurate or incomplete information, it could result in you either being disqualified as an applicant from employment at NCHS, or dismissal if the inaccuracies are discovered subsequent to your employment.

NCHS will, as part of its employment and business process, conduct appropriate and reasonable re-verification of existing employee backgrounds, including, but not limited to, re-verification of licenses, credentials, and education. Program exclusions and/or violations could subject employees to corrective action, up to and including termination of employment.

Flexible Work Arrangements and Categories of Employment

Depending on job duties and operational needs, employees may be eligible for a flexible work arrangement, such as job sharing, compressed workweek, part-year work or teleworking. The purpose of such arrangements is to enable NCHS to match the peaks and valleys of the patient census and reduce employee absenteeism while supporting the desire of staff to balance work, family and personal commitments or transportation-related issues, such as commuting costs and time.

NCHS, at its sole discretion, may offer eligible staff a flexible work arrangement if it is in the mutual best interest of NCHS and the employee. NCHS reserves the right to modify or terminate any flexible work arrangement for any reason with or without notice.

All flexible work arrangements must comply with applicable state and federal wage and hour laws. Approved flexible work arrangements are considered a privilege of employment (not a right) and at management's discretion in meeting organization and department business objectives. Requests and approval should be done so in writing. Any questions regarding these guidelines should be directed to an HR Consultant in TM&E.

For the complete policy, click on [Part-Year Work Schedule](#).



Employment of Relatives

It is well accepted that the employment of relatives in the same area of an organization can cause serious conflicts and problems with favoritism and employee morale. In these circumstances, all parties, including supervisors, leave themselves open to charges of inequitable consideration in decisions concerning work assignment, transfer opportunities, time-off privileges, training and development opportunities, performance evaluations, promotions, demotions, disciplinary actions and discharge. In addition to claims of partiality and treatment at work, personal conflicts from outside the work environment can be carried into day-to-day working relationships.

It is the policy of NCHS that relatives of persons currently employed by the organization may be hired only if they will not be working directly or indirectly for a relative or within their hierarchy, directly for or supervising a relative of, or will not be directly working above the immediate relative's superior or directly for a relative's immediate subordinate. If already employed, they cannot be transferred into such reporting relationship.

NCHS also discourages employment of relatives in the same department or on the same shift. If the relative relationship is established after employment, the individuals concerned may be required to decide themselves who is to be transferred. This decision must be made within 30 days and reported to TM&E.

In other cases where a conflict or a potential conflict of interest arises, even if there is no supervisory relationship involved, and where business necessity dictates, the parties may be separated by reassignment, or terminated from employment.

Definition of "Relative"

For purposes of this policy, relatives are defined as:

- Mother/Father
- Nephew/Niece
- Spouse
- Stepbrother/Stepsister
- Stepparent/Stepchild
- Significant others in a romantic relationship
- Employees who cohabit
- Aunt/Uncle
- Brother/Sister
- Son/Daughter
- Cousin
- Father/Mother In-Law
- Foster Parent/Foster Child
- Grandparent





Immigration Status

NCHS strives to comply with all federal and state guidelines for employment, including assessing an individual's eligibility for employment.

Employees must notify TM&E of any change in their immigration status (visa category changes, residency status changes, or expiring documents) which may alter their eligibility for employment or exemption from U.S. taxes. It is the responsibility of the employee to ensure that any expiring visa, work authorization, or other immigration-related documents are renewed and submitted to TM&E no later than the date of expiration. Employees on sponsored visas should also inform TM&E if they have any change in their position (e.g., change in work location including change in residence if employee works from home, material change in job duties, promotion, and reduction in pay) as an amendment of the visa may be required.

Effective January 1999, employees with J1 visas are required to pay federal withholding (Income Tax) but no FICA. A copy of the J1 visa is submitted to the Fiscal Department for processing. Resident alien and non-resident alien employees may be afforded different tax treatment based upon the terms of a tax treaty between the United States and their country of citizenship. It is the responsibility of the employee to provide a copy of the treaty to TM&E, if the employee wishes to be afforded the benefits provided in the treaty.

Driver Eligibility

A valid Florida driver's license and an approved motor vehicle report (MVR)/driving record are mandatory for all employees whose job description includes the operation of NCHS-owned, leased or rented vehicles.

For the complete policy, click on [Driver Eligibility](#).

Health Requirements

The pediatric health care environment represents a particular risk for exposures and transmission of infectious diseases to employees and patients. Patients have varying levels of immunity and may be admitted during the incubation period of an infectious disease. Employees may be susceptible to infectious diseases due to lack of immunization or waning immunity from childhood immunizations. Employees are required to be compliant with NCHS's infection prevention and control guidelines and receive screening/immunizations through NCHS's Employee Health Services (EHS), at no cost to the employee.

Re-employment

Former employees, regardless of the length of separation from NCHS, may be considered for re-employment in accordance with the policy guidelines.

For the complete policy, click on [Re-Employment Policy](#).

INFORMATION FOR NEW EMPLOYEES

Orientation and On-boarding Program

NCHS offers a general new employee orientation program through its TM&E Organizational Development department. All new NCHS employees are required to attend the general orientation program beginning their first day on the job. Exceptions will be evaluated on an individual basis depending on the needs of NCHS. For more information on general, clinical and department-level orientation programs, please contact TM&E at 305-662-8295. For details, search Employee Center on the portal.

Introductory Period of Employment

For new employees*, the introductory period is 6 months. Newly hired employees will receive an introductory evaluation upon completion of 90 days of employment and within the 6-month Introductory period. During the introductory period, leaders have a chance to assess a new employee's skills and abilities in performing the job and provide support to help the employee adjust to the new work environment. The goal of this period is to provide employees support, build a strong foundation, and ensure new employees are ready to fully assume their role at NCHS and that they have the resources and development needed to perform their jobs. The introductory period is an important time and opportunity to learn all they can about their role and responsibilities, build their relationship with their leader, and provide feedback on their level of satisfaction with the job.

During the introductory evaluation discussion, the employee and their leader will review the employee's performance. The leader has the discretion to extend the introductory period if circumstances warrant it. Successful completion of the introductory period does not guarantee continued employment or alter the employee's at-will status. In addition, the introductory period does not change the ability of either NCHS or the employee to terminate employment with or without cause, at any time.

**Excludes employed physicians, who are subject to the terms and conditions of their employment agreements.*

For the complete policy, click on [Competency Assessment Policy](#).

NCHS is committed to complying with all applicable provisions of the Americans with Disabilities Act as amended ("ADA"), the Florida Civil Rights Act, and all applicable local and state laws. It is NCHS's policy not to discriminate against any qualified employee or applicant on the basis of such individual's disability in regard to recruitment, hiring, training, promotion, job assignment, compensation, benefits, discipline, leaves of absence, activities sponsored by NCHS, termination or any terms, conditions or privileges of employment.

Consistent with this policy of non-discrimination, NCHS will provide reasonable accommodations to an individual with a disability who has made NCHS aware of their disability, unless doing so creates an undue hardship to NCHS.

NCHS prohibits and will not tolerate retaliation against any employee or applicant who requests a reasonable accommodation or makes a complaint under this policy. Violations of this policy may result in corrective action, up to and including termination from employment.

For the complete policy, click on [Reasonable Accommodations under the Americans with Disabilities Act](#).





Pregnancy Accommodations

NCHS is committed to complying with all applicable provisions of Pregnant Workers Fairness Act (PWFA), the Pregnancy Discrimination Act, and the Americans with Disabilities Act, as amended, and all applicable Florida and local laws.

It is NCHS's policy not to discriminate against any employee or applicant with regard to any terms or conditions of employment on the basis of such individual's pregnancy, childbirth, or related medical condition. Consistent with this policy of non-discrimination, NCHS will provide reasonable accommodations to qualified employees for known limitations related to pregnancy, childbirth, or related medical conditions, unless doing so will create an undue hardship to NCHS. An employee seeking accommodation under this policy should contact their manager or director, the Employee Health Office or TM&E. Each request for accommodation for limitations related to pregnancy, childbirth, or related medical conditions will be reviewed on an individualized basis. For the complete policy, click on [Pregnancy Accommodation Policy](#).

Discrimination and Harassment-Free Workplace

NCHS is committed to promoting and assuring equal employment opportunity and to maintaining a work environment free of discrimination and harassment.

NCHS prohibits and will not tolerate discrimination against any employee or applicant based on that individual's race, color, religion, sex, pregnancy, age, disability, marital status, national origin, sexual orientation, genetic information, gender identity or expression, or any other legally recognized status entitled to protection under local, state or federal anti-discrimination laws. This policy governs all aspects of recruitment, hiring and employment, including, but not limited to, compensation, promotion, demotion, transfer, lay-offs, terminations, leaves of absence, training opportunities and other terms and conditions of employment.

NCHS also prohibits and will not tolerate harassment of any employee based on their race, color, religion, sex, pregnancy, age, disability, marital status, national origin, sexual orientation, genetic information, gender identity or expression, or any other legally recognized status entitled to protection under local, state or federal anti-discrimination laws.

NCHS employees, including, but not limited to, officers, directors, supervisors, and managers, do not have the authority to engage in any activity which would constitute discrimination or harassment. NCHS will not condone such behavior.

NCHS prohibits and will not tolerate retaliation against employees who bring reports of perceived unlawful discrimination or harassment to NCHS' attention. There will be no retaliation for reporting discrimination or harassment, for cooperating in the investigation of a report of discrimination or harassment, or for requesting review of the investigation results. Any employee responsible for retaliatory conduct will be subject to corrective action, up to and including termination from employment.

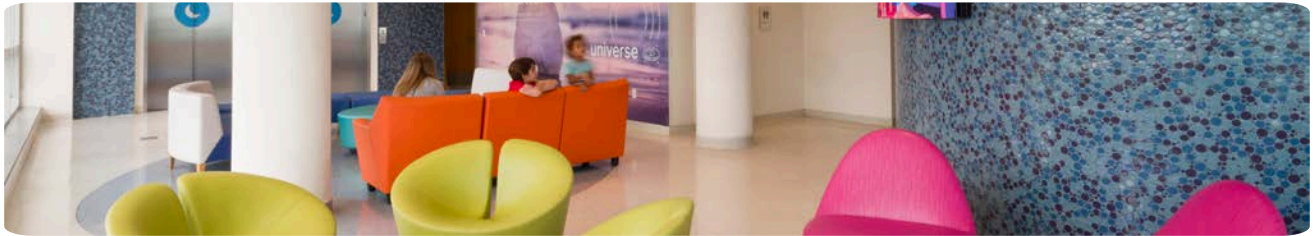
If you believe that you are being discriminated or retaliated against, or harassed, in violation of this policy, NCHS encourages you to report the incident(s). For the complete policy, click on [Discrimination and Harassment-Free Workplace](#).

Religious Accommodations

NCHS is committed to providing equal employment opportunities to all individuals, regardless of their religious beliefs and practices or lack thereof. Consistent with this commitment, NCHS will provide a reasonable accommodation of an applicant's or employee's sincerely held religious belief if the accommodation would resolve a conflict between the individual's religious beliefs or practices and a work requirement, unless doing so would create an undue hardship for NCHS.

NCHS will attempt to make reasonable accommodations to an employee's request for exclusion from patient care or treatment based on the employee's sincerely held religious beliefs. Because of staffing limitations and operational needs, it may not be possible to grant a request. The requesting employee is responsible for providing patient care until alternate arrangements can be made. An employee's refusal to provide patient care or treatment pending implementation of alternative arrangements will result in corrective action, up to and including termination. Employees may request a transfer to a department or position in which conflict or care issues are less likely to occur. To request an accommodation, the employee should contact TM&E at 305-662-8295.

For the complete policy, click on [Religious Accommodation Policy](#).



Employee Identification/Badge

All NCHS employees are furnished with an identification ("ID") badge which designates their name, job title, and area/department in which they work. The employee ID badge is also used for timekeeping purposes through KRONOS time and attendance system. Employees are required to wear their ID badge at all times while on NCHS property, including the Hospital and all off-site facilities. The ID badge must be clear and visible on the employee's person (i.e., not obscured by clothes). The ID badge is required for safety and security reasons as well as identification purposes by patients, parents and other employees.

- Only one assigned ID badge will be created per employee.
- ID badges must be returned to the employee's supervisor or department head prior to separation from NCHS.
- Any badge access malfunctions, or a lost ID badge, should be immediately reported to the Department of Public Safety.

Access to Electronic Employee Files

NCHS recognizes the importance of retaining accurate records of its employees and has established standards by which information contained in personnel records, which consist of the employee, benefits and medical files, will be managed. It is the responsibility of TM&E to decide what information and records will be maintained in the files and to ensure the confidentiality of all information and records contained in the files of all employees.

Personal Data Changes

It is the responsibility of each employee to promptly notify NCHS of any changes in the employee's personal data (e.g., address, telephone numbers, personal email address, emergency contact) by making changes via PeopleSoft Employee Self Services (ESS). A change in a tax status (W-4 Federal Withholding Tax) can also be made through the ESS system in PeopleSoft.

Employment Verification

NCHS is committed to handling employment verification requests for current and former employees in a consistent manner. All third-party requests for information about currently employed or former employees must be referred to TM&E.

If you need verification of your own employment, such as when applying for a mortgage or car loan, the Employee Verification Process link is located in the Employee Center under the TM&E Resources button in the NCHS Portal.

Promotions, Reclassifications and Transfers

NCHS strives to ensure neutral and objective criteria to avoid subjective employment decisions and recruit, hire and promote with Equal Employment Opportunity (EEO) principles in mind, hiring the best qualified and best fit for NCHS. TM&E is responsible for overseeing and monitoring fair and consistent hiring practices and ensuring selection criteria for transfers and promotions are communicated and made known to employees.

To review the complete guideline, click on [Promotion/Reclassification/Transfers and Hire Guideline](#).

Return of Hospital Property and Network Access

When an employee resigns or is terminated, all NCHS property, equipment, work product, and documents must be returned in good and working order on their last day of employment and if the employee is in a telework arrangement, the employee must coordinate with their leader to drop off the equipment. This property includes, but is not limited to, return of the following:

- NCHS ID badge
- NCHS-issued laptop computer and computer equipment, cellular phone, and/or pager
- Keys
- Computer and program passwords
- Access cards
- Uniform
- Parking Card, as applicable
- Any additional NCHS-issued or owned property





Voluntary Resignation – Notification

If an employee* decides to voluntarily resign, the employee is requested to provide a period of notice. The length of notice depends on the employee's role as follows:

- Hourly employees are required to give at least two weeks' prior written notice of resignation.
- Salaried and supervisory employees are required to give at least three weeks' prior written notice.
- Department heads and senior managers are required to give at least four weeks' prior written notice.
- Advanced Practice Providers (i.e., APRNs, Physician Assistants, CRNAs, and Anesthesiology Assistants), including APP Leads and Supervisors, are required to give at least 8 weeks' prior written notice.

Employees who give the required notice of resignation may receive, upon separation, payment for accrued, unused Paid Time Off (PTO). The notice period should consist of actual work time and not PTO, unless otherwise approved by their leader. PTO should not be used to extend an effective date of resignation. Employees who give less than the required written notice of resignation, may forfeit payment of their accrued PTO time, unless waived by the employee's leader or due to circumstances beyond the employee's control.

All employees are encouraged to provide the requisite notice of resignation. However, employees within their first 90 days of employment (still in training) may resign without notice at the discretion of the leader. If the employee resigns without notice, they may not receive payment for any accrued PTO.

If NCHS believes it is advisable for an employee to leave prior to the end of the employee's notice period, NCHS may accept the resignation and may pay the employee for the remainder of that notice period.

NCHS conducts exit interviews through a third-party vendor. We encourage employees to provide candid feedback as this can assist us in making improvements to the organization.

*Excludes employed physicians, who are subject to the notification requirements and other terms and conditions of their employment agreements.



NCHS'S COMPLIANCE PROGRAM

NCHS is committed to conducting its affairs ethically and in accordance with applicable federal and state laws and regulations. As such, NCHS has adopted policies and the Code of Business and Legal Conduct to establish its full commitment to ethical and legal conduct, and corresponding institutional mission, vision, and values.

Accordingly, NCHS employees must conduct themselves ethically and in conformance with applicable federal and state laws and regulations, and internal written standards.

Furthermore, the NCHS's Compliance Program is established to advance the prevention, detection, and correction of violations of federal and state laws and regulations governing health care organizations (e.g., False Claims Act, Anti-kickback Statute, Exclusion Statute, etc.) Therefore, the Compliance Program is part of the operations of NCHS's business and clinical functions, and is designed to promote a culture of compliance through policies and procedures, monitoring and auditing, educating and training, investigating, remediating instances of non-compliance, and fostering a culture of trust and open communication.

Internal Reporting of Potential Compliance Issues

NCHS employees are encouraged and expected to report suspected or known instances of non-compliance immediately upon discovery through appropriate channels listed below.

It is the policy of NCHS that individuals who, in good faith, report suspected non-compliance or wrongdoing, or who cooperate in investigations into compliance concerns, will be protected from retaliation or retribution related to such good faith reporting or cooperation.

When potential non-compliance within the organization is reported, NCHS's Compliance Department investigates the matter and is committed to responding consistently to detected non-compliance and implementing remedial action(s) to prevent recurrence of the compliance violation in the organization. Any non-compliance issues reported (e.g., personnel, safety and security, risk matters, etc.) are routed to the appropriate department for investigation.

The following platforms are available for reporting of compliance issues:

Anonymous Hotline: 1-888-323-NCHTalk or 1-888-323-6248 – available 24/7

Online-Site: [MyComplianceReport.com](https://mycompliancereport.com):

Compliance and Ethics Reporting- available 24/7 for anonymous written reports

Compliance Direct Line: 786-624-3838

Compliance Email: compliance@nicklaushealth.org

For the complete policy, click on [Organizational Ethics Statement, Code of Conduct Education and Distribution](#).

For the complete policy, click on [Internal Reporting of Potential Compliance Issues](#).

HIPAA Administrative Requirements of the Privacy Rule

NCHS shall implement and incorporate patient privacy practices to protect patients' health information in its administrative operations as required under the HIPAA privacy regulations. For the complete policy, click on [HIPAA Administrative Requirements of the Privacy Rule](#)

HIPAA Notice of Privacy Practices

NCHS will comply with the HIPAA privacy regulations which grant all individuals (including, but not limited to, patients) the right to adequate notice of the uses and disclosures of protected health information (PHI) that may be made by NCHS. The Notice of Privacy Practices describes the individual's rights and NCHS's legal duties with respect to protected health information. For the complete policy, click on [HIPAA Notice of Privacy Practices](#)

HIPAA Privacy Complaint or Concern Process

NCHS will use its best efforts to facilitate compliance with the HIPAA Standards for Privacy of Individually Identifiable Health Information and applicable state privacy laws and will utilize a formal complaint process to handle privacy complaints.

For the complete policy, click on [HIPAA Privacy Complaint or Concern Process](#)

Conflict of Interest Policy

All NCHS employees, regardless of title, position, or FTE status (e.g., manager, director, physician, officer, nurse, physical therapist, and speech pathologist) have an affirmative duty to disclose any actual, potential or perceived conflict of interest upon hire and whenever circumstances change/warrant (e.g., their immediate family member works for a supplier of goods and services to NCHS; _____). NCHS conducts its affairs in accordance with ethical and legal standards, and may implement management plans or deny certain personal and/or professional interests that may or be perceived to cause a conflict of interest.

Nothing in this policy is intended to prohibit, interfere with, or discourage employees (other than supervisors) from communicating (with each other or third parties) about or acting together to improve their wages, hours, benefits, and other terms and conditions of employment, or from engaging in other protected concerted activities, or refraining from such activities. Further, nothing in this policy is intended to prohibit or restrict any employee's right to commence or participate in any investigation or proceeding conducted by or before any federal, state, or local court or agency, or to communicate with such agency.

For the complete policy, click on [Conflict of Interest Disclosure Process and Management](#)



Federal Program Eligibility Screening and Exclusion Disclosure

All NCHS prospective and current employees (each a “Screened Person”) are subject to screening for exclusion from any federal or state funded health care program, which is conducted by a third-party vendor on NCHS’s behalf.

NCHS will not knowingly employ an “Ineligible Person,” which includes any person that: (i) is currently excluded, suspended, debarred or otherwise ineligible from participating in federal or state healthcare programs or (ii) has been convicted of a criminal offense related to the provision of healthcare items or services that fall within the scope of 42 U.S.C. § 1320a-7(a), but has not yet been excluded, debarred or otherwise declared ineligible. Further, pending the resolution of any criminal charges or proposed debarment or exclusion, individuals whom NCHS employs (who have pending charges) must be removed from direct responsibility for, or involvement in, any federal or state funded health care program. If resolution results in conviction, NCHS must immediately cease business relationships with that Ineligible Person.

NCHS requires all Screened Persons to disclose whether they are an Ineligible Person. All Screened Persons shall disclose if they are an Ineligible Person at the time of the initial hiring, credentialing, or contracting process, or if they become an Ineligible Person at any point thereafter.



If NCHS has actual notice that an employed or contracted Screened Person has become an Ineligible Person, NCHS will remove (e.g., terminate employment with Ineligible Person) such Screened Person from responsibility for, or involvement in, the business operations related to any federally funded health care programs or provision of items or services, directly or indirectly, to federally funded health care program beneficiaries and shall remove such person from any position for which the Ineligible Person’s compensation, or the items or services furnished, ordered, or prescribed by the Ineligible Person, are paid in whole or part, directly or indirectly, by federally funded health care programs or otherwise with federal funds.

If NCHS has actual notice that a Screened Person who is a member of the credentialed medical staff or allied health practitioner has become an Ineligible Person, NCHS shall refer that physician or other practitioner for review pursuant to the Hospital’s Medical Staff Bylaws. NCHS shall ensure that it does not submit claims for any services provided, ordered or referred by such Ineligible Person.

For the complete policy, click on [Federal Program Eligibility Screening and Exclusion Disclosure](#)

False Claims and Payment Fraud Prevention

All employees and contractors or any and all personnel providing services at all NCHS owned or operated facilities, including, but not limited to, hospital, ambulatory centers, physician practices and all departments contained therein shall comply with federal and state health care program regulations designed to prevent fraud, abuse, and waste in government health care programs.

For the complete policy, click on [False Claims and Payment Fraud Prevention](#)

Corrective, Remedial and Disciplinary Action for Violation of Compliance Standards

NCHS's Compliance Program seeks to assure compliance with applicable federal and state laws and regulations, DNV standards, NCHS's policies and procedures and NCHS's Code of Conduct (the "Code"). Violations of NCHS's Compliance Standards will result in appropriate remedial and/or disciplinary action, which may be immediate, including, but not limited to:

- Verbal warnings up to and including termination for any employee or volunteer, regardless of his or her job classification;
- Contractual and other remedies up to and including termination of a contract or business relationship with any contractor; or
- Disciplinary action for physicians and allied health professionals, as appropriate, pursuant to the hospital Medical Staff Bylaws, applicable policies, procedures, and federal and state laws/regulations.

For the complete policy, click on [Corrective Remedial and Disciplinary action for Violation of Compliance Standard](#)

For more information, please contact the NCHS's Compliance Department via email at Compliance@NicklausHealth.Org or by calling 786-624-3838. To make an anonymous report, call the anonymous hotline at 1-888-323-6248



Open Door Philosophy

NCHS is committed to creating an efficient and harmonious work environment – a place where everyone’s voice is heard, where issues are promptly raised and resolved, and where communication flows across all levels of the organization. Openness is essential to quickly resolve customer concerns, to recognize and address business issues as they arise, and to understand and address the needs of our diverse workforce. The essence of NCHS’s Open Door Philosophy is open communication in an environment of trust and mutual respect that creates a solid foundation for collaboration, growth, high performance and success across NCHS.

Employees are strongly encouraged to address any concerns with a leader. Whether it is a problem, complaint, suggestion, or observation, NCHS wants its leaders to hear from the employee. Most problems can and should be solved in discussion with an employee’s immediate supervisor or manager. If the supervisor or manager is unable to provide assistance (or the problem concerns the supervisor or manager), then the employee may discuss concerns or suggestions with a higher-level leader instead of, or in addition to, their immediate leader, and/or with TM&E or the Compliance Department (for compliance-related concerns). No matter how an employee approaches a problem, complaint, or suggestion, leaders at all levels of NCHS are willing to listen and help bring about a solution or a clarification.

NOTE: This policy is not intended to address concerns regarding discrimination or harassment, which should be addressed under NCHS’s Discrimination and Harassment-Free Workplace policy. For the complete policy, click on [Open Door Policy](#).

Licenses, Certifications, Competencies and Other Required Documents

All employees who are hired in a clinical or clinical-support function will meet the minimum competence requirements as established for their respective job description. NCHS assesses all employees for job-specific competence as outlined in the Competency Assessment Policy.

For the complete policy, click on [Competency Assessment Policy](#).





If a position at NCHS requires an employee to have a license, registration or certification, NCHS will verify such license, registration or certification for all employees and applicants.

Applicants and employees are required to inform the department leader if their license, registration or certification has ever been suspended or revoked, or if their scope of practice has ever been limited by any licensing or credentialing authority. Omission of this information during the application process will result in the applicant's removal from consideration for the position, and discovery of an employee's omission of this information is grounds for immediate termination from employment.

During their employment, employees are required to renew their license, registration or certification before the renewal deadline. If the employee's license, registration or certification expires, the employee will be suspended and not allowed to perform work at NCHS until the employee renews the license, registration or certification and NCHS verifies the renewal. Verifications of requirements must be done via primary source verification as outlined in the Competency Assessment policy.

License Specific Certification Reimbursement

License specific certification reimbursement is available to eligible employees in their pursuit of career development. For the complete policy, click on [Education Assistance Program](#).

License verification will be accepted only from the Board of Professional Regulations Online License Verification System.

Examinations for NRP and AHA Programs

To ensure that the remediation, loaner manuals and online assessment process for the American Heart Association (AHA) and Neonatal Resuscitation Program (NRP) programs are carried out in a consistent manner, employees can review the policy: Training Center Process Remediation, Loaner Manuals, Online Examinations for NRP and AHA in PolicyStat. For additional inquiries, employees may email mylearningspace@nicklaushealth.org.

Student Affiliations and Experiences

NCHS provides innovative and effective clinical and nonclinical learning experiences to students from accredited educational institutions, based on specific, established protocols and guidelines.

All student requests are coordinated through the Organizational Development- Learning and Development Services department. An agreement between NCHS and the college, school or university must be accepted and signed prior to student assignments at NCHS. For the complete policy, click on [Student Affiliations and Experiences](#)



STANDARDS OF CONDUCT

Appearance and Dress

NCHS has a standard for personal appearance and grooming that promotes cleanliness, safety, professionalism, and the confidence of patients, families, guests and visitors. While on duty, all employees must adhere to the dress code and wear their identification badge in a visible location.

Reasonable Accommodation: Federal and Florida anti-discrimination laws may require NCHS to provide a reasonable accommodation to any applicable dress code and appearance standard to accommodate an applicant's or employee's gender identity, religious beliefs, or disability. Employees should contact TM&E if they believe they require any such accommodation. For the complete policy, click on [Dress Code Business Casual](#)

Criminal Arrest or Conviction Disclosure Policy

Any NCHS employee who is arrested for a criminal offense is required to notify their leader and TM&E as soon as practical but no later than three (3) calendar days after the arrest. Notice may be provided verbally or in writing, such as by email. An arrest will not necessarily lead to corrective action against the employee. The circumstances of an arrest will be carefully evaluated and, whenever possible, the employee will be consulted. NCHS will determine whether the arrest sufficiently impacts NCHS business and will take action if deemed appropriate. For the complete policy, click on [Arrest or Conviction Disclosure](#).

Gratuities, Gifts and Favors

NCHS personnel may not solicit or accept personal gifts, business courtesies or services from patients, visitors, vendors, or business associates as doing so may be an actual or perceived conflict of interest. Unsolicited gifts of nominal value, as described within the Gratuities and Gifts policy, may be permissible under certain circumstances. For the complete policy, click on [Gratuities and Gifts](#)

Visitors' Waiting Room

Visitor Waiting Rooms are for the comfort and convenience of NCHS patients and their families. Employees are not to take rest or meal breaks or watch television in these rooms at any time. Patient rooms, whether or not occupied, are not to be used for breaks or television watching.

Drug-Free Workplace

A drug-free workplace is an employment setting where all employees adhere to a program of policies and procedures designed to provide a safe workplace, discourage alcohol and drug abuse and encourage treatment, recovery and the return to work of those employees with such abuse problems.

All employees must report for work free of the influence of alcohol and illegal drugs. NCHS will not tolerate the use, possession, distribution, or sale of alcohol or illegal drugs (except as described in the Drug-Free Workplace policy) while working or while on NCHS property or any other assigned job site (including the parking lots). Employees who are found to be under the influence of alcohol or illegal drugs have alcohol or an illegal drug in their system, possess or sell illegal drugs or alcohol while on NCHS work time or property, or any other assigned job site (including parking lots), or who otherwise violate this policy are subject to corrective action, up to and including termination from employment. For the complete policy, click on [Drug-Free Workplace](#).

Smoke/Vapor, Tobacco and Nicotine Free Facility

NCHS is dedicated to maintaining a tobacco, smoke/vapor and nicotine-free environment. This policy is established to minimize adverse health effects to patients, families, visitors, physicians, volunteers and employees; to reduce risk of fire; to promote health and serve as a community role model; to enhance employee productivity and reduce healthcare costs. All tobacco products including cigarettes, e-cigarettes, cigars, pipes, herbal tobacco products and chewing tobacco are prohibited and may not be used on campus or at any facility or vehicle owned, leased or operated by NCHS. Employees are also prohibited from using tobacco products (including e-cigarette vapor) while on any property adjacent to or visible from any NCHS facility.

Smoking, vaping and use of tobacco and nicotine products is prohibited anywhere on any facilities owned, operated or used by NCHS, including leased buildings, vehicle spaces, parking garages, and within NCHS owned, leased or operated vehicles or within personal vehicles parked on NCHS property. There are no designated smoking areas at any NCHS facility.

NCHS receives support and respect from our neighbors, in return NCHS expects all NCHS employees to reciprocate the same support and respect for them. With this in mind, NCHS expects all employees to honor and extend the tobacco-free environment during scheduled shift hours (i.e., whether on break or lunch) in and around the neighboring areas.

For the complete policy, click on [Smoke, Vapor, Tobacco & Nicotine Free Facility](#)



Service Standards

Our Service Goal is to deliver consistent service standards to our customers – our patients and families. Our Service Standards we use to model our behaviors at every interaction. These are standards of behavioral excellence that apply to every employee, no matter your role.

Service Standards



Nicklaus Children's
Health System

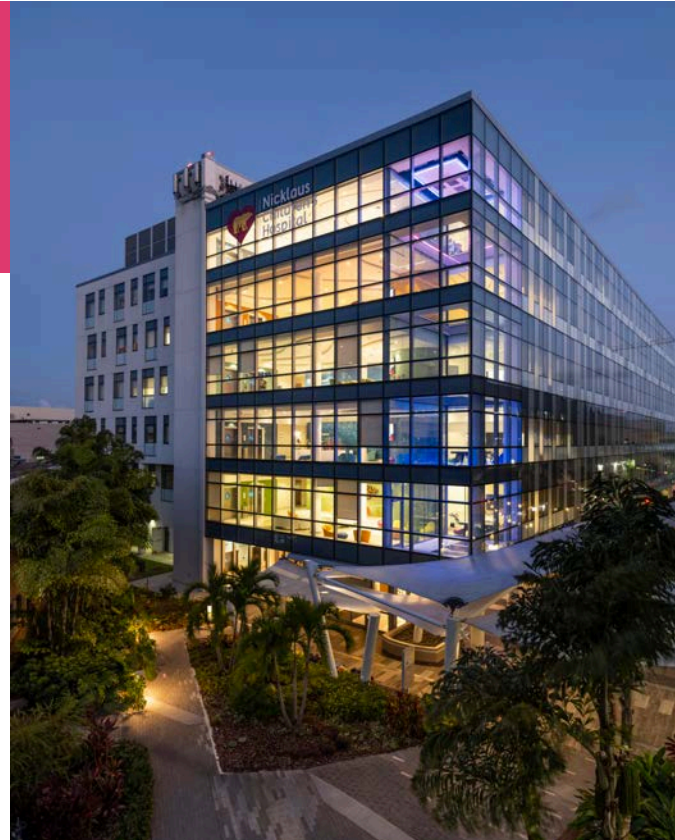


WORK HOURS, BREAKS AND TIME & ATTENDANCE

Attendance Policy

Punctuality and regular attendance are essential to the proper operation of NCHS. Employees are expected to be at work on all scheduled work days and during all scheduled work hours and to report to work on time and be prepared to start work. Unscheduled absences and late arrivals or early departures from the employees' scheduled workday are disruptive to NCHS's operations and must be avoided. NCHS has developed a comprehensive attendance policy. It is your responsibility to thoroughly review and familiarize yourself with this policy, and to contact your leader or TM&E with any questions.

For the complete policy, click on [Attendance Policy](#)



Operation Hours - Hours and Days of Work

Hours and days of work are set by the department head at the time of employment; however, during the course of employment, changes in work hours or shifts may be required in the interest of patient care and management efficiency. The workweek is defined as those shifts that start between the hours of 12:01 a.m. on Sunday to 12:00 midnight on the following Saturday. (The night shift starting Saturday night is the last shift of the workweek, and the day shift beginning Sunday morning is the first shift of the workweek.)

Timekeeping, Rest and Meal Periods, and Overtime

NCHS has developed a comprehensive policy to establish the rules to account for the working, meal periods and break time for exempt and non-exempt employees and overtime for non-exempt employees. It is your responsibility to thoroughly review and familiarize yourself with this policy, and to contact your leader or TM&E with any questions.

For the complete policy, click on [Time Keeping Rest and Meal Periods and Overtime](#).

Pumping Breaks for Breastfeeding Employees

NCHS supports employees who breastfeed by providing reasonable break time for the employee to pump or express breast milk for one (1) year after the child's birth. An employee who breastfeeds may take break time each time the employee has a need to pump or express breast milk and NCHS recognizes that the frequency, duration, and timing of breaks needed will vary depending on factors related to the employee and the child. However, in order to ensure appropriate coverage for patient care and operational needs, employees must schedule break time with their leader. Any agreed upon schedule may need to be adjusted over time if the employee's pumping needs change.

For the complete policy, click on [Pumping Breaks for Breastfeeding Employees](#).

EMPLOYEE PERFORMANCE & DEVELOPMENT

Performance Review/Evaluations

Performance management is a year-round process. Its intent is to outline performance expectations, celebrate success and evaluate any gaps to ensure employees succeed in each job role.

NCHS strives to conduct a full evaluation during the employee's* "Introductory Period" and annually. However, circumstances may occur that cause a review to be held at some other time, or not at all. NCHS reserves the right to modify the time frames within which performance reviews will be conducted. The annual evaluation consists of a self-assessment and a leader assessment, which includes consideration of feedback from other leaders, peers, and colleagues who interact with or rely upon the employee's performance. NCHS reserves the right to unilaterally determine whether satisfactory performance has occurred.



Evaluations for staff are comprised of 50% essential duties and 50% I-CREATE Way behaviors. For leaders, evaluations are comprised of 50% goals and 50% essential duties, which include Organizational Goals and Organizational Behaviors (including I-CREATE Way).

Merit pay increases are not guaranteed or automatic, and are determined at a department level based on budget, however, a satisfactory performance evaluation does not alter the employee's at-will status or guarantee a pay increase. All merit percentage increases will be prorated for time in service. For example, if your start date is July 1st, and your merit earned is 2%, that amount will be prorated 50% based on how many months you were employed during the merit year.

To qualify for a merit pay increase, a performance evaluation must be complete, including the employee's signature. The employee's signature indicates that the employee has received the evaluation, not that the employee agrees with the evaluation. In that circumstance, the employee may provide comments to the leader's evaluation of the employee's performance.

Corrective Action (Performance Improvement Plan)

NCHS expects employees to perform their job duties in accordance with the established performance and attendance standards for their positions and to conduct themselves appropriately in the workplace. Employees who do not satisfy the applicable performance, attendance and conduct expectations, including, but not limited to, complying with the I-CREATE Way, and our Values and Guiding Principles, are subject to appropriate corrective action. The purpose of such corrective action is to resolve the issue, prevent recurrence, and improve job-related performance and workplace conduct.

For the complete policy, click on [Corrective Action Policy](#).

Employee Education

The Organizational Development department, partners with individuals and departments to design education plans for individual professional development or department specific annual educational plans.

In addition, the department supports the advanced life support certifications required for specific clinical roles by having a dedicated American Heart Association training center and providing these courses, free of charge, to our employees.

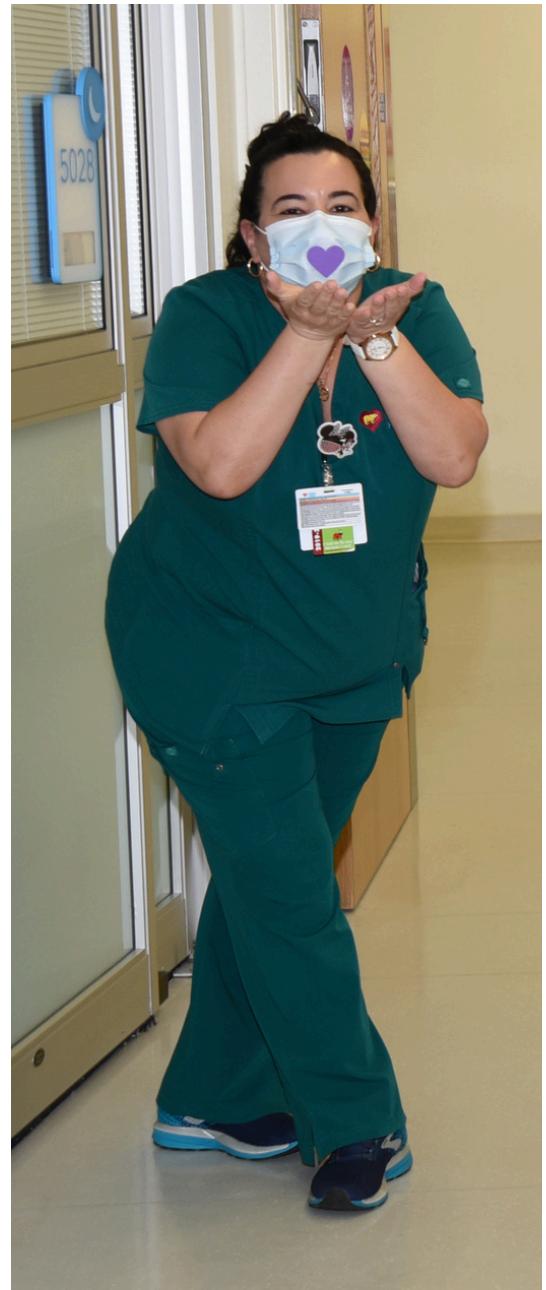
Employees also have access to the learning management system (LMS) that hosts a vast library of online courses for clinical or professional development. The LMS also includes a monthly events calendar where employees can register for instructor led programs being offered throughout the year.

We encourage you to take time to plan your career growth at NCHS and to benefit from the variety of programs and courses offered to you. For more information on our program offerings, visit the Learning and Development Services section of the NCHSnet (employee portal) or log into the LMS (Myles) via the portal page applications section.

The department also supports student experiences by processing all nursing, allied health and non-clinical internship opportunities. Employees that are attending a school program that requires clinical or internship hours may have the opportunity to do their student experience in our organization. For more information related to student placement or internship inquiries, employees can visit the Learning & Development Services page located in the Employee Center intranet page. Employees can also email studentplacement@nicklaushealth.org.

Mandatory Employee Curriculum

All employees are required to complete annual mandatory education and/or certification requirements timely as a component of their annual performance evaluation and as a prerequisite for any merit pay increase.





COMPENSATION

Requirements of Direct Deposit

All Employees are encouraged to sign up for direct deposit upon hire.

- Direct deposit is a safe and secure way to have your pay deposited directly into your checking or savings account. Instead of having to take the time to deposit a check yourself, NCHS will electronically transfer your pay into your account.
- Employee pay may be electronically deposited directly into up to three checking or savings accounts designated by each employee. Accounts must be established with banks or credit unions within the continental United States that support direct deposit.
- To add or change a direct deposit, this can be accomplished in People Soft Self Service. Additional security check points have been included for additional security measure.

Salaried Exempt Employees

Policy Prohibiting Deductions from Compensation

NCHS strives to comply with the Fair Labor Standard Act (FLSA) in all respects and prohibits any improper deductions from the compensation of any employee. Every salaried exempt employee will regularly receive their full compensation, less applicable wage-related taxes and other deductions authorized by the employee or required by law, subject to the limited exceptions set forth below.

A salaried exempt employee's compensation will not be subject to reduction based on variations in the quality or quantity of the work performed by that employee, subject to the limited exceptions set forth below. A salaried exempt employee will receive their full salary for any week in which the employee performs any work, without regard to the number of days or hours worked but will not be paid for any workweek in which they perform no work. No deductions will be made from any salaried exempt employee's compensation for absences occasioned by NCHS or by the operating requirements of NCHS's business. If the employee is ready, willing, and able to work, deductions will not be made for time when work is not available.

Exceptions:

The prohibition against deductions from the pay of a salaried exempt employee is subject to the following exceptions:

- Deductions from pay may be made when the employee is absent from work for one or more full days for personal reasons, other than sickness or disability.
- Deductions from pay may be made for absences of one or more full days occasioned by sickness or disability (including work-related accidents) if the deduction is made in accordance with the NCHS's plan, policy or practice of providing compensation for loss of salary occasioned by such sickness or disability. Deductions from pay may also be made before the employee has qualified under the plan, policy or practice, and after the employee has exhausted the leave allowance thereunder.
- No deductions will be made from pay absences due to jury duty service, attendance as a witness, or temporary military leave. An offset of any amounts received by an employee as jury fees, witness fees, or military pay for a particular week against the salary due for that week may be made.
- Deductions from pay may be made for penalties imposed in good faith against an employee for violation of infractions of safety rules of major significance (i.e., those rules relating to the prevention of serious danger in the workplace or to other employees), if NCHS concludes in good faith after its investigation that the employee committed such violation.
- Deductions from pay may be made for unpaid disciplinary suspensions of one or more full days for violation of workplace conduct rules which are reflected in NCHS's written policies applicable to all employees (e.g., violation of NCHS's Discrimination and Harassment-Free Workplace policy, Workplace Violence policy, or Drug-Free Workplace policy), if the NCHS concludes after its investigation that the employee committed such a violation.
- Employees in their first or last weeks of employment may not be paid their full salary, but instead will be paid a proportionate part of the employee's salary for the time actually worked.
- Employees may not be paid their full salary for weeks in which the employee takes unpaid leave under the Family and Medical Leave Act. Employees will be paid a proportionate part of their salary for time actually worked.

If you believe an unauthorized or improper deduction has been made from your salary or the salary of anyone you supervise, please notify NCHS immediately by bringing the matter to the attention of your direct supervisor and to TM&E. If you would prefer not to raise the matter with your supervisor, you may direct your concern to TM&E.

NCHS is committed in good faith to comply with the FLSA at all times. If NCHS concludes that the deduction was unauthorized or improper, the employee will be promptly reimbursed for any amount(s) incorrectly deducted. NCHS prohibits retaliation by any person against any employee who raises any concern under this policy.





Paycheck Deductions

In accordance with state and federal laws, certain deductions are made from employee paychecks. For example, the Federal Social Security Program provides certain age and survivor benefits for wage earners. The funds necessary for the programs are collected, one-half from the employer and one-half from the employee. Under the law, the employer is required to deduct the employee's share from the gross earnings and match this with an equal amount.

Federal Income Withholding Tax is also deducted in accordance with government tax tables referencing earnings with deductions claimed by the employee on Form W4 "Withholding Statement". NCHS is required to report to the Internal Revenue Service (IRS) any employee claiming more than 10 exemptions on Form W4.

Other legally required deductions may include IRS levy, court-ordered dependent support, and court-ordered wage garnishment.

Voluntary deductions require employee authorization and include such items as:

- Tax Shelter Annuity,
- United Way Contributions,
- Credit Union,
- Flexible Benefits Programs, and
- Other such deductions as may be mutually agreed upon

For the complete policy, click on [Payroll Deduction Employee Purchases](#)

Shift Differentials

NCHS strives to remain market competitive by providing shift, weekend, and holiday differentials to all eligible non-exempt employees. Salaried exempt employees are not eligible for shift, weekend or holiday differential pay.

For the complete policy, click on [Shift, Weekend and Holiday Differential](#).

Call Back

Non-exempt (hourly) employees, exempt staff employees (covering a shift), and clinical managers covering a shift as a staff nurse during staffing shortage will be paid if they are called in to work during their on-call shift assignment. (All other exempt employees who are manager level and above are ineligible for Call Back Pay). For the complete policy, click on [On-Call Pay and Call Back Pay Policy & Scheduled Regular Shift Call](#).

On Call Shift Pay

Non-exempt (hourly) employees and salaried exempt employees (except employees holding a manager-level or above position) are eligible to earn on-call pay when assigned to an on-call assignment.

For the complete policy, click on [On-Call Pay and Call Back Pay Policy & Scheduled Regular Shift Call](#)

Disaster/Emergency/Hurricane Pay

NCHS has established guidelines for employee compensation during the implementation of the Hospital's Disaster/Emergency/Hurricane Plan. For the complete policy, click on [Hurricane Pay](#).



TIME OFF AND LEAVE OF ABSENCE

PAID TIME OFF

NCHS provides eligible employees with Paid Time Off (PTO). PTO is used for all absences. The PTO benefit replaces traditional vacation, sick, personal and holiday time with a consolidated benefit that provides employees more discretion and flexibility in the use of paid time for planned and unplanned absences. Department rules regarding advance request for time off apply.

You can find PTO accrual rates in the Employee Benefits Booklet found in the [Benefits Page](#) of the Employee Center on the NCHSnet. For the complete policy, click on [Paid Time Off \(PTO\) and Disability Time \(DT\)](#).



FAMILY & MEDICAL LEAVE ACT POLICY

Eligibility for FMLA Leave

NCHS has developed a comprehensive FMLA policy. An employee is eligible for FMLA leave if he or she has worked for NCHS for at least 12 months, for at least 1,250 hours of service during the previous 12 months, and is employed at a worksite where 50 or more employees are employed by NCHS within 75 miles of that worksite. An employee who does not meet the eligibility criteria for FMLA leave may be eligible for leave under NCHS's other leave policies.

When is FMLA Leave Permitted?

An eligible employee may take up to a total of 12 workweeks of unpaid FMLA leave during any 12-month period for one or more of the following:

- For the birth of the employee's son or daughter, and to care for the newborn child;
- For the placement with the employee of a son or daughter for adoption or foster care;
- To care for the employee's spouse, son or daughter, or parent ("covered family member") who has a serious health condition;
- When a serious health condition of the employee makes the employee unable to perform the functions of their job; or
- Because of any qualifying exigency arising out of the fact that the spouse, son/daughter (any age) or parent of the employee is a servicemember on covered active duty (or has been notified of an impending call or order to covered active duty).

Military Caregiver Leave

An eligible employee may take up to a total of 26 workweeks of unpaid FMLA leave in a "single 12-month period" to care for a covered servicemember with a serious injury or illness if the employee is the spouse, son/daughter (any age), parent or next of kin of the servicemember.

It is your responsibility to thoroughly review and familiarize yourself with this policy, and to contact NCHS's Leave Coordinator or TM&E with any questions. For the complete policy, click on [Family and Medical Leave Act \(FMLA\) Leave of Absence](#).

Workers' Compensation

Employees are required to report all work-related injuries, illness and exposures to a supervisor or manager immediately, and then report to the Employee Health Office or Emergency Room, as necessary. Employees also may be referred to an occupational healthcare provider for evaluation and treatment. Injuries, illnesses or exposures to visitors, volunteers, attending physicians or students should be documented on the Risk Management Incident Report and sent to NCHS's Risk Management department. For the complete policy, click on [Workers Compensation](#).



Paid Parental Leave

NCHS provides eligible employees time and financial support during the important period immediately following the birth or adoption of a child, and to promote balancing work and family matters.

For more information, click [Paid Parental Leave](#).

Bereavement Leave

This policy allows eligible employees to take time off with pay for the loss of a family member.

For the complete policy, click on [Bereavement Leave](#).

Domestic and Sexual Violence Leave of Absence

NCHS will provide an authorized absence from work to employees who require time off to deal with the issue or effects of domestic or repeat violence, or sexual violence, in accordance with the Miami-Dade County Domestic Leave and Reporting Ordinance and Florida Statutes § 741.313.

Domestic Violence Leave

Miami-Dade County employees: To be eligible for domestic violence leave under the Miami-Dade County Ordinance, an employee must have been employed by NCHS in Miami-Dade County for at least ninety (90) days and have at least three hundred and eight (308) hours of service with NCHS during the previous ninety (90) days. An employee who has worked for NCHS in Miami-Dade County for at least ninety (90) days but has not met the hours of service requirement (i.e., 308 hours during the previous 90 days) is only eligible for three (3) days of domestic violence leave under Florida law.

All employees: An employee who has worked for NCHS (in any location) for at least ninety (90) days is eligible for three (3) days of domestic violence leave in a 12-month period under Florida law.

Sexual Violence Leave

All employees: An employee who has been employed by NCHS (in any location) for ninety (90) days or more is eligible for three (3) days of sexual violence leave in a 12-month period under Florida law.

For the complete policy, click on [Domestic and Sexual Violence Leave of Absence](#)

Election Days Time Off

Employees who are eligible citizens are encouraged to vote and take advantage of early voting periods in advance of election day. If an employee finds it impossible to vote before or after working hours on election day, the employee's department head will attempt to arrange for the employee to take one hour off to vote, if the employee makes a request in advance. PTO will be applied for hourly employees.



Jury Duty or Witness Leave

NCHS encourages employees to fulfill their civic responsibilities by serving jury duty when required. An employee must show the jury duty summons to his or her supervisor or department head at least five (5) working days prior to the commencement of service as a juror so that the employee's supervisor/department head can make arrangements to accommodate the employee's absence.

In the event that a full-time or part-time employee is required to act as a witness or is deposed in a legal action at the request of NCHS, the employee will receive the necessary time off with full pay. Employees may use their accrued paid time off (PTO), in accordance with NCHS's [Paid Time Off and Disability Time](#) policy, to act as a witness at trial or deposition, or to attend proceedings in connection with a personal or non-NCHS related legal action. For the complete policy, click on [Jury Duty or Witness Leave](#)

Military Leave

To support all employees required to fulfill their military duties in the uniformed services in accordance with applicable law. The "uniformed services" consist of the following:

- Army, Navy, Marine Corps, Air Force, or Coast Guard;
- Army Reserve, Naval Reserve, Marine Corps Reserve, Air Force Reserve, or Coast Guard Reserve;
- Army National Guard or Air National Guard;
- Commissioned corps of the Public Health Service; or
- Any other category of persons designated by the President in time of war or emergency.

For the complete policy, click on [Military Leave](#)

Grandparent Leave (Miami-Dade County employees only)

An employee may take leave to care for a grandparent with a serious health condition and for whom the employee has assumed primary financial responsibility on the same terms and conditions as leave is permitted under the Family and Medical Leave Act (See Family and Medical Leave Act (FMLA) Leave of Absence policy).

An employee is eligible for Grandparent Leave under this policy if they are employed by NCHS in Miami-Dade County for: (i) at least twelve (12) months, and (ii) at least one thousand two hundred (1,250) hours of service during the 12-month period immediately preceding the commencement of leave.

For the complete policy, click on [Grandparent Leave Policy \(Miami-Dade County\)](#)



Personal Leave of Absence

A personal leave of absence is available, at NCHS's discretion, to an eligible employee (who does not have available leave time under NCHS's other leave policies) to request leave time for personal reasons. A personal leave of absence may be granted for a reasonable period of time, up to a maximum of thirty (30) days in a rolling 12-month period, absent extraordinary circumstances (as determined by NCHS in its sole discretion and on a case-by-case basis). Personal leave must be taken for a continuous period of time, unless NCHS (in its sole discretion) approves an employee to take personal leave intermittently or on a reduced schedule basis due to the employee's individual circumstances.

To be eligible for personal leave, an employee must be employed by NCHS on a full-time or part-time basis for a minimum of ninety (90) days and must be in good standing at the time of the request for leave. Employees in staff relief positions are not eligible for personal leave.

For the complete policy, click on [Personal Leave of Absence](#)

Compensation and Benefits During a Leave of Absence

Eligible employees who are granted a leave of absence are required to use any accrued Paid Time Off (PTO) (and any remaining Disability Time (DT)) during the leave, except as provided by applicable law. The PTO is paid to the employee on a regular bi-weekly paycheck according to the individual's authorized work hours. After the employee exhausts his or her PTO (and any remaining DT), the remainder of the leave will be unpaid, with the exception of any payments being made for workers' compensation or under a disability insurance policy.

An employee on a leave of absence will remain eligible for all insurance coverage that was in place when the leave began, including coverage for dependents, for the duration of the leave or for 12 months from when the leave commenced, whichever expires first. This applies to all continuous leaves of absence.

For the complete policy, click on [Compensation and Benefits During Leave](#)

Leave Sharing Plan

The Leave Sharing Plan provides employees with an opportunity to voluntarily donate their earned Paid Time Off (PTO) for use by employees who are suffering financial hardship due to covered emergencies as defined by the eligibility criteria listed below.

Covered emergencies are:

- Catastrophic illness or injury – a severe condition or combination affecting the mental or physical health of an employee or the employee's immediate family that requires the services of a licensed practitioner for a prolonged period of time and that requires the employee to exhaust all the leave time earned by the employee.
- Major disaster or emergency – the employee or a member of the employee's immediate family must be adversely affected by a "major disaster" or emergency as declared by the President of the United States. Examples of these include a hurricane, flood or tornado.

For the complete policy, click on [Leave Sharing Plan](#)



BENEFITS AND SERVICES

NCHS offers a competitive benefit package to employees. For specific information about the wide range of benefits offered by NCHS, refer to the Benefits Booklet for the applicable year Benefits [2025 Benefits Guide](#).

Tuition Reimbursement/Educational Assistance Program

Educational assistance is available to eligible NCHS employees for their professional and career development in the form of a reimbursement process or an organizational sponsored initiative.

For the complete policy, click on [Education Assistance Program](#).

Employee Health

Convenience Care Clinic

Employee Health offers its convenience care clinic with an array of services, including treatment of minor illnesses, school physicals and one time medication refills, to meet your health and wellness needs. With easy access to certified nurse practitioners, the clinic will offer less wait time than a regular doctor's office and the convenience of its on-site locations at main campus and corporate headquarters.

For additional information on the convenience care clinic, contact the Employee Health Office.

Employee Wellness

Nicklaus Children's is committed to fostering a culture that promotes wellbeing for all employees. Our wellness program is consistently transforming to meet the dynamic needs of our workplace family. We do this by focusing on the seven dimensions of wellness: physical, social, emotional, intellectual, occupational, financial, and environmental – understanding that each employee may have a different dimension of wellness that they are making strides towards. Visit the [Employee Wellness intranet portal](#) to learn more about comprehensive wellbeing programs like the Farmers Market, One Pass Select gym memberships, Calm Health, and more! Contact wellness@nicklaushealth.org or 786-624-2431 for support getting connected to the right wellness resource for you.

Healthy Lifestyles Incentive Program

Our Healthy Lifestyles Incentive Program, powered by Personify Health, is available to all benefits-eligible employees and their spouses on their medical plan. The Healthy Lifestyles program helps you engage in your wellbeing routinely to achieve your health goals with a personalized experience that delivers powerful resources right to your fingertips. Visit the [Employee Wellness intranet portal](#) for full details and the most up-to-date annual information regarding this core program.

Mental Wellbeing Resources

To address the unique needs of our healthcare workforce, we have mental wellbeing resources including an on-site Mental Wellbeing Clinician that provides free and confidential support to all employees. Support ranges from 1:1 mental health touchpoints, group CHAT sessions, quarterly Schwartz Rounds, and more including the work-life resource program:

We are proud to offer robust work-life balance resources through SupportLinc, which provides comprehensive support to employees and their spouses, dependents, and entire household. Free and confidential resources range from traditional counseling, life coaching, financial wellness, legal services, caregiver support, expert convenience referrals, and so much more! Learn about all the available options at www.supportlinc.com, download the eConnect mobile app, or call 1-800-327-5496. Use group code: nicklaus

Credit Union

NCHS offers you a credit union membership services to assist you with your financial needs, including daily money management, borrowing or investing.

SuccessSharing – Annual Employee Incentive Program

Our employee incentive program is designed to reward employees for their individual contributions to NCHS's collective results as measured by organizational performance metrics aligned to our strategic plan and established priorities. Once organizational triggers are met, there are additional metrics that determine the incentive payout amount.

It is the philosophy of NCHS that all employees who perform well and contribute to the organization's collective successes should share in NCHS's positive results, which is why this employee incentive plan rewards eligible employees when NCHS reaches its key performance metrics.

Note: SuccessSharing is subject to employee eligibility and other terms and conditions. Performance metrics may change at any time.

Hospital Main Campus Employee Parking

The Public Safety Department is responsible for monitoring compliance of this policy. Parking garages and surface parking lots are patrolled by public safety officers. All NCHS employees, physicians, medical residents, private practice personnel, and contract employees are required to register their vehicles with the Public Safety Department located in the 2nd floor of the CEP building. A parking permit will be issued and must be visibly displayed on the front windshield of the vehicle. While on campus attending medical needs for their children, employees are to park in their assigned parking garage. All employees, physicians, medical residents, private practice personnel, and contract employees are expected to park in their assigned locations.

Parking is prohibited at loading docks, fire lanes, on or across any walkways/sidewalk, grassy areas, fire hydrants or anywhere that creates a hazard to other drivers or pedestrians.

Disabled Florida Department of Transportation – DOT parking areas are enforced by NCHS's Safety and Security Department and the Miami-Dade Police Department. Parking and standing in the ambulance entrance, whether to punch the time clock or for any other purpose, is strictly prohibited.

For the complete policy, click on [Parking Guidelines](#)





Hospital Cafeteria

Employees receive a substantial discount on purchases made in the Hospital's cafeteria by displaying their employee identification cards. Employees may also bring food from home. In the interest of safety, employees are not permitted to remove uncovered food or drinks from the cafeteria.

LifeMart

NCHS is happy to offer you access to LifeMart, a one-stop-shop for exclusive discounts at many of your favorite national and local brands! LifeMart is completely free and makes everyday life a little more affordable. Enjoy access to thousands of discounts on real life needs like groceries, clothing, cell phones, child care, and senior care.

To register, create an account at www.care.com/yourbenefits.

Lost and Found

The Security Office functions as a central "lost and found" area and employees should take any items found throughout the premises to this department. Security is contacted if an employee or visitor misplaces or loses an item.

NCHS is not responsible for locating lost items.

This service is provided only as a convenience to employees and visitors.

For the complete policy, click on [Lost & Found Items](#)

Hospital Gift Shop

The gift shop located at the main campus is operated by NCHS and all profits are donated to the Hospital for the benefit of our patients.



SAFETY & SECURITY

Preventing Violence in the Workplace

NCHS is committed to providing a safe workplace for all employees and a safe environment for all interested parties. NCHS does not tolerate any type of violence committed by or against any employees or interested parties.

NCHS has developed a comprehensive Workplace Violence policy for the organization, including detailing the standards for employees and employee obligations to report actual or potential violence in the workplace. It is your responsibility to thoroughly review and familiarize yourself with this policy, and to contact your leader, TM&E or the Public Safety Departments with any questions.

This policy is intended to bring NCHS into compliance with existing legal provisions requiring employers to provide a safe workplace. It is not intended to create any obligations beyond those required by existing law.

Nothing in this policy is intended to prohibit, interfere with, or discourage employees (other than supervisors) from communicating (with each other or third parties) regarding or acting together to improve their wages, hours, benefits, and other terms and conditions of employment, or engaging in other protected concerted activities, or from refraining from such activities.

For the full policy, click [Workplace Violence](#)

Emergency Management Plans

The Public Safety and Emergency Management Departments oversee all NCHS emergency management plans, including, but not limited to:

- Emergency Codes
- Hurricane and Disaster Preparedness
- Bomb Threats
- Active Shooter

Fire Plan

A fire plan is implemented when a fire has been discovered anywhere on NCHS property to ensure safety of patients, employees and visitors. This fire plan describes the standard responses for all staff within all buildings on main campus to an activation of the fire alarm, or to conditions that indicate the presence of a fire in the area.

NCHS has a standard procedure for controlling fires or suspected areas of possible fire. Fire drills are held at regular intervals. "CODE RED" heard over the communication system means there could be a fire. Employees will receive instructions from their on-duty supervisor/manager, outlining duties and responsibilities should a CODE RED be announced.

All NCHS staff are required to participate in fire drills. When quarterly fire drills are required, at least 50% of drills are unannounced. Managers and their designees will evaluate their staff during a fire drill. A minimum of one (1) drill per shift in each building per quarter will be conducted in the main hospital and laboratories, including labs located in outpatient care centers. In free-standing buildings, including outpatient care centers (excluding the labs) that are classified as business occupancy and patients are seen/treated, a fire drill is conducted every 12 months.

If an employee's position involves participation in any plan, they will be informed and given specific instructions by their department head. Each employee is responsible for reviewing and being familiar with all of the plans in their respective emergency manuals.

Incident Reporting

An "incident" is any unusual occurrence or untoward event (for example acts of threats or violence, patient care issues involving a patient, visitor, or employee. NCHS employees are required to report any Incident to Risk Management within three (3) days of occurrence. Incidents that could impact employee or patient safety or security should be reported immediately.

For the complete policy, click on [Event Reporting & Review](#).

Safety and Health Laws

NCHS strives to provide safe working conditions for our employees that are free from recognized hazards that could cause death or serious injury. All employees are required to abide by all applicable federal, state, and local, and jobsite safety rules and regulations. Failure to do so will result in corrective action, up to and including termination from employment. NCHS will strive to keep employees informed about applicable regulations through notifications from their department head, the Risk Management Department and the Safety & Emergency Management Department.

Package Inspection

NCHS reserves the right to conduct searches of NCHS premises and equipment, employee work areas, packages, containers, desks, lockers, and vehicles (on NCHS premises) at any time, in accordance with applicable law. Periodic reviews of carry bags, large containers and lockers may be made on an unannounced basis by an authorized representative of NCHS management. This is done only with the knowledge and presence of the department head or supervisor. Theft of NCHS supplies or property is reported to the Security Department. Accordingly, employees have no reasonable expectation of privacy in personal belongings brought onto NCHS premises.



EMPLOYEE RECOGNITION

Our Recognition Philosophy

Studies show that employees who feel appreciated are more engaged and more productive. Praise and recognition are essential building blocks of a great workplace. At NCHS, we are committed to creating a culture that recognizes our employees for their contributions.

NCHS has several programs for employee recognition across all levels of the organization. These programs include, but are not limited to:

- September to Remember
- Service (Milestone Recognitions)

September to Remember

September to Remember is a month-long celebration in recognition of NCHS employees and their contributions to NCHS.

Service Milestone Recognitions

At NCHS, we value and recognize long-term employees for their contributions. All employees who complete service milestones (beginning with the fifth anniversary and continuing in five-year increments throughout their tenure) will be recognized during this time provided the employee is in an active status at the time of the payout.

Starting at the five-year mark, employees receive a monetary bonus depending on the years of service (Appropriate taxes apply).

Employees must be in an active status at the time of their milestone to receive their bonus. NCHS reserves the right to modify Service Milestone Bonus amounts or eligibility at any time and for any reason.

Employee Service Milestone Bonuses may be given in the following denominations:

- 5 years = \$500
- 10 years = \$1,000
- 15 years = \$1,500
- 20 years = \$2,000
- 25 years = \$2,500
- 30 years = \$3,000
- 35 years = \$3,500
- 40 years = \$4,000
- 45 years = \$4,500
- 50 years = \$5,000

Applicable taxes will be applied.





EMPLOYEE RECOGNITION

Retirement Process

At NCHS, we continue to celebrate employees that reach retirement milestones. When a retiring employee in any department meets the criteria for retirement, a NCHS-paid retirement gift and celebration may be provided based on years of service as outlined below.

NCHS recognizes retirement as per the criteria below:

- Retiree employee is age 55 to 64 with a minimum ten years of credited service at NCHS.
- Retiree employee is age 65 or older, regardless of the years of employment.

Please note that departments may use their own discretion to coordinate additional celebrations, activities, and gifting for retirees separate from the those outlined above. All separate and additional celebrations, activities and gifting must adhere to all NCHS established policies, code of conduct and guidelines.

YEARS OF SERVICE AT TIME OF RETIREMENT - 1 TO 4 YEARS

- \$100 bonus via paycheck (taxable income)
- Department leader will receive a stipend of \$50 to organize celebration for retiree.

YEARS OF SERVICE AT TIME OF RETIREMENT - 5 TO 14 YEARS

- If 5 to 9 years - \$250 bonus via paycheck (taxable income)
- If 10 to 14 years - \$500 bonus via paycheck (taxable income)
- Department leader will receive a stipend of \$100 to organize celebration for retiree.

YEARS OF SERVICE AT TIME OF RETIREMENT - 15 TO 24 YEARS

- If 15 to 19 years - \$750 bonus via paycheck (taxable income)
- If 20 to 24 years - \$1,000 bonus via paycheck (taxable income)
- Department leader will receive a stipend of \$200 to organize celebration for retiree.

YEARS OF SERVICE AT TIME OF RETIREMENT - 25 YEARS OR MORE

- \$1,250 bonus via paycheck (taxable income)
- In addition - retiree employee will receive:
 - A personal note from ELT
 - A commemorative plaque
- Department Leader will receive a stipend of \$500 to plan organizational celebration for retiree at their NCHS location of choice (if remote/out of state - alternate arrangements will be made with provided stipend).

Please note that leaders must submit retirement requests two weeks in advance of termination date to receive celebration stipend and commemorative plaque.

COMMUNICATIONS



EMPLOYEE COMMUNICATIONS

NCHS strives to improve communication by establishing a formal communication policy and process, and to clarify the appropriate use of different means of communication within the organization, including, but not limited to, the use of social media, email, wireless devices, cell phones, recording devices, internal portal, bulletin boards, LCD monitors, interoffice mail, postings and mailing for both internal and external purpose.

Communication is vital for efficient and effective NCHS operations. Employees are responsible for familiarizing themselves with all NCHS and management communications (verbal and written) regarding their job duties and applicable policies and procedures, and NCHS initiatives and operations. A weekly electronic newsletter with pertinent NCHS information and events is sent out to all employees every Monday. The newsletter contains information, such as benefits updates, events, organizational announcements and much more. It is important for employees to review the newsletters to ensure they are up to date with what's happening across NCHS.

Employees are responsible for quickly communicating to their immediate supervisor or department leader any significant information relating to patient care, NCHS security, the need for maintenance services or other matters, which require attention by someone in authority, and to be sensible when communicating with co-workers and other departments.

All communications with patients and their families, contractors, and vendors should be conducted in a courteous businesslike manner. NCHS will not tolerate the use of inappropriate, offensive, or obscene language with such groups. Employees who use such language in the manner described will be subject to corrective action, up to and including termination from employment. In addition, each employee is expected to work in a cooperative manner with coworkers, medical staff, contractors, and vendors.

Nothing in this policy is intended to prohibit, interfere with, or discourage employees (other than supervisors) from communicating (with each other or third parties) about or acting together to improve their wages, hours, benefits, and other terms and conditions of employment, or from engaging in other protected concerted activities, or refraining from such activities.

NCHS has developed a comprehensive employee communications policy for the organization. It is your responsibility to thoroughly review and familiarize yourself with this policy and any additional specific department guidelines, and to contact your leader or TM&E with any questions. For the complete policy, click on [Employee Communications](#)

Release of Information/Media Relations

Inquiries from the media (newspapers, radio and television stations) regarding patients or the official position of NCHS regarding NCHS news must be referred to the Marketing and Communications Department. The director of public relations and/or NCHS spokesperson are available through NCHS switchboard or beeper. In the absence of either representative, media calls seeking the official position of NCHS must be referred to the administrator on-call or chief of staff. For the complete policy, click on [Media Relations Crisis Communication](#) and [Media Relations Accident and Police Investigations](#)

Patients Pictures, Sound Recordings Photographic Devices

Use of photographic devices, and/or sound recording of patients is only permissible when proper written authorization is obtained in advance from either patient, if of majority age, parent(s) or legal guardian(s). A Consent for Photography, Video/Television, Audio/Sound Recordings and Interviews form must be obtained by a marketing and communications department representative or designee.

This policy applies to all NCHS employees, physicians (employed, contracted, or with medical staff privileges, etc.), visitors, guests, volunteers, contractors, vendors, etc.

For the complete policy, click on [Media Relations Consent for Release of Information](#)

Solicitation/Distribution Policy

Solicitations of any type are not permitted by an employee on NCHS premises during those periods of the day when the employee is engaged in performing his or her work tasks. Anyone who does so and thereby neglects his or her work, or interferes with the work of others will be subject to disciplinary action. Solicitations, as described above, are not permitted at any time on NCHS premises by persons not employed by NCHS.

For the complete policy, click on [Solicitation and Distribution](#)





Endorsements

Employees are prohibited from publicly endorsing any service or product allied to or connected with NCHS or the medical field, unless such endorsement has been reviewed and approved by authorized management representatives for NCHS.

News of medical advances or research breakthroughs should be carefully documented before notification is released for public information.

News originating from NCHS on medical advances or findings must come from an authoritative medical source. NCHS's division or department head and the chief medical officer and/or his/her designee must approve the press release before its dissemination. If the breakthrough involves a medical product, approval of the press release by the manufacturer must be obtained prior to dissemination. For the complete policy, click on [Media Relations Research Scientific and Medical Staff News](#)

NCHS's Union-Free Philosophy Statement

NCHS believes that the interests of our employees, patients, community and organization are best served when we deal directly with our employees rather than through a third party. We clearly respect the legal right of employees to decide whether they wish to join or be represented by a union, but we firmly believe that the best interests of our employees can be served without third party interference.

We are not anti-union, but rather, pro-employee and pro-patient. We want to ensure that our work environment encourages and supports direct communication and interaction between our employees and management. We seek to avoid the stress and divisiveness that unionization would cause for our employees, for NCHS, and for our patients. Therefore, we do not believe it is in NCHS's nor our employees' best interest to belong to a union.

NCHS, like any organization, is not perfect. However, we have been able to work out our problems without the intervention of outsiders. We are dedicated to treating our employees fairly. We strive to provide superior working conditions, competitive wages and benefits, and above all, the respect that our employees deserve. We also believe in open and direct communication to resolve employee problems when they arise in an atmosphere of mutual trust, which takes into account individual circumstances. We greatly value our ability to work and communicate with employees directly, in an environment that takes into account individual circumstances. Only by working together as a team can we find lasting success. We will vigorously strive within the boundaries of the law to preserve an environment that nurtures the fulfillment of these goals.

**Note: This statement of our position regarding unions is provided for information only. It is not a rule, policy or standard which, if violated, would subject employees to corrective action.*