
**MOUNT FOREST
FAMILY HEALTH TEAM**

EMPLOYEE HANDBOOK

January 2007



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EMPLOYEE HANDBOOK

HOURS OF WORK AND FLEXIBLE HOURS

Regular hours of work are 7.5 hours per day, excluding lunch breaks, up to 37.5 hours per week. A regular work day starts between the hours of 0800 and 1000 and ends between 1600 and 1800 hours. Unless otherwise assigned, employees work Monday to Friday.

For safety reasons, if an employee plans to work in the office earlier than 0830 hours or later than 1730 hours, the employee must ensure that there is at least one other person in the office with them.

Each employee must ensure they take no less than a 30 minute lunch break no later than 5 hours after the start of each work day.

Employees are encouraged to take two 15 minute paid breaks during the work day.

Employees may choose to work outside of these regular work hours. Such arrangements must be approved by the Executive Director. Employees must request an adjustment of these hours in writing explaining the benefits for the employee and the costs and benefits to the organization no later than 4 weeks prior to the date the change in work hours is to start.

A standard pay period begins on Saturday and runs to the second Sunday. Employees are paid by direct deposit the Thursday following the end of the pay period.

Flextime

Employees are encouraged to schedule their work hours to meet the needs of patients while maintaining a 37.5 hour work week.

When necessary to maintain work/life balance, employees may schedule their work hours so that 75 hours are worked within one pay period. Hours worked in one day may not exceed 9.5 hours and hours worked in one week must not exceed 44 hours. For example, an employee may require a day off during the second pay period. The employee may adjust the hours worked during the other days of the pay period to a total of 75 hours.

For safety reasons, if an employee plans to work in the office earlier than 0830 hours or later than 1730 hours, the employee must ensure that there is at least one other person in the office with them.

When flexing their time, employees enter the actual paid hours worked each day on their weekly time sheet.

Compensating Time

Occasionally, due to workload, employees may elect to work extra hours. Except as outlined in flextime above, hours worked in excess of 37.5 hours in a week must be discussed with the Executive Director. Employees may not elect to work in excess of 44 hours per week.

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Approved extra hours are accumulated as straight compensating time in lieu. Employees may not accumulate more than 37.5 hours of compensating time. Compensating time may not be banked for longer than 12 consecutive months.

Compensating time not taken prior to the expiry date or the end of employment is lost to the employee. Compensating time must be taken at a time agreeable to both the employee and the employer.

Overtime

When management requires employees to work overtime and the hours worked in a week do not exceed 44 hours, the employee receives time off in lieu at a rate of 1 and 1/2 times the overtime hours worked. Employees are encouraged to take back these overtime hours within 14 days of when they are worked.

When employees are required by management to work overtime and the hours worked in a week exceed 44 hours, the employee receives time off in lieu (as above) for the first 6.5 hours (44 minus 37.5 hours) AND overtime pay at 1 and ½ times for any time worked above 44 hours.

Employees required to work on a statutory holiday will receive a day off in lieu of the statutory holiday in addition to the overtime compensation outlined above.

VACATION

Full time employees (working 37.5 hours per week) are entitled to 20 days of vacation per vacation year. One vacation day equals 7.5 hours.

Part time employees are entitled to 20 days of vacation per vacation year pro-rated to their regularly scheduled hours of work. For example, an employee who works 22.5 hours per week (or 0.6 full time equivalent hours) is entitled to 12 vacation days per year.

First Year of Employment (partial vacation year)

Employees begin to accumulate vacation days as soon as they are hired. Vacation days may be taken as soon as they are accumulated. See also "Managing Vacation Time" below.

Full time employees accumulate 1.67 days of vacation per month of employment. For example, an employee hired on May 25 earns 1.67 days of vacation that can be used as of June 26.

Part time employees accumulate vacation time on a pro-rated basis according to the number of hours worked each month. For example, an employee who works 22.5 hours per week accumulates 1 day of vacation after their first 30 calendar days of employment.

Vacation Year

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The vacation year is April 1 to March 31. Employees employed on April 1 of each year receive their full vacation entitlement at the beginning of each new vacation year.

Managing Vacation Time

Vacation requests for more than one consecutive day of vacation are submitted to the Executive Director at least 14 days prior to the first date of the block of vacation. In exceptional circumstances, the Executive Director may approve vacation submitted with less than 14 days notice. If an employee chooses to use vacation so that Emergency Leave days are paid, this notice period does not apply.

Employees are encouraged to schedule vacation time throughout the year. Employees may not work through vacation entitlement and receive pay in lieu.

With prior approval of management, employees may carry forward a maximum of 10 days of vacation into the next vacation year.

Vacation days not approved to be carried forward must be used by March 31st.

If two or more employees request the same vacation periods and their requests cannot be granted due to service needs, years of service is the deciding factor.

If vacation is disrupted by illness or bereavement, vacation days may be rescheduled subject to the approval of management and verification of the disruption (e.g., medical note).

HOLIDAYS

The Mount Forest Family Health Team observes the following paid public holidays:

- New Year's Day (January 1)
- Good Friday
- Victoria Day
- Canada Day (July 1)
- Civic Holiday (1st Monday in August)
- Labour Day (1st Monday in September)
- Thanksgiving Day
- Christmas Day
- Boxing Day (December 26)

The Family Health Team is closed on these days. If a paid holiday falls on a Saturday or Sunday, the Family Health Team Board assigns the date on which the holiday will be observed. The observed date is announced no less than 90 days before the paid holiday.

Employees not scheduled to work on a paid holiday will observe the holiday on an alternate day in the same week in which the paid holiday falls.

Part time employees are paid for each holiday according to the Employment Standards Act.

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SICK LEAVE

If an employee is unable to work due to injury, sickness or ill health, it is the employee's responsibility to notify the Executive Director immediately. Notification must include:

- Any organization or client follow up required for the days absent, and
- An estimate of the expected date of return.

A voice mail message is considered adequate notification as long as the required information is included.

If the absence is extended beyond the estimated return date, the employee must inform the Executive Director as soon as possible after determining an extension is required.

The organization may request written confirmation from a physician after 3 days absence.

The Family Health Team maintains full salary for the first 7 days of sick leave related to illness in a year. Except when Short Term Disability applies, employees will receive 75% of their salary for each sick day beyond the first 7.

If an employee is unable to work due to injury, Short Term Disability coverage begins on the first day of absence. If an employee is unable to work for more than 8 consecutive days due to illness, Short Term Disability coverage begins on the 8th day of absence. Short Term Disability applies for up to 17 weeks of a consecutive absence for the same issue.

Employees are eligible for Long Term Disability after the 17th week of absence for the same issue.

EMERGENCY and FAMILY MEDICAL LEAVE

Emergency Leave

Full-time and part-time employees are entitled to up to 10 days of unpaid time off work in each calendar year because of personal illness, injury, medical emergency or other urgent matters relating to:

- The employee's spouse or same sex-partner;
- A parent, step parent or foster parent of the employee, the employee's spouse or the employee's same-sex partner;
- A grandparent, step-grandparent, grandchild or step-grandchild of the employee or of the employee's spouse or same sex-partner;
- The spouse or same-sex partner of a child of the employee;
- The employee's brother or sister;
- A relative of the employee who is dependent on the employee for care or assistance.

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The 10-day leave entitlement is not pro-rated for part-time employees. Part days are counted as a full day leave and any unused emergency leave days cannot be carried forward from one calendar year to the next.

Employees must notify the Executive Director that they are taking an emergency leave of absence. If notice cannot be given prior to taking an emergency leave, the employee must notify the Executive Director as soon as possible after the start of the leave.

The FHT may ask for proof for entitlement to an emergency leave of absence. Employees must provide evidence that is reasonable in the circumstances. Forms of proof may include but are not limited to doctor's notes, death certificates, and notes from schools or daycare.

All rights and benefits (i.e., seniority, life insurance coverage) will continue while on Emergency Leave.

Greater Right or Benefit

If an employee takes a leave for an event that qualifies for Emergency Leave under this policy and for leave under any other policy (i.e. paid sick leave or bereavement leave), the leave is counted against both the Emergency Leave and the other policy.

Family Medical Leave

An employee may take an unpaid leave of up to 8 weeks (in a 26 week period) to provide care or support for a family member or other person who considers the employee to be like a family member when a qualified medical practitioner has issued a certificate indicating that the family member or other person has a serious medical condition with a significant risk of death occurring within a period of 26 weeks.

Although two or more employees may qualify for the leave, the 8 weeks of leave must be shared between all eligible employees.

Employees may be eligible for Employment Insurance benefits during this unpaid leave.

All rights and benefits will continue while on Family Medical Leave.

COMPASSIONATE/BEREAVEMENT LEAVE

Employees are requested to notify the Family Health Team as soon as possible upon determining the need for compassionate or bereavement leave.

Immediate Family

Employees are entitled to up to 5 days of paid leave in conjunction with the funeral of an immediate family member. Immediate family means parent, step-parent, step-child, brother, sister, spouse, son, daughter, son-in-law, daughter-in-law, mother-in-law, father-in-law, brother-in-law, sister-in-law, grandparent, grandparent of spouse or grandchild.

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An employee may request paid leave to visit an immediate family member who is in the final stages of illness, however leave may not be accessed again upon the death of this same person.

Employees are entitled to up to 3 days of paid leave to attend the bereavement of the employee's aunt, uncle, niece or nephew.

Spouse is defined as in the Family Law Act and includes partners of the same sex.

The Executive Director will consider requests for paid leave for persons other than family on an exceptional basis.

All employer paid benefits and service entitlement continue to accrue during this leave.

JURY AND WITNESS DUTY LEAVE

Employees required to report for jury duty or subpoenaed as a witness in a Crown proceeding receive pay, and accrue benefits and service/seniority to which they are normally entitled.

Proof of such duty must be provided to the Executive Director.

Any compensation paid by the court that applies to wages/expenses must be reimbursed to the Family Health Team.

PARENTAL LEAVE

The Family Health Team is committed to assisting families during the very exciting time of welcoming a new child into their family. To that end, the Family Health Team follows all legislated requirements related to parental and adoption leave.

TIME OFF TO VOTE

The Family Health Team encourages all employees to participate in the electoral process, including all municipal, provincial and federal elections.

To ensure that employees have adequate time to exercise their franchise to vote, the Family Health Team will not prevent employees from having 4 consecutive hours free to vote during the hours the polls are open. The Family Health Team reserves the right to approve and schedule this leave and will endeavor to minimize the time away from work.

EDUCATIONAL BENEFITS AND LEAVE

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An annual budget is established to pay for employee development including workshops, conferences and other training opportunities. An educational event is considered for funding when:

- granting the request does not cause undue hardship on staffing levels; and
- the content is directly related to the employee's position; or
- the content is of direct benefit to the Family Health Team.

Prior to attending an educational event, an employee may request, in writing:

- paid time to attend the event; and
- reimbursement for costs including mileage, meals and registration.

To be eligible for paid education leave, an employee must have completed their probationary period and not be within any stage of disciplinary action.

If the educational event falls on a day that the employee is not regularly scheduled to work (e.g. on their own time), the employee may apply for reimbursement of costs.

The Executive Director ensures that funds are distributed equitably among all employees.

MILEAGE AND EXPENSES

Mileage

Employees who are required to use a privately owned vehicle to travel to a location other than the office to perform job functions are reimbursed for mileage at a rate of \$0.42 per kilometer.

Mileage must be calculated so that the employee is not reimbursed for mileage that would normally be required to get from home to the office or from the office to home.

For example, when the work day begins or ends at a location other than the office and the alternate location is closer to the employee's home, no mileage is reimbursed.

If the work day begins or ends at a location other than the office and the alternate location is farther from the employee's home than the office, the employee may claim the total mileage less the mileage between the employee's home and the office.

Travel between the office and an alternate location is eligible to be reimbursed.

Parking expenses incurred in the course of performing job functions are reimbursed, providing a receipt is submitted.

Expenses

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Estimates for expenses incurred while performing job functions must be submitted in writing prior to purchasing any goods or services. Expenses that may be considered for approval include:

- Transportation costs
- Accommodations
- Reasonable meal expenses [insert Ministry limits]
- Printing, photocopying and facsimile costs, in urgent situations, when such are required to perform job duties when away from the office
- Any other reasonable cost as approved by the Executive Director

The Family Health Team may choose not to reimburse cost overruns of more than 10% from estimate.

In exceptional situations, additional expenses may be approved after the fact. Approval shall depend upon how unforeseen the added expense is evaluated to be.

EMPLOYEE RECORDS

Employee records are maintained to:

- legal, regulatory and procedural requirements are met;
- provide a basis for making personnel decisions e.g. benefits, salary, termination;
- assist with human resource management; and
- collect information for statistical reports for the Board of Directors, the Ministry of Health and Long-Term Care and the government.

Employee records include the following:

- home address and telephone number
- emergency contact information
- hiring and termination dates
- birth date
- benefit status and information
- job description
- application form or resume
- employee tests and results
- reference check documentation
- employment letter of agreement
- leave request forms and any applicable medical certificates
- compensation history
- performance review forms

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- professional development and training completed
- employee counseling records, if applicable
- confidential correspondence with employee
- termination information and/or letter of resignation
- letters of recommendation

Information contained in employee files is strictly confidential. Only the employee and the Executive Director will have full access to an employee's record. Access to specific information may be obtained by the Medical Director or Payroll and Human Resources Service Providers through the Executive Director.

Employees communicate any changes in personal information such as benefit status, name, address or telephone number to the Executive Director.

CONFLICT OF INTEREST

Definition

A conflict of interest occurs in any situation where an employee or director has a direct or indirect competing interest with the activities of the Family Health Team. This competing interest may result in the individual being in a position to benefit from the situation, or in the Family Health Team not being able to achieve a result in the best interest of the Family Health Team.

A conflict may arise where an employee or director is:

- a party to a contract with the Family Health Team;
- has an interest in an enterprise that is a party to such a contract; or
- is related to a person who is party to such a contract.

Conflict of interest includes, but is not limited to situations:

- where an employee or director's private affairs or financial interests are in conflict with their job related duties, responsibilities and obligations, or could reasonably be expected to result in a public perception that a conflict exists;
- that could reasonably be expected to impair the employee or director's ability to act in the public interest; and
- where the actions of an employee or director could reasonably be expected to compromise or undermine the trust that the public places in the Family Health Team.

Standards

A director or employee will not vote on, or participate in, any discussion about a resolution to approve a contract in which he has a personal interest.

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A director or employee will not approve or sign off on any circumstance in which he has a personal interest.

Employees must not:

- place themselves in a position of obligation to any person who might benefit or appear to benefit from special consideration in relation to the activities of the Family Health Team;
- enter into a monetary interest that would conflict with their duties and responsibilities for the Family Health Team;
- disclose, discuss, use, take advantage of, benefit or appear to benefit from the use of information not generally available to the public and which has been acquired through their duties for the Family Health Team;
- communicate with any level of government, or with any elected or appointed government official in relation to the activities of the Family Health Team, unless specifically authorized;
- assist private entities or persons in their dealings with the Family Health Team where this could result in preferential treatment to any person;
- directly or indirectly use, or all the use of, Family Health Team property or information for anything other than officially approved activities;
- accept personal gifts from those doing business or seeking to do business with the Family Health Team. If a gift is received, the employee will notify the Executive Director.

Employees may engage in remunerative employment with another employer, volunteer activity, carry on a business, or receive remuneration from public funds for activities outside their position provided that:

- it does not interfere with the performance of their duties;
- it does not bring the Family Health Team into disrepute;
- they do not have an advantage derived from their employment as a Family Health Team employee;
- it is not performed in such a way as to appear to be an official act or to represent the Family Health Team's public position or policy; or
- it does not involve the use of Family Health Team premises, services, equipment or supplies.

Situation Management

Employees must consult with the Executive Director whenever they have any question as to whether a particular circumstance places them in a conflict of interest.

Employees who fail to comply with these standards will be subject to such appropriate measures as may be determined by the Family Health Team, including dismissal from employment.

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Employees who fail to comply with these standards following termination of employment with the Family Health Team may be subject to the enforcement of lawful rights and remedies by the Family Health Team.

PROBATION

Each new employee is entitled to a probation period of not less than 12 weeks. During probation, the new employee is entitled to learn and ask questions to clarify:

- the organization's policies and procedures; and
- required job functions and responsibilities.

With assistance from the manager, employees are required to develop a learning plan for their orientation period.

Generally, orientation meetings between the manager and new employees are scheduled as follows:

- Weekly for the first 4 weeks; and
- Biweekly until orientation is complete.

At each meeting, the manager provides feedback to the employee related to the learning plan and discusses progress towards the learning goals.

The manager completes a performance review with the employee no later than 10 weeks after the employee's start date.

Failure to meet expected performance levels at the end of the probationary period may result in dismissal. Such dismissal does not require written notice and is not subject to severance payments.

The Family Health Team reserves the right to extend the probationary period if performance levels are not as expected at the end of the initial probationary period. The probationary period may not be extended for more than an additional 12 weeks. Such extension shall be in writing and shall include the performance expectations that must be met for the probation extension to be considered successful.

PERFORMANCE MANAGEMENT

All employees have an annual performance review meeting with the Executive Director in March. The annual performance review is documented on the Annual Performance Review Form and signed off by the employee, the Executive Director and, for allied health professional employees, the Medical Advisor.

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Performance is evaluated on:

- Demonstrated skill, knowledge and ability to carry out the job functions outlined in the job description;
- Results achieved for each of the objectives established for the year being evaluated; and
- Demonstrated ability to function effectively within the team environment while enhancing the mission and values of the organization.

Employees will be asked to meet with the Executive Director mid way through the year to review performance and achievement to date. Employees will be provided with informal, timely performance feedback through the year.

Employees may request a performance meeting at any time during the year.

Performance Objectives

Employees meet as a group and individually with the Executive Director to set performance objectives for the forthcoming year. Objectives for the fiscal year are developed and recorded on the Annual Performance Review Form no later than April 30 each year.

As changes occur in organizational priorities and activities, performance objectives may be added to, changed or deleted throughout the year. Changes are documented after meeting with employees either as a group or individually.

Quarterly Statistics

Employees working under the following job descriptions must submit weekly statistics along with their record of time worked.

- Nurse Practitioner
- Social Worker
- Dietician

Each job type has a weekly report designed specifically for that position. These statistics are submitted quarterly to the Ministry of Health and Long-Term Care.

DISCIPLINE

Discipline measures shall be appropriate to the infraction and may include termination of employment. Examples of infractions include unsatisfactory work performance, misrepresentation, insubordination, policy contravention and theft.

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Ongoing or serious performance problems may be considered a discipline matter and are managed separately from the regular Performance Management system. Examples include failure to meet multiple performance standards, chronic absenteeism and unwelcome touching or other forms of close body contact.

Disciplinary actions shall depend upon the severity of the problem. The matter shall normally be managed in the step-by step procedure attached.

Problems that are determined to put the Family Health Team at significant and immediate risk will be managed with more immediate corrective action. Examples include:

- revealing highly confidential and damaging information;
- malicious damage to the organizations property;
- demanding sexual favours with implied or overt threats;
- gross insubordination; or
- a combination of less serious performance problems.

Appropriate investigation shall be conducted before any disciplinary action is taken. An employee may be suspended with or without pay during the course of the investigation, depending upon the nature of the problem and the investigation required.

Progressive Discipline

STEP	ACTION
One	The manager verbally identifies the performance problem to the employee and outlines the performance level that is required. The manager and employee determine the plan required to eliminate or improve the performance problem. If the problem has been corrected, the employee shall be advised verbally.
Two	If the problem has not been corrected, or has recurred within a 6 month period, the manager prepares and delivers to the employee a memo that outlines the performance gap, the date by which the problem is to be corrected and a consequence for non-compliance. A copy of the memo is retained in the employee's Employment Record. If the problem has been corrected, the manager prepares and delivers to the employee a memo that states the performance has been corrected and if the problem or a related problem recurs within 12 months, the issue will immediately progress to Step 3. A copy of the memo is retained in the employee's Employment Record.

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Three	<p>If the problem has not been corrected, or has recurred within a 6 month period, the manager prepares and delivers to the employee a memo that outlines the performance gap, the date by which the problem is to be corrected and that non-compliance will result in dismissal for cause. A copy of the memo is retained in the employee's Employment Record.</p> <p>If the problem has been corrected, the manager prepares and delivers to the employee a memo that states the performance has been corrected and if the problem or a related problem recurs within 12 months, the issue will immediately progress to Step 3. A copy of the memo is retained in the employee's Employment Record.</p>
Four	If the problem has not been corrected, the employee is dismissed for cause.

TERMINATION

Notice of termination by an employee or the Family Health Team shall be in accordance with the Employment Standards Act.

An employee may terminate employment with the Family Health Team by providing a minimum of two weeks notice, in writing.

Should there be a need to reduce the number of employees in the Family Health Team, a minimum of two weeks notice in writing is provided. Every effort is made to provide notice much sooner.

No notice is required by either the employee or the Family Health Team when the employment agreement stipulates a negotiated end date.

QUESTIONS OR CLARIFICATIONS

If you have any questions or need clarification of any of the information presented in this handbook, please contact your manager. Reviewing the information in this manual does not replace your responsibility to review the official policy and procedure documents that make up the total policy and procedure manual of the Family Health Team.