



North York

Family Health Team

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EMPLOYEE MANUAL

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1. INTRODUCTION

1.1 PURPOSE AND APPLICATION OF STAFF POLICIES

The purpose of this *Employee Manual* document is to provide a clear understanding of how employment policies apply to all people who work at the North York Family Health Team (“NYFHT”). Requirements are defined by Management. The Executive Director is responsible for enforcing these policies in a fair and consistent manner.

These policies and other processes do not replace any legal agreements or government requirements regarding employment. Each employee is expected to sign off that he or she has thoroughly reviewed and understands the contents of this manual.

1.2 MAINTENANCE OF THIS MANUAL

This manual replaces all previous versions. It will be reviewed by Management at least every second year, or more often, as needed. Management communicates all changes and distributes updated information.

1.3 RELATED POLICIES AND PROCEDURES

NYFHT may have other policies and processes in separate documents. Some of this information will be provided and discussed during employee orientation. **Employees are expected to read and be familiar with all policies and processes that apply to them and/or their jobs.** Some of these require employee signoff. Separate policies and procedures documents include, but are not limited to,

Occupational Health and Safety

- Confidentiality Agreement
- Privacy

1.4 ACCOUNTABILITY

All employees are ultimately accountable to the Executive Director, who is accountable to the Board of Directors. In this document, the person to whom each employee directly reports is referred to as the “immediate supervisor,” no matter what his or her title is.

2. EMPLOYMENT ENVIRONMENT

2.1 ADHERENCE TO LEGISLATION

NYFHT will comply with the Employment Standards Act of Ontario and all other applicable legislation in all matters concerning its employees. Where the policies of NYFHT exceed the requirements, or where the legislation does not specify policy, these policies will be included in this document.

NYFHT will also comply with other legislation regarding employees, including, but not limited to, Occupational Health and Safety, Pay Equity, Human Rights, Workplace Violence and any others that may become legislation.

2.2 PERSONNEL RECORDS

All records for every employee, including all hiring documents, are kept in individual personnel files, which are the property of NYFHT.

The information will be kept strictly confidential and given out only by proper authority. Employees who need information from their personnel files must make written requests to the Executive Director. The Executive Director will allow employees to view their own files. At no time will the files be removed, copied or destroyed without the appropriate authorization.

Employees must communicate changes in personal information (address, telephone number, etc.) to Human Resources at hr@nyfht.com and complete any appropriate forms, e.g. TD1 form for income tax.

2.3 EMPLOYMENT STATUS

For the purposes of these policies, the following categories apply to employees of NYFHT. Management will define the employment category for each job.

- a. Regular Salaried employees are paid based on a uniform number of full-time or part-time hours per year. Their term of employment is of indefinite length. They are entitled to benefits if their jobs are at least a 0.7 FTE (Full-Time Equivalent).
- b. Temporary (Limited Term) employees are employed for a specified time period and are paid either based on a uniform number of full-time or part-time hours per year or on an hourly basis. At the end of the specified time period, the employment ends. They are not entitled to NYFHT benefits.
- c. Hourly employees are paid based on the number of hours that they work. Their term of employment is of indefinite length. They are not entitled to NYFHT benefits.
- d. Independent Contract Workers are people who sign contracts with NYFHT to perform specific jobs or activities. They are not employees. They operate as independent providers of services and issue invoices for their services to NYFHT. Independent contract workers are not subject to all *Staff Policies*, but are expected to comply with specific areas of the policies. They are not entitled to NYFHT benefits.

2.4 BACKGROUND VERIFICATION

NYFHT serves a population which often includes people who can be considered vulnerable. To ensure that employees have the required professional credentials, appropriate backgrounds, qualifications and skills, NYFHT reserves the right to require all applicants and current employees to consent to various checks, depending upon their required interaction with patients and their families.

As part of the hiring process or internal transfers, promotions and changes in job duties, NYFHT may obtain background verification checks which can include, but are not limited to, the following:

- Criminal background and police check
- Vulnerable Sector screening
- Academic and professional verification and reference checks
- Appropriate regulatory body registration checks
- Proof of medical fitness for Clinical staff, e.g. TB tests
- Any other check required by law.

Any failure to pass criminal checks, or any misrepresentation, falsification or material omission in the information provided by current employees may result in discipline, up to and including termination of employment.

2.5 PERFORMANCE MANAGEMENT AND REVIEWS

Each employee will have his or her performance evaluated annually by the Executive Director or the employee's immediate supervisor. As part of the review, goals and the performance evaluation will be discussed with each employee. People with whom the employee works may be consulted for their feedback on the employee's performance. The employee will be provided with a copy of the performance review.

2.6 HOURS OF WORK

2.6.1 Regular Hours

Full-time employees are expected to work 7.5 hours a day Monday through Friday, depending upon where they work and the immediate supervisor's stated requirements. Part-time employees or employees whose work takes them away from NYFHT premises may have other schedules. Occasionally, employees are expected to be willing and prepared to work during evening or weekend hours.

2.6.2 Breaks

As professionals in an environment that serves the public, it is an expectation that employees will be flexible, when necessary, regarding their break times. The following are the usual breaks. Missed non-meal breaks cannot be added to other time off or used to reduce the length of the work day.

- A daily half-hour unpaid lunch time
- Two paid 15-minute breaks, although they are not legally required.

2.6.3 Overtime

Occasionally, to meet NYFHT needs, clinical employees will be unable to schedule their day so that there is no overtime, and they will have to work more than the standard number of hours. This time will be "banked" and used as time off in lieu of overtime. **All extra work time and all time off in lieu of overtime**

must be approved in advance by the employee's immediate supervisor. Time off in lieu of overtime should be taken within a two-week period from when it was banked.

2.7 PAY

On the 15th and last day of each month, pay is deposited by direct deposit to the bank account designated by the employee. If a payday falls on a weekend or public holiday, pay will be deposited on the last business day before the weekend or holiday. NYFHT makes the appropriate required payroll deductions and remits these and its own required contributions to the Canada Revenue Agency.

2.8 EXPENSES AND EXPENSE REIMBURSEMENT

Employees are reimbursed for all actual and reasonable business-related expenses they incur, provided that prior approval has been given by their immediate supervisor. Employees should ensure that NYFHT receives the best value for expenses incurred and that the processes are in compliance with accounting practices of NYFHT.

Examples of business-related expenses may include travel costs, parking costs, registration fees, admission fees and materials that remain the property of NYFHT. The most economical method of transportation and accommodation should be chosen, taking into consideration the time involved, the reason for the expense and employee safety.

2.8.1 Expense Claim Forms

It is the employee's responsibility to fill out an Expense Reimbursement and Mileage/Public Transit Claim Form and to submit it and the original receipts to the immediate supervisor, preferably within two weeks of the date the expenses were incurred. If a receipt is unavailable, e.g. parking meter receipt, the form must be pre-approved by the immediate supervisor before he or she sends the form to the Management Office. Expense cheques are usually issued within two weeks of NYFHT receiving approved expense claims and receipts.

2.8.2 Automobile Travel and Mileage Expense

Employees who use their personal automobiles for NYFHT business travel are reimbursed according to a rate determined by the Ministry of Health and Long-Term Care. NYFHT will not reimburse additional personal auto insurance premiums or registration costs for vehicles used for NYFHT business because the per-kilometre rate is formulated to include these costs.

The mileage should be for regular duties, including meetings, business visits or out-of-town travel.

Prior out-of-town business travel approval must be obtained from your immediate supervisor.

Mileage and travel expenses are not paid for an employee to go from home to the office or vice versa.

Mileage should be reported from NYFHT to the work-related destination, or from the employee's home to the business-related destination, whichever is less.

When employees use their own vehicles on NYFHT business, any claim or damage arising from an accident must be covered by the individual's insurance policy. **It is therefore the responsibility of all individuals to inform their insurance companies of their business travel, to arrange for appropriate coverage for themselves, their vehicles, and any passengers (minimum of \$1,000,000).** Some insurance companies can deny coverage if a driver does not tell them about the full extent of the business use of a personal vehicle.

NYFHT employees who use their personal vehicles on NYFHT business are required to:

- comply with provincial regulations on licensing, vehicle registration and inspections
- report any accidents when on NYFHT business to their immediate supervisors, whether or not there are any injuries
- be responsible for operating expenses, parking and traffic violations, accidents, and the deductible in the event of an accident.

2.8.3 Hotels and Accommodation

Whenever possible, NYFHT employees are to use hotel rates provided through government, conference bookings or sale rates available through the internet. Accommodations will be reimbursed for actual expenses for commercial accommodations at single occupancy rates. Charges for movies or minibar expenses will not be reimbursed.

If an employee stays overnight at a friend's or relative's house, the employee cannot claim a lodging cost, but is allowed to claim an allowance of \$30.00 per day, with no receipt required.

2.9 PUBLIC HOLIDAYS

Employees are legally entitled to the following nine public holidays (previously called statutory holidays) with pay:

New Year's Day	Victoria Day	Thanksgiving Day
Family Day	Canada Day	Christmas Day
Good Friday	Labour Day	Boxing Day

NYFHT also chooses to treat the Civic Holiday in August the same as a public holiday.

When any of these holidays fall on a Saturday or Sunday, the previous or the following working day will be deemed a holiday, as determined by the Executive Director and communicated in advance to employees. Employees who work within physician offices will take holidays in accordance with office protocol.

Employees who need to take personal time off to celebrate religious holidays other than the public holidays are entitled and encouraged to make timely arrangements for these holidays through their immediate supervisors.

2.10 RESIGNATIONS, RETIREMENTS, TERMINATIONS AND CLOSURES

2.10.1 Resignations

All employees are requested to provide at least three weeks of notice of resignation, in writing.

2.10.2 Retirement

Employees who plan to retire are encouraged to discuss their preferred retirement date and the effect of retirement on their deductions, benefit plans and pensions with Management at least six months prior to retirement.

2.10.3 Terminations

Unless the termination is for cause, NYFHT gives the greater of:

- a. the notice agreed in writing between NYFHT and the employee, or
- b. the minimum notice required by the Employment Standards Act of Ontario.

NYFHT reserves the right to give the pay equivalent in lieu of notice. Examples of reasons for termination for cause could include misconduct, insubordination or neglect of duty.

2.10.4 Closures for Road and Weather Safety

If public roads to a NYFHT location are closed by police or if an employee is concerned about personal safety due to snow or other conditions, and cannot come to work, the employee has the option of taking the day as a personal day, a vacation day or unpaid leave. Employees must inform their immediate supervisor or delegate of their decision not to come to work.

2.11 OCCUPATIONAL HEALTH AND SAFETY

Occupational Health and Safety policies and procedures are in NYFHT binders. **All employees are expected to read, understand and follow the requirements.**

2.12 KEYS, SECURITY AND PERSONAL PROPERTY

Employees will be issued keys or cards to access the NYFHT premises where they work. The last person to leave the premises each day must lock doors.

Employees are encouraged not to work alone at our locations, especially at nights and on weekends, and should always have other people know when they are working alone. There is no regular monitoring of our premises after hours and an employee who experiences an emergency situation could be at risk.

Employees are encouraged not to bring personal property to work unless necessary. Employees who choose to bring personal property to work do so at their own risk. They may use their desks to secure their personal property during work hours. Although personal privacy will be respected, there may occasionally be times when Management may use master keys to open locked desks, file cabinets or cupboards.

2.13 OWNERSHIP AND RETURN OF NYFHT PROPERTY

All information, records, data, etc., prepared and/or analyzed as part of any work done as an employee remain the property of NYFHT. Products, processes and services developed by or at NYFHT, whether proprietary or not, remain the property of NYFHT. Failure of an employee to conform to these requirements is, at the discretion of the Executive Director, grounds for disciplinary action or termination and, in the case of a former employee, for legal action.

Upon resignation, retirement, or termination, the employee must return all property belonging to NYFHT, including badges, equipment, and all information and materials used, developed, or investigated by the employee during the period of employment.

3. PROFESSIONAL CONDUCT

3.1 CONDUCT REQUIREMENTS

All employees are expected to act in the best interests of NYFHT, to promote its goals, objectives and policies and to maintain the highest standards of honesty and integrity in the conduct of its affairs. They are also expected to conduct themselves in a professional manner whenever they are on duty. These requirements are not intended to restrict the rights of anyone, but to protect the rights of all and to ensure a successful operation. Management is pleased to discuss questions regarding appropriate conduct. Failing to follow an ethical code of conduct in business relationships can have severe consequences for all of us.

In their personal lives, employees must not engage in actions which could publically reflect badly upon or embarrass NYFHT. The Executive Director is pleased to discuss the potential consequences of such actions.

3.2 CONFIDENTIALITY

All staff sign a Confidentiality Policy and Procedure Agreement and a Privacy Policy and Procedures document when they are hired. **It is the responsibility of employees to review these documents regularly and to comply with all parts of these documents at all times.**

3.3 MEDICAL RECORDS

A medical record (hard copy or electronic) is an essential tool used to provide continuity of care for all patients, to tell the story of the patient's health care conditions, and to allow other healthcare providers to read and understand the patient's health concerns or problems quickly. Good medical record keeping can take many forms, such as written notes in a patient's hard copy record, or electronically in an electronic medical record (EMR) system.

All staff are required to maintain all proper patient records in accordance with NYFHT policies and procedures and as required under the Personal Health Information Protection Act 2004 and its regulations, and as otherwise required by law.

Patients' Permanent Medical Records (PMRs) are the property of individual NYFHT family physicians. Each NYFHT employee must be given permission by the physicians or their designates to access and record information in the PMRs.

All medical records must be carefully put away and locked up when not in use. These records must also be protected from being seen or taken by any person who does not have authorized access to them. Employees who work from home or other non-NYFHT locations must be particularly careful to protect confidential patient information (files or computer data) from being viewed or used by any unauthorized person.

3.4 INFORMATION GIVEN TO PATIENTS

NYFHT requires that all employees respect privacy and confidentiality when dealing with all PMRs. Before any information from the PMR can be released to the patient, prior approval from the physician is required.

For further information and instructions on privacy and confidentiality when dealing with PMRs, staff will make themselves aware of, and adhere to, NYFHT *Confidential Information* and *Computer Usage* policies and to standard Canadian privacy legislation as it pertains to medical record keeping, i.e. the *Personal Health Information Protection Act* (PHIPA) and the *Personal Information Protection and Electronics Documents Act* (PIPEDA).

3.5 CONFLICT OF INTEREST

A conflict of interest is a situation where an employee is in a position to influence a decision that may result in personal gain for that employee or where an employee might benefit financially or materially from confidential information obtained during work performed for NYFHT. **Employees must firmly refuse and not accept bribes, kickbacks, personal gifts, favours or special consideration related to any NYFHT transaction or interaction.** The only exceptions to this requirement are token items such as inexpensive pens, calendars, fridge magnets or snack items for staff to share.

Employees are required to keep the Executive Director informed of all outside personal interests, e.g. working for or with a patient or supplier, which could result in conflict with NYFHT's duties and obligations to its patients. For other situations in which employees might be in a conflict of interest position, they must inform their immediate supervisor so that appropriate workplace relationships can be set up and maintained. The Executive Director decides how potential conflict of interest situations are handled.

Employees are never to refer patients or potential patients of NYFHT physicians to the private practice of any physician or to the private practice of any another staff member at NYFHT without full disclosure to the patient or potential patient and to the Executive Director.

Employees are not to become a patient of NYFHT physicians while employed with NYFHT, except in exceptional circumstances, and with the approval of the Executive Director. New staff who are current patients with an NYFHT physician are required to advise the Executive Director of the situation.

3.6 OUTSIDE EMPLOYMENT

A staff member may also have a conflict of interest when his or her outside employment or association causes him or her, or would reasonably be perceived to cause him or her, not to act in the best interests of NYFHT. NYFHT has no desire to curtail or interfere with the outside activities of individuals, but requires that outside employment, whether or not for profit, be subject to these conditions:

- Employees must not work in competition with NYFHT, or perform similar work to NYFHT at another organization or work for any suppliers of NYFHT unless the Executive Director has approved this outside work.
- The employee's ability to do a fair day's work is not impaired mentally or physically, nor does it result in loss of working time due to telephone calls or visits.
- The services provided as part of the outside employment are not performed on NYFHT time or premises or using any property (including computers or computer time) or goods of NYFHT.
- Employers of the outside employment are clearly informed that the services are being performed by the employee without the supervision or connection with the individual's regular employment with

NYFHT.

3.7 FAMILY RELATIONSHIPS AT WORK

Family relationships can lead to conflicts of interest. **Employees must not supervise or have authority over members of their families nor of people who are in a familial or spousal arrangement with them. They must not be in a position to have influence over the salary, training opportunities, promotion or work conditions of people who are personally close to them.**

Employees whose family members or spousal equivalents join NYFHT are required to inform their immediate supervisor of the relationship at or before the time the new employee is hired. It is also the responsibility of the employee who is in the more senior or more supervisory position to inform the immediate supervisor of any new relationships so that reporting structures may be adjusted.

3.8 USE OF NYFHT PROPERTY, EQUIPMENT AND PREMISES

Employees are not allowed to use the time, property or premises of NYFHT to sell, promote or distribute non-NYFHT services or products on NYFHT property during working times to patients, employees or other people involved with NYFHT. This requirement also applies to charitable activities.

Employees must ensure that their use of NYFHT's equipment and facilities is for job-related purposes and to make sure that equipment and supplies are not lent, given away, sold, damaged, abandoned or destroyed, unless they have the approval of their immediate supervisor.

All communication, internet visits, information, faxes and voicemails sent or received while working for NYFHT are considered to belong to NYFHT and are subject to periodic inspection. All information on NYFHT cell phones and other NYFHT communication devices is the property of NYFHT, as are mail or goods delivered to any NYFHT location. Our addresses are not to be used for delivery of personal mail, faxes or packages.

3.9 USING THE INTERNET, COMPUTER SOFTWARE, EMAIL AND SOCIAL MEDIA

It is a violation of NYFHT's policy to access, use, store or print graphic or other files that are not directly related to an employee's job or business activity at NYFHT. Examples of these misuses might include, but are not limited to, the following:

- use that violates provincial or federal laws, including copyright laws
- the creation, exchange, transmission, viewing and/or downloading of messages, emails, video or data that are offensive, harassing, obscene, libelous, abusive, discriminatory, racist, sexist, pornographic, threatening or illegal
- downloading or streaming large files (e.g. video) that are not work-related or that causes congestion on the computer network
- dissemination of confidential materials
- solicitation for charitable or personal business ventures
- online gambling or other game playing
- online shopping or bidding on online auctions (e.g. eBay).

Employees who bring files from home on CD-ROM or USB drives are required to ensure that the files have been checked for viruses and spyware. Installation of specific features must be approved by the Executive Director.

Employees are not allowed to download software from the internet without approval from the Executive Director. Employees are forbidden from copying any NYFHT-owned software, files or other information onto their personal storage devices of any kind unless they have approval from the Executive Director. Personal laptops, personal computers and memory storage devices are not to be brought to work unless authorized by the Executive Director.

Occasional personal use of the internet or email is permitted outside of work time provided it does not interfere with the work of the user or of others.

3.10 PUBLIC AND MEDIA RELATIONS

The Executive Director and the Board Chair are the only people who are allowed to speak on behalf of NYFHT to the public or communication media.

To protect our public image, all employees must act with integrity in representing NYFHT. It is also important that all employees also act as “positive ambassadors” regarding NYFHT. **Employees and former employees must not publicly speak or write in a negative manner about NYFHT.** Employees must not post information about NYFHT or any people or organizations associated with it to weblogs (blogs) or other social media. Concerns or complaints about NYFHT or its employees, policies, patients, suppliers, etc. should be reported to the Executive Director.

3.11 BRANDING

An authentic, powerful brand is more than a logo or a marketing slogan. NYFHT has developed and maintained professional materials and logos as part of our branding process. Our investment in our brand will be wasted if our behavior does not match the brand’s promise. We want a powerful, clear, positive idea to come to mind whenever people think of us. Our brand is what we stand for – the values, abilities and actions that others associate with us.

All materials and communications must use a uniform and professional system of branding.

During an employee’s orientation, immediate supervisors will explain how to use our branding consistently.

3.12 DRESS CODE

Employees are expected to dress appropriately for their jobs. Appropriate clothing must be clean, modest, in good repair and suitable for a safe, clean, and therapeutic environment for patients and staff. Employees are encouraged to ask their immediate supervisors if they are unsure of these requirements.

People working with patients must not use scented products.

3.13 IDENTIFICATION BADGES

Photo identification badges must be worn by some staff, as directed by the immediate supervisor.

3.14 SMOKING

Smoking is forbidden by Provincial law inside NYFHT premises. NYFHT also does not permit the use of e-cigarettes on its premises. There are designated smoking areas outside our premises.

3.15 WORKPLACE/EMPLOYMENT HARASSMENT

NYFHT is committed to a work environment which encourages mutual respect and preserves the personal dignity of all employees. Workplace harassment can unreasonably interfere with an individual's work performance or create an intimidating, hostile or offensive working environment. We try to provide all employees with a work environment protected from illegal threats, harassment or exploitation of any nature and will not tolerate any employee being harassed because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability. Please refer to the Workplace Harassment Policy in the Joint Health & Safety Policies & Procedures binder.

3.16 WORKPLACE VIOLENCE

Workplace violence is defined as any behavior that is known or should be expected to be known to be unwelcome and which frightens, abuses, harms, demeans, embarrasses, humiliates, or annoys a person. NYFHT will not tolerate violence, fighting, threats of violence, or intimidation in the workplace. The Executive Director is responsible for assessing the risk of violence to employees, minimizing such risks, fostering the safety and security of our employees, patients, suppliers and visitors, and informing any affected employee of risks or potential risks. Please refer to the Workplace Violence Prevention Policy in the Joint Health & Safety Policies & Procedures binder.

3.17 PATIENT ABUSE

Abuse of patients by employees is not tolerated in any situation. Employees who are found to have abused a patient as defined in this policy will be subject to termination and will be reported to the relevant governing professional body, if necessary.

Abuse is the misuse of power or the betrayal of trust, respect or intimacy in the therapeutic relationship. It can take many forms, including:

- Physical, e.g. unwarranted use of physical force, confinement or restraint; pushing, shaking or striking a patient; handling a patient roughly or administering a treatment roughly
- Verbal, e.g. verbal abuse and/or other form of communication which threatens the patient, causes annoyance or discomfort, and for which there is no therapeutic value
- Emotional, e.g. infliction of mental cruelty which leaves no physical manifestation but results in emotional damage
- Sexual, e.g. sexual harassment, assault or molestation. This includes both consensual and non-consensual behavior.
- Financial, e.g. theft, extortion or irregularities in handling a patient's financial affairs
- Neglect.

Abuse also includes betraying the patient's trust or violating professional boundaries or the intimacy inherent in the therapeutic relationship, when the employee knows or ought to know that the action could cause physical, emotional or spiritual harm to the patient. Employees are expected to establish and maintain appropriate limits and boundaries in their therapeutic relationships with patients.

All employees have the obligation to report situations of suspected patient abuse. Where an employee has reasonable grounds to suspect that a patient has been abused, the employee will

immediately report this matter to the Executive Director, who will promptly investigate the matter, which may include identifying and interviewing the patient, witnesses and the individual who is alleged to have abused the patient, and reviewing relevant documentation, as appropriate.

The Executive Director and Medical Director will ensure that appropriate supports are offered to the patient and/or staff members involved (which may include medical assistance or counselling) and will determine whether immediate steps are necessary to protect employees, patients and others from harm.

In addition to the internal reporting requirements set out above, NYFHT employees are subject to mandatory external reporting requirements, including reporting duties pursuant to the *Child and Family Services Act*, *Regulated Health Professionals Act*, and *Social Work and Social Service Work Act*. It is the responsibility of all employees to be familiar with relevant legislation and legal reporting requirements and to fulfill these obligations. Failure to report incidents of abuse or suspected abuse may result in disciplinary action up to and including termination of employment. Where required or advisable, in NYFHT's sole discretion, such actions will be reported to the appropriate governing/regulatory body.

3.18 DRUG AND ALCOHOL TESTING

NYFHT reserves the right to require an employee to consent to a drug or alcohol test:

- Where an employee is involved in a workplace or work-related accident or "near-miss" incident and there is reasonable cause to believe that drug or alcohol use was involved.
- Where there is reasonable cause to believe that an employee is in violation of this policy.
- Where such testing is a condition of the employee's return to work following treatment for substance abuse.
- As otherwise required by law.

3.19 OTHER UNACCEPTABLE WORKPLACE CONDUCT

In addition to following the previous described policies, employees should ensure that none of their behaviours or activities, both during and off work hours, negatively affect NYFHT's reputation or make other employees unable to perform their jobs properly. Departures from acceptable behaviour may lead to disciplinary actions such as reprimands, dismissal or prosecution. The following list includes, but is not limited to, examples of unacceptable conduct:

- Lack of attention to work responsibilities and duties
- Insubordination
- Theft or dishonesty in dealing with NYFHT, its patients or suppliers, including use of another person's signature, falsification of or artificial entries in any records, or arrangements that result in such entries or forgery
- Unacceptable absenteeism or chronic tardiness
- Unauthorized absence, leaving the assigned place of work without permission during work hours, or using leave of absence for purposes other than for the reason it was granted
- Carrying a weapon or purposely giving the impression that you are carrying a weapon
- Possession, sale and/or use of unlawful drugs or any illegal substances on the premises of NYFHT or on NYFHT time, including work-related travel
- Improper or illegal access, use, possession, transfer, or sale of medical drugs and other healthcare-related substances that may be kept on NYFHT premises
- Starting or continuing work while under the influence of, or suffering the effects of, alcohol,

other intoxicants or any drugs (legal or illegal)

- Failure to conform to health and safety requirements, laws and regulations
- Neglect, willful abuse or destruction of NYFHT property
- Filming or photographing on NYFHT property without consent from the Executive Director and those being filmed or photographed.

3.20 DISCIPLINARY ACTIONS FOR UNACCEPTABLE CONDUCT OR PERFORMANCE

When necessary, NYFHT may apply progressive counselling actions, which means that there are more severe penalties for repeated or continuing problems. The purpose is for employees to be able to take corrective action before more serious disciplinary actions and penalties are applied. Employees will be given the opportunity to discuss concerns, problems or conflicts and to participate in developing action plans for corrective action within a timeframe acceptable to NYFHT.

The steps to progressive counselling can include:

1. A documented discussion to create awareness and to clarify expectations.
2. Escalation procedure, including actions such as suspension.
3. Termination of employment.

If corrective actions are not taken by the employee or the employee fails to improve sufficiently, termination may be the only option. Depending on the seriousness of an incident, steps in the progressive counselling process may be skipped, e.g. termination could result if an employee's behavior conclusively shows a lack of commitment or a lack of respect for co-workers, patients, or NYFHT policies and procedures, even if a problem happens only once. Termination could also result from continued failure to meet commitments made in earlier phases or continued failure to fulfill expectations.

4. BENEFITS

4.1 GROUP INSURANCE BENEFITS

Group Insurance Plans are meant to protect employees and their families from some of the financial effects of medical and dental costs and other difficult life events.

A booklet on benefits will be provided to eligible new employees during orientation to NYFHT and whenever there are changes to benefits. This information will include insurance eligibility, coverage, claims procedure, source deductions, tax implications, etc. The benefits plan providers are responsible for decisions on the eligibility for insurance and the validity and payment of claims. They may also have age restrictions for insurance coverage.

NYFHT reserves the right to amend its benefits plan at its discretion at any time without notice.

4.1.1 Eligibility for Insurance Benefits

Employees who work at least 26.25 hours per week (0.7 FTE) and have successfully completed the probationary period will be automatically enrolled in NYFHT benefits programs. NYFHT pays for these benefits, except for Long-Term Disability.

Type of Insurance Plan	Length of Service	Taxable Benefit
Extended Health Care	3 months	No
Dental Care	3 months	No
Basic Group Life Insurance	3 months	Yes
Accidental Death & Dismemberment (AD&D)	3 months	No

Employees pay their own premiums for Long-Term Disability (LTD) insurance through source deductions in case they ever need to receive the benefits of LTD insurance. The tax rules state that if employees pay the premiums, any benefits received are tax free.

NYFHT does not pay for the following optional insurance benefits:

Type of Insurance	Length of Service	Taxable Benefit
Optional Group Life Insurance Plan (employee pays premiums)	3 months	No
Long-Term Disability Plan (employee pays premiums)	3 months	No

4.2 PENSION PLAN

Saving for retirement is such an important activity for most Canadians that the government allows tax advantages to those who contribute to registered pension plans. NYFHT contributes to its employees' retirement by participating in HOOPP (the Healthcare of Ontario Pension Plan). Regular, Full-Time (1.0 FTE) employees are required to be enrolled in HOOPP as of their first date of work. Pension information will be provided to new employees during orientation to NYFHT and whenever there are changes to the pension plan.

NYFHT also allows Regular, Part-Time employees to join HOOPP if they meet the following eligibility requirements in the immediately preceding calendar year:

- worked a minimum of 700 hours
- or
- earned at least 35% of the year’s maximum pensionable earnings (YMPE).

NYFHT will inform each Regular, Part-Time employee when eligibility requirements are near to being met so that the employee can make a decision on whether or not to proceed. If the employee elects not to participate in HOOPP, the employee will complete and sign a waiver form.

4.3 VACATIONS

Vacations are an important part of helping everyone to balance work and recreation. Employees are encouraged to take vacation time to recharge themselves and to return refreshed and ready for the challenges of work life.

4.3.1 Vacation Time

NYFHT employees (regular, temporary, and hourly) earn vacation entitlement from their first day of service with NYFHT. Employees who start or stop working during a fiscal year (April 1 to March 31) will have their annual vacation entitlement pro-rated for partial fiscal years of work. Vacation time is not earned during unpaid leaves of absence, with the exception of Pregnancy and Parental leave.

Vacation time is accrued by the employee as follows:

Completed Years of Service	Accumulation Rate per Month	Vacation Days per Fiscal Year	Vacation Pay as a % of Salary
Less than 5 years	1.67 days	20	8%
5 but less than 6 years	1.75 days	21	8.4%
6 but less than 7 years	1.83 days	22	8.8%
7 but less than 8 years	1.92 days	23	9.2%
8 but less than 9 years	2 days	24	9.6%
9 but less than 15 years	2.08 days	25	10%
15 years or more	2.5 days	30	12%

Vacation time should be requested on the HRIS Employee Self-Serve website at least 2 weeks ahead. Written authorization is required from the immediate supervisor for any vacation taken.

4.3.2 Vacation Pay

While employees are on paid vacation, there is no change to their pay deposits. The chart above shows the percentages used to calculate the amount of vacation pay.

Employees who have been allowed to take more vacation than their entitled amounts may “owe” a small number of days to NYFHT until they “earn” those days. If they leave NYFHT before accumulating the “owed” days, the excess time is deducted from a final pay as unpaid time off.

NYFHT may make other agreements with some employees regarding their vacation time.

4.3.3 Vacation Scheduling

NYFHT may schedule some of the vacation time to meet its own needs. The dates for NYFHT-scheduled vacations will be published well in advance. Employees should try to request discretionary vacation time at least three months before the proposed vacation starting date and preferably no later than two weeks ahead. Vacation is granted, based on employee preference, lead time provided by the employee, length of service, and staffing needs of NYFHT.

Employees who do not use all their vacation time in the fiscal year in which it is earned may carry vacation time to the first nine months of the following fiscal year. Vacation entitlement carried forward and not taken may be subject to forfeit. If occasional operating circumstances require that an employee not take vacation, all the unused vacation time is carried over to the next year. No payment in lieu of vacation will be made to current employees.

4.4 ATTENDANCE AND ABSENCES

Employees should advise Management as soon as possible when they will be absent and should try to estimate when they will return. They should also provide justifiable reasons for their absences and information on where they can be reached during their absences. Employees should be well enough to work when they return or they may be sent home.

When an employee is absent and has not notified NYFHT of the absence, the employee may be discharged, unless notifying NYFHT was not reasonably possible.

4.4.1 Personal Days

Although NYFHT is not required nor expected by law to pay for days off for occasional illness or personal matters, and these days are not an entitlement, NYFHT will allow Regular Salaried Full-Time, Regular Salaried Part-Time, and Temporary Salaried employees to take 10 paid Personal Days per fiscal year. These Personal Days can be used as full days or partial days for sick time for the employee or his or her family, for childcare or eldercare, for medical or personal appointments, etc. For partial fiscal years and for Part-Time employees, the days will be pro-rated to the nearest half day. No more than two Personal Days may be used during any new employee's probationary period.

All Personal Day requests are to be made using the HRIS Employee Self-Serve website and are subject to the approval of the employee's immediate supervisor. Other than for unexpected illness or emergency events, the employee is expected to give his or her immediate supervisor as much notice as possible that one or more Personal Days will be used. For emergencies, employees are expected to contact the immediate supervisor on the same day to notify him or her of the absence.

Once the Personal Days have been used, any other non-vacation time off will be unpaid, with the exception of bereavement leaves, which will continue to be at the discretion of the Executive Director. There is no cash value, accumulation or carryover of unused Personal Days to future years.

When an employee's performance is being evaluated, the amount of time off is considered. A medical certificate may be required for frequent or extended periods of sick time, whether the time off was paid or not. Employees who are unable to perform their duties because of excessive time off may have their employment terminated, although NYFHT tries to accommodate employees who become unable to meet their work requirements due to injury or serious illness.

Employees are encouraged to schedule medical appointments before or after work whenever possible. For appointments during the work day, they are expected to notify the immediate supervisor and request the use of a full or half Personal Day.

4.4.2 Family Medical Leave

All Ontario employees are entitled to take up to eight unpaid weeks in a 26-week period for Family Medical Leave. The requirements for Family Medical Leave are that you are needed to provide care and support to a specified family member for whom a qualified health practitioner has issued a certificate indicating that the family member has a serious medical condition and that there is significant risk of death occurring within a period of 26 weeks.

If you need to take Family Medical Leave, please contact the Executive Director. A written request in advance, or as soon as possible after a sudden emergency, is essential and should show the reason and proposed dates for the leave. While an employee is on Family Medical Leave, NYFHT will continue to pay its share of premiums on the employee's benefits.

4.4.3 Pregnancy and Parental Leave

NYFHT follows the Employment Standards Act of Ontario on pregnancy and parental leave. Employees who need such leave should request the leave, in writing, from their immediate supervisor. Pregnancy and parental leaves are unpaid. Employees are expected to give notice, in writing, at least four weeks before starting pregnancy or parental leave. During pregnancy and parental leaves, NYFHT will continue to pay its portion of benefits premiums.

4.5 BEREAVEMENT LEAVE

When an employee must be absent due to the death of a close relative or close personal friend, NYFHT may allow up to three days of compassionate leave with pay, depending upon circumstances. Under unusual circumstances where attendance of immediate family at a funeral requires extensive time or travel, up to two additional paid days may be granted. For deaths outside the immediate family, NYFHT may allow one day of absence with pay. The employee should request the time off through the immediate supervisor, who discusses individual circumstances with the Executive Director before deciding how much leave time to grant.

4.6 CONTINUING EDUCATION AND TRAINING

Courses

Employees and/or their immediate supervisors may deem some courses or training/education programs to be necessary to enhance their work at NYFHT. Employees may receive full or partial reimbursement for registration and tuition fees, subject to prior approval of the programs by their immediate supervisor. Reimbursement will be provided upon satisfactory completion of the programs. If a program is not successfully completed, all fees paid by NYFHT for it will be deducted from pay. The immediate supervisor's advance approval is also required in situations where the employee asks to use a specified amount of work time for course attendance and/or for study.

Conferences

Employees who would like to attend professional development conferences that could benefit NYFHT may receive reimbursement for registration fees and for other expenses related to the conferences, subject to prior approval by the immediate supervisor. The immediate supervisor's advance approval is also required in situations where the employee asks to use a specified amount of work time for conference attendance, or to make up missed time.

During the probationary period, employees are not permitted to take part in NYFHT-funded training and educational programs, unless otherwise decided by the Executive Director.

4.7 PROFESSIONAL CERTIFICATION

All employees sign hiring letters which include as a condition of current and continuing employment that they are required to maintain registration with their professional association and to remain in good standing throughout the duration of their relationship with NYFHT. Any breach of professional standards as identified with a regulating body may be cause for immediate removal from their positions, until such time as any breach is resolved and verified by the regulating body. Employees are required to notify NYFHT immediately whenever they become aware of any change or limitation to their status that could impact their ability to practice. Any changes to license credentials that are not reported will be grounds for immediate dismissal for cause. Employees are responsible for their own membership, maintenance or licensing fees to ensure that their ongoing registration and membership with their professional associations remain in effect.

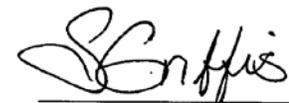
4.8 INDEMNIFICATION

NYFHT may provide legal representation and indemnification through its insurance company to employees in legal proceedings arising out of alleged acts or omissions in the performance of their duties, if the employee has acted honestly and in good faith. This does not include offences under the Highway Traffic Act.

Legal representation and indemnification will not be provided if NYFHT is satisfied that an employee knowingly and intentionally acted in direct violation of NYFHT policies, procedures, instructions or directives, had no reasonable grounds to believe his or conduct was lawful, or committed fraudulent, criminal or malicious acts.

Potential or actual legal proceedings, complaints or claims (including lawsuits), demands for payment, and complaints to the Human Rights Commission, the Ombudsman or any professional licensing body must be reported immediately to the Executive Director, who will decide whether exclusive carriage of handling of the defense of any claim, including settlement, should be assumed by NYFHT or whether separate counsel should be retained. A legal representative will be appointed at no cost to the employee if it has been determined that the employee has acted honestly and in good faith.

An employee will be required to retain separate counsel, if it appears that the interests of NYFHT and the employee may be adverse. Whether legal costs of separate counsel will be paid by NYFHT will be determined by the Executive Director on a case-by-case basis. If an employee fails to cooperate with his or her appointed legal representative, NYFHT may refuse to represent the employee and recommend that the employee retain separate legal counsel at his or her own expense. NYFHT will not be responsible for legal fees or disbursement, or reimburse such expenses when an employee chooses to retain separate legal counsel without prior knowledge and written approval from NYFHT.



Executive Director

North York Family Health Team
Employee Manual
Version 1.0

Employee Acknowledgement

I, _____ (Please print name), have read and understood the **North York Family Health Team Employee Manual**. I understand that it is my responsibility to be familiar with the content of this document and to ask questions on any matters that I don't understand. I also understand that the information in this document may be subject to change and that changes will be communicated to me through my immediate supervisor.

Once signed, please send this form to <mailto:hr@nyfht.com> or return to the reception desk in Suite 301.

Signature of Employee

Date