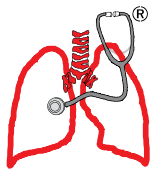




EMPLOYEE WELCOME BOOK




PIMA LUNG & SLEEP

Pulmonary Medicine • Critical Care Medicine • Sleep Disorders Medicine



ACCREDITED MEMBER CENTER



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WELCOME



Welcome to **Pima Lung & Sleep** (the “Company” or “PL&S”). Congratulations for being selected to join our dynamic team of medical professionals!

This Welcome Book is provided for informational purposes. Nothing contained herein shall operate as to modify your “at-will” employment status. Guidelines, procedures, practices, and benefits may be adopted or modified by the Company in its discretion from time to time to meet the changing needs of the practice and office operations. You will be notified of any adoptions or modifications as they occur.

This Welcome Book that has been given you is Version: June 2018.

Questions on any matter pertaining to employment should be directed to Dr. Sarah Puri only.

We thank you in advance for the important contributions you will make to Pima Lung & Sleep, PC. We hope your association with Pima Lung & Sleep will bring you great professional growth and satisfaction!

The Watermelon Story

TEAMWORK

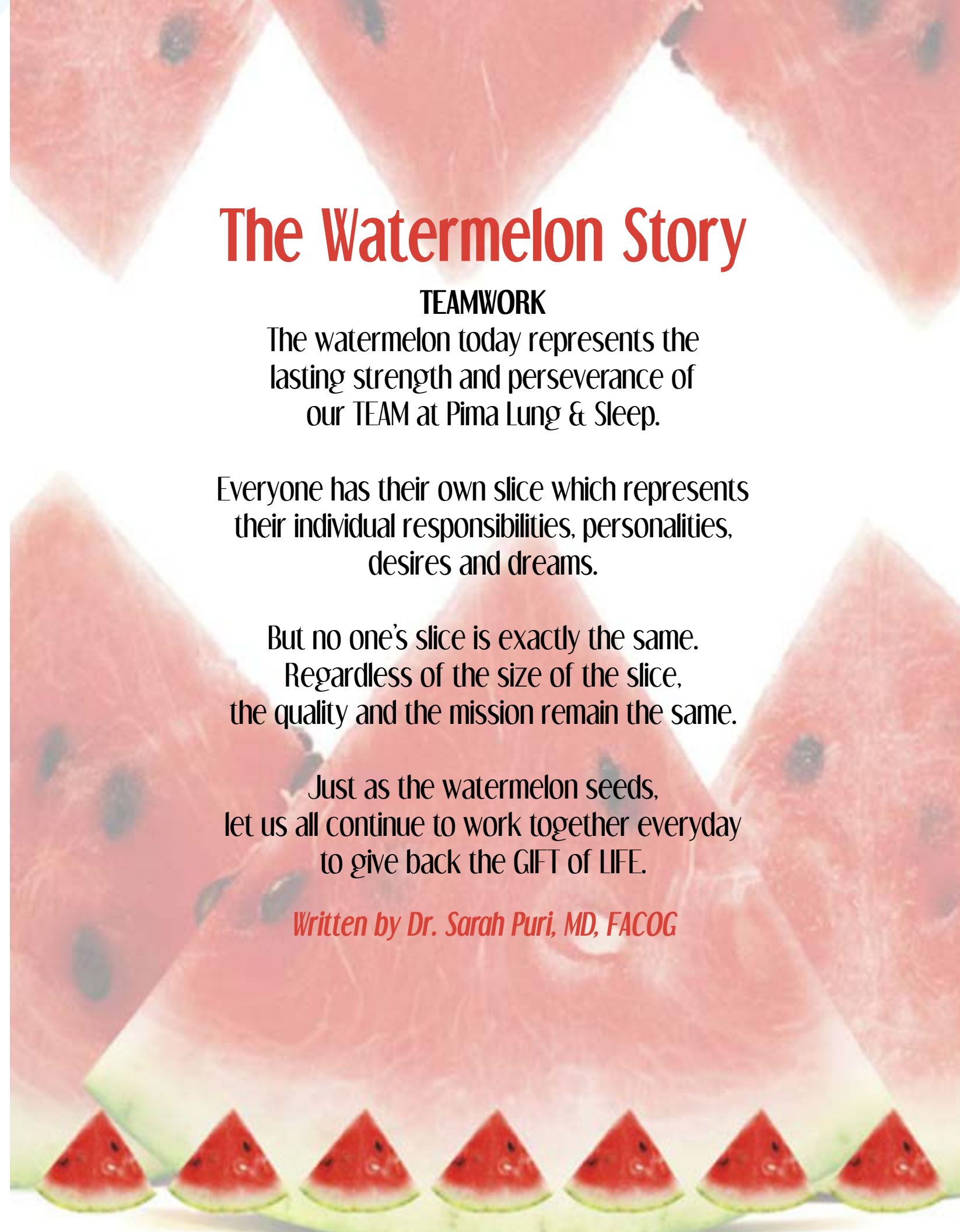
The watermelon today represents the lasting strength and perseverance of our TEAM at Pima Lung & Sleep.

Everyone has their own slice which represents their individual responsibilities, personalities, desires and dreams.

But no one’s slice is exactly the same. Regardless of the size of the slice, the quality and the mission remain the same.

Just as the watermelon seeds, let us all continue to work together everyday to give back the GIFT of LIFE.

Written by Dr. Sarah Puri, MD, FACOG





Personal Work Space

Pima Lung & Sleep has provided you with a clean, professional work environment. In order to keep our environment clean, you are not permitted to eat, drink or store food at your desk. You are permitted to drink water at your desk however, we do prefer the water be stored in a container with a lid. We have a break room that was designed to give you a place to eat and keep your lunch and drinks. For protection of your personal belongings, we have provided you with lockers. Please keep such items as purses and backpacks in the lockers.

Internet Usage

PLS may provide you with internet access to help you do your job. This document explains our guidelines for using the internet. You may only use the internet for job related activities. We do not allow personal use of the internet.

All internet data that is written, sent or received through our computer system is part of official PLS records. This means that we can be legally required to show that information to law enforcement or other parties. Therefore, you should always make sure that the business information contained in internet email messages and other transmissions is accurate, appropriate, ethical and legal.

The equipment, services and technology that you use to access the internet are the property of PLS. Therefore, we reserve the right to monitor your use of the internet. We also reserve the right to find and read any data that you write, send or receive through our online connections or that is stored in our computer systems.

You may not write, send, read or receive data through the internet that contains content that could be considered discriminatory, offensive, obscene, threatening, harassing or intimidating to any employee or other person.

Examples of unacceptable content include (but are not limited to) sexual comments or images, racial slurs, gender specific comments, or other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristics protected by law.

PLS does not allow the unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the internet. As a general rule, if you did not create the material, do not own the rights to it, or have not received authorization to use it, you may not put the material on the internet. You are also responsible for making sure that anyone who sends you material over the internet has the appropriate distribution rights.

To protect against computer viruses, you may not download a file from the internet without getting authorization in advance.

If you use the internet in a way that violates the law or PLS policies, you will be subject to disciplinary action, up to and including termination of employment. You may also be held personally liable for violating this policy.

The following are some examples of prohibited activities that violate this internet guideline:

- ◆ Sending or posting discriminatory, harassing or threatening messages or images
- ◆ Using the company's time and resources for personal gain
- ◆ Stealing, using or disclosing someone else's code or password without authorization
- ◆ Copying, pirating or downloading software and electronic files without permission
- ◆ Sending or posting confidential material, trade secrets, or proprietary information outside of the company
- ◆ Violating copyright laws
- ◆ Failing to observe licensing agreements
- ◆ Engaging in unauthorized transactions that may incur a cost to the company or initiate unwanted internet services and transmissions
- ◆ Participating in the viewing or exchange of pornography or obscene materials
- ◆ Sending or posting messages that defame or slander other individuals
- ◆ Attempting to break into the computer system of another organization or person
- ◆ Refusing to cooperate with a security investigation
- ◆ Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities
- ◆ Using the internet for political causes or activities, religious activities, or any sort of gambling
- ◆ Jeopardizing the security of the company's electronic communications systems



- ◆ Sending or posting messages that disparage another organization's products or services
- ◆ Passing off personal views as representing those of the company
- ◆ Sending anonymous email messages
- ◆ Engaging in any other illegal activities

Cell Phone/Personal Device Usage

Due to a history of employee abuse regarding cell phone/device use (calls, texting, internet browsing, etc.), employees may not use, carry or have available in the workplace any personal cellular phones, smart phones, or other electronic devices (tablets, etc.) while on duty. Employees are required to place all such phones/devices into their individually-assigned cubby-holes in the break/lunch room, which will make the phones/devices available to employees during their lunch breaks. The only exceptions made to the foregoing requirements will be for employees who have received prior written authorization from Dr. Sarah Puri due to a demonstrated work-based need for use of such a phone/device. Emergency calls to and from employees should therefore be made/received via the PL&S office phone system.

Use of Phone and Mail Systems

PLS telephones are intended for business calls. You are not permitted to make personal long distance or toll calls from PLS phones. Due to a history of employee abuse of this policy, PLS long distance/toll call procedures are now as follows. Employees will now be assigned their own personal phone codes which will be necessary in order to place any long distance or toll calls from PLS telephones. These codes are for each employee's individual use and may not be shared with anyone else. As each PLS employee is responsible for all use of his/her assigned phone code, employees are warned to keep their phone codes secret from other employees. Employees are required to log all of their long distance/toll calls from PLS telephones, identifying the date, time and number called, the name of the person/entity called, and the business purpose of the call. The logs will be matched up against the phone bill. If any long distance/toll calls are not

on the logs, or are otherwise identified by PLS as not being legitimate business calls, this will result in: (1) disciplinary action, up to and including termination, against the employee(s) assigned the phone codes used for such calls; and (2) deduction of the pro-rata phone charges from such employee's/employees' next paycheck(s).

Personal phone calls through the office land lines are also not allowed except in emergency situations.

Our telephone communications are an important reflection of our image to customers and the community. Always use proper telephone etiquette (see page 9) such as using the approved greeting, speaking courteously and professionally, repeating information back to the caller and only hanging up after the caller hangs up.

You may not use PLS postage or metering for your personal mail. The postage is intended only for official business related mail.

If you violate the above Pima Lung & Sleep guideline, you will be subject to disciplinary action, up to and including termination of employment.

Personal Appearance/Dress Code

Pima Lung & Sleep, PC wants employees to reflect an appropriate business image to patients, visitors and vendors. How you dress, your personal grooming and personal cleanliness standards all contribute to that image and to the morale of your coworkers.

During business hours or whenever representing Pima Lung & Sleep, PC, you are expected to present a clean, neat and tasteful professional business-like appearance. You should always dress and groom yourself according to the requirements of your position and accepted social standards. This is particularly true if your job involves dealing in person with patients, vendors and visitors.

The CEO and Management are responsible for establishing a reasonable dress code appropriate to the job you perform. If Management feels your personal appearance is inappropriate, you may be asked to leave work until you can return properly dressed or groomed. If this happens, you will not be paid for the time you take away from work. Be sure to consult with Management if you have any questions as to what constitutes appropriate appearance.

When necessary, Pima Lung & Sleep, PC will make a reasonable accommodation to this guideline for a person with a disability, or in response to a request for a legitimate religious accommodation.

TECHNICAL STAFF are expected to wear scrubs or business casual attire. Shoes must provide safe, secure footing and offer protection against hazards in all patient treatment areas.

CLERICAL STAFF are to wear scrubs or business casual attire. Under no circumstances is staff, technical or clerical, permitted to wear jeans, athletic wear, sweats, flip flops, etc.

Restrictions:

- ◆ Tank tops, tube or halter tops, or shorts may not be worn under any circumstances
- ◆ Shirts with offensive or suggestive language can not be worn
- ◆ All clothing should be in good repair, free of tears, holes and stains
- ◆ Mini-skirts, sweatpants, spaghetti straps (straps need to be 2” wide), “too tight” clothing and visible undergarments are not permitted
- ◆ All skirts and dresses can be no shorter that 3” from the knee joint
- ◆ Midriffs and cleavage can not be visible
- ◆ Sheer or see through clothing exposing undergarments are not permitted
- ◆ Jeans of any type are not permitted to be worn by the staff
- ◆ Denim blouses, shirts, skirts and jackets are not permitted
- ◆ Hairstyles are expected to be in good taste. Hair should be clean, combed and neatly trimmed or arranged. Shaggy, unkempt hair is not permissible regardless of length
- ◆ Unnaturally colored hair or extreme hairstyles do not present an appropriate professional appearance
- ◆ Excessive makeup is not permitted
- ◆ Offensive body odor and poor personal hygiene are not acceptable
- ◆ Perfume, cologne and aftershave lotion should be used minimally or avoided altogether since many individuals may be fragrance sensitive
- ◆ Jewelry may not be functionally restrictive, dangerous to job performance or excessive
- ◆ Facial jewelry (such as eyebrow rings, nose rings, and tongue studs) must not be worn at any time during business hours
- ◆ Multiple ear piercings must not be worn
- ◆ Torso body piercings with visible jewelry, or jewelry that can be seen through or under clothing must not be worn during business hours;
- ◆ Visible or excessive tattoos and similar body art must be covered during business hours.

Any employee who does not meet the standards of this policy will be required to take corrective action to be in compliance with the dress code and personal appearance policy of Pima Lung & Sleep, PC. Employees will not be compensated for any work time missed due to failure to comply with this policy. Continued violations of this policy will result in disciplinary action up to and including termination of employment.

Equal Employment

The goal at PLS is to recruit, hire, and maintain a diverse workforce. Equal employment opportunity is the law and applies to all areas of employment. PLS affords equal opportunity to all employees and prospective employees without regard to, and does not discriminate on the basis of, race, color, sex, religion, age, disability/handicap, veteran status, ancestry, national origin, genetic information or any other basis that would be in violation of applicable federal, state or local law, with regard to the following: the terms, conditions and privileges of employment, including but not limited to application procedures, hiring, discharge, advancement/promotion, demotion, training, compensation, benefits, and decisions affecting the status as an employee. Furthermore, PLS will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship to PLS.

The Genetic Information Nondiscrimination Act of 2008 (GINA) prohibits employers and other entities covered by GINA Title II from requesting or requiring genetic information of an individual or family member of the individual, except as specifically allowed by law. To comply with GINA, we are asking that (absent PLS’s identification of any of the specific exceptions allowed by law) you *not provide* any genetic information when responding to a PLS request for medical information. “Genetic information,” as defined by GINA, includes an individual’s family medical history, the results of an individual’s or family member’s genetic tests, the fact than an individual or an individual’s family member sought or received genetic services, and genetic information of a fetus carried by an individual or an individual’s family member or an embryo lawfully held by an individual or family member receiving assistive reproductive services.

Sexual Harassment and other Unlawful Harassment or Discrimination

Sexual harassment and discrimination at Pima Lung & Sleep, PC is prohibited and is in violation of Federal and State law. It is the guideline of Pima Lung & Sleep, PC to provide a work environment free of harassment and discrimination. As a preventative measure, this guideline condemns any act that constitutes any form of harassment, including but not limited to racial, ethnic, religion, age, or sexual harassment, and Pima Lung & Sleep PC will take disciplinary measures, including termination, to ensure compliance with the guideline set forth herein.

Pima Lung & Sleep, PC will not tolerate conduct by any internal or external party that harasses, disrupts, or interferes with an employee’s work performance or which creates an intimidating, offensive, or hostile environment. While all forms of harassment are prohibited, Pima Lung & Sleep, PC wishes to emphasize that sexual harassment, including opposite-sex harassment and same-sex harassment, is specifically prohibited.

Definition of Sexual Harassment

Quid pro quo sexual harassment consists of unwelcome sexual advances, any request for sexual favors, and other verbal or physical conduct of a sexual nature when:

- ◆ Submission to such conduct is made explicitly or implicitly a term or condition of an individual’s employment or participation in Pima Lung & Sleep sponsored activities; or
- ◆ Submission to or rejection of such conduct by an individual is used as the basis for decisions affecting such individual’s employment or participation in Pima Lung & Sleep, PC sponsored activities.

A **hostile work environment** is one in which unwelcome conduct of a sexual nature creates an uncomfortable work environment for some employees. A hostile environment includes such behaviors as sexual pictures, calendars, graffiti, obscene jokes, gestures, offensive language, comments about physical attributes, unwanted touching, leers, etc. Such conduct also includes the use of information systems (e-mail, Internet, etc.) for the display or transmission of sexually explicit messages, images, or jokes. Any act that a reasonable person would find offensive is in violation of this guideline.

Unlawful Harassment and Discrimination

Harassment and discrimination in violation of Federal, State and/or local law is prohibited at Pima Lung & Sleep, PC. This policy bars any acts which constitute any form of illegal discrimination or harassment *based upon membership in any protected class*, including but not limited to race, color, religion, sex, pregnancy, age, national origin, disability, veteran status, and genetic information, and Pima Lung & Sleep PC will take disciplinary measures, including termination, to ensure compliance with this policy.

Pima Lung & Sleep, PC will not tolerate conduct by any internal or external party which constitutes illegal harassment and/or discrimination.

While all forms of illegal harassment are prohibited, Pima Lung & Sleep, PC wishes to emphasize that sexual harassment, including opposite-sex harassment and same-sex harassment, is specifically prohibited (as detailed below).

At the same time, however, employees are reminded that laws prohibiting workplace discrimination and harassment are not intended to create a general civility code for the workplace. Not every from of objectionable workplace conduct amounts to illegal discrimination or harassment.

Retaliation

Any form of illegal retaliation for engaging in protected activity under applicable federal, state and/or local laws is strictly prohibited.

Mandatory Reporting Procedure

Each employee has a responsibility to maintain a workplace free from any form of illegal harassment or discrimination and to report any complaints of potentially illegal harassment or discrimination. Any employee who in good-faith believes that he/she or anyone else has been subjected to any form of potentially illegal harassment or discrimination (whether by a supervisor, co-worker, visitor, vendor, patient or anyone else) **MUST IMMEDIATELY REPORT** this to his/her supervisor. The supervisor must then immediately report the complaint to the PL&S HR Representative and/or Dr. Sarah Puri. Employees also have the option to file a complaint directly with Dr. Sarah Puri or another management member.

PLS strictly prohibits retaliation against any employee for good-faith reporting allegations of potentially illegal harassment, discrimination or retaliation. Any employee who believes that he/she or anyone else has been subjected to illegal retaliation **MUST IMMEDIATELY REPORT** this to his/her supervisor. The supervisor must then immediately report the complaint to the PL&S HR Representative and/or Dr. Sarah Puri. Employees also have the option to file a complaint directly with Dr. Sarah Puri or another management member.

All complaints will be investigated promptly and will be handled confidentially (to the extent reasonably possible in order to conduct an investigation). All employees are required to fully cooperate in any investigation. Employees who report harassment, discrimination or retaliation will be notified of the outcome of the investigation to the fullest extent possible, and consistent with any confidentiality concerns. When the investigation indicates inappropriate conduct may have occurred, disciplinary action will be taken up to and including discharge. If the employee is not satisfied with the handling of a complaint or action taken, the employee must submit a written appeal to Dr. Sarah Puri within 10 working days from the date of notification of the investigation results. The decision of the doctor is final.

Return of Property

PLS may loan you items to help you do your job such as but not limited to:

- ◆ Identification badges
- ◆ Keys
- ◆ Manuals
- ◆ Security Passes
- ◆ Uniforms
- ◆ Written materials

You are responsible for protecting and controlling any property we loan you. You must also return it promptly if we ask. If you stop working at PLS, you must return all PLS property immediately.

If you do not return the property and if law allows, we may take money from your paycheck to cover the cost. We may also take legal action to get back our property.

Pay Advances

At PLS we do not provide pay advances on unearned wages.

Hours Worked & Overtime

Employees shall provide accurate and complete time sheets and billing data. In submitting time sheets or billing data, each employee certifies that the time sheets/billing data is accurate, and that each employee has not worked/billed hours different or beyond those submitted on that employee's timesheet.

All hours worked by non-exempt employees must be recorded and reported to PLS. However, non-exempt employees may not work overtime unless approved in advance – and in writing – by Dr. Sarah Puri. Failure to comply with this requirement will lead to discipline, up to and including termination.

Pay

It is PLS's policy and practice to accurately compensate employees, and to prohibit improper pay deductions, in compliance with all applicable laws. To ensure that you are paid properly for all time worked and that no improper deductions are made, you must correctly record all work time and promptly review your paychecks/paystubs to identify and to report all errors. If there is a mistake regarding your pay, you **MUST IMMEDIATELY REPORT** the mistake to Dr. Sarah Puri, and PLS will promptly investigate make any necessary correction/pay reimbursement.

Pay Period/Pay Day

The PL&S work week begins at 12:01 a.m. on Friday, and ends at midnight the following Thursday. The PL&S pay period is two successive work weeks. Pay day is the Wednesday following the conclusion of each pay period (i.e., every other Wednesday).

Unauthorized/Excessive Breaks & Time Card Accuracy

It is the longstanding policy of PLS that employees only take permitted breaks, and that employees accurately record on their time cards break time actually taken.

TAKING EXCESSIVE LENGTH OR UNAUTHORIZED BREAKS AND/OR FAILING TO ACCURATELY ACCOUNT FOR BREAKS ON TIME CARDS (WHICH CONSTITUTES TIME-CARD FRAUD) WILL NOT BE TOLERATED. PLS will periodically conduct random audits of the security system and employee time cards with respect to these issues. Any violations of this policy will result in serious discipline, including but not limited to suspension without pay or termination.

Paid Time Off (“PTO”)

Every full-time PL&S employee (i.e., who is regularly scheduled to work 40 hours/work week) is provided with a “fund” of time to use for vacation, sick, and personal reasons. This fund is referred to as Paid Time Off (PTO). The details regarding PTO, including differences in PTO for Staff and Managers, is discussed in the Benefit Information Chart on Page 8 below.

PTO may be taken at any time during the year, except that it must be scheduled in advance to avoid conflicts with other employees' time off and is subject to workload demands. To schedule PTO, all PL&S employees must make their request in writing at least thirty (30) days prior to the anticipated time off, and get the prior written approval of the PL&S HR Representative and Dr. Sarah Puri. In emergency situations, the requirement of prior written approval may be waived by Dr. Sarah Puri.

Smoking/Tobacco Use

PLS prohibits all smoking on company premises (including within a reasonable distance of company premises, as defined under Arizona law), and prohibits employees from using tobacco in any form while on company premises or while working (including, but not limited to, an employee's presence at any location beyond PLS's premises while working). As used in this provision, “tobacco use” or “using tobacco” includes any use of any form of tobacco, including inhaling/exhaling, burning and/or chewing tobacco, and includes use of electronic cigarettes (and similar devices). Solely for purposes of this Policy, the term “employee” shall mean any person who performs any service on a full-time, part-time or contracted basis whether or not the person is denominated an employee of PLS, independent contractor or otherwise and whether or not the person is compensated or is a volunteer.

Any employee or other affected person can register a complaint regarding violation of this Policy. Employees shall register all complaints (whether their own, or whether made to them by an affected person) with his/her immediate supervisor, department head, or Dr. Sarah Puri. PLS will not discharge or retaliate against any employee for exercising any rights afforded by A.R.S. 36-601.01 or reporting or attempting to prosecute a violation of A.R.S. 36-601.01. If an employee feels that he/she or another has been discharged or retaliated against in violation of the foregoing, the employee **MUST IMMEDIATELY REPORT** this under the Mandatory Reporting Procedure (regarding harassment, discrimination and/or retaliation) outlined in this Welcome Book.



Absenteeism Policy

We expect PLS employees to be reliable and punctual. You should report for work on time and as scheduled. Unplanned absences can disrupt work, inconvenience other employees, and affect productivity. If you have a poor attendance record, a history of excessive tardiness, or a pattern of tardiness and/or absenteeism, you may be subject to disciplinary action, up to and including termination of employment.

If you need to be absent, late or leave early for **any** reason, you immediately must notify Dr. Sarah Puri MD, CEO **and** the PL&S HR Representative. Text messages are not acceptable. Failure to notify both parties will result in a no-show status and disciplinary action. You will be required to furnish documentation/proof of the reason for your absence from a third party to the Human Resources Director on the day you return to work. It is your sole responsibility to provide this documentation to the HR Director.

Visitors in the Workplace

Only visitors who are properly authorized may be on PLS premises. This helps to maintain safety standards, safeguard employee and customer welfare, protect our property and facilities, guard confidential information against theft, and reduce potential distractions and disturbances.

For safety and security reasons, we ask that you discourage family and friends from visiting you at work. If you do have a visitor, we will ask you to meet that person outside of your work area.

All visitors should enter PLS at the main entrance. If you have visitors, you are responsible for their conduct and must watch out for their safety. If you see any unauthorized person at work, notify your supervisor immediately or direct the person to the main entrance.

Barred Items and Actions

The following employee items and actions are prohibited:

- ◆ Utilizing a work computer (including, but not limited to, use of internet and/or email) to access, view, generate, distribute, etc., pornography and/or sexual material
- ◆ Soliciting funds or selling any item, commodity, or service in the workplace
- ◆ Foul or offensive language in the workplace
- ◆ Taking pictures or use of any camera and/or video camera in the workplace (excluding authorized use of the workplace safety/surveillance system)
- ◆ Electronic cigarettes, e-cigarettes, 510 e-cigs, eGO, APVs, Mods, Vape Pens
- ◆ Making recordings or use of any recording device in the workplace and/or of any other agent or patient/client of Pima Lung & Sleep (excluding authorized use of a workplace recording system designed to record patient conversations/calls for quality and/or training purposes)
- ◆ Provocative clothing (or clothing which presents a safety hazard) in the workplace
- ◆ Any form of weapon or explosive (including, but not limited to, all firearms and knives) in the workplace
- ◆ All forms of tobacco (including, but not limited to, cigarettes, loose tobacco and chewing tobacco) in the workplace
- ◆ Alcohol, medical marijuana or illegal drugs (including legal drugs otherwise to be used in an illegal manner) in the workplace
- ◆ Being in the workplace while under the influence of alcohol or illegal drugs, or with detectable levels of alcohol or illegal drugs (or the metabolites of illegal drugs) in your system
- ◆ Unauthorized use, or misuse, of PL&S medical prescription pads

Reporting Workplace Injury/Illness

Employees **MUST IMMEDIATELY REPORT** any known or suspected on-the-job injury or illness, whether of themselves or another employee, and regardless of how insignificant or minor the injury or illness may appear at the time. If the nature of the injury or illness makes it impossible to immediately report, it should be reported as soon as possible after such injury/illness occurs. All applicable laws and regulations pertaining to occupational injuries and illnesses will be followed and complied with at all times. Failure to report an injury or illness could result in loss of Workers' Compensation benefits and possibly lead to corrective action up to and including termination.

Health & Safety:
Communicable Diseases Policy

Pima Lung & Sleep’s decisions involving persons who have communicable diseases shall be based on current and well-informed medical judgments concerning the disease, the risks of transmitting the illness to others, the symptoms and special circumstances of each individual who has a communicable disease, and a careful weighing of the identified risks and the available alternative for responding to an employee with a communicable disease.

Communicable diseases include but are not limited to **Tuberculosis**, Measles, Influenza, Viral Hepatitis-A (infectious hepatitis), Viral Hepatitis-B (serum hepatitis), Human Immunodeficiency virus (HIV infection), AIDS, AIDS-Related Complex (ARC), Leprosy, and Severe Acute Respiratory Syndrome (SARS) . Pima Lung & Sleep may choose to broaden this definition within its best interest and in accordance with information received through the Centers for Disease Control and Prevention (CDC). Please see an abbreviated list of Com-

municable Diseases on Table 1. Communicable Diseases are transmitted by different mechanisms which can be reviewed on Table 2.

Pima Lung & Sleep will not discriminate against any job applicant or employee based on the individual having a communicable disease. Applicants and employees shall not be denied access to the workplace solely on the grounds that they have a communicable disease. Pima Lung & Sleep reserves the right to exclude a person with a communicable disease from the workplace facilities, programs and functions if the organization finds that, based on a medical determination, such restriction is necessary for the welfare of the person who has the communicable disease and/or the welfare of others within the workplace.

Pima Lung & Sleep will comply with all applicable statutes and regulations that protect the privacy of persons who have a communicable disease. Every effort will be made to ensure procedurally sufficient safeguards to maintain the personal confidence about persons who have communicable diseases.

Abbreviated List of Communicable Diseases

TABLE 1

VIRUSES	BACTERIA	FUNGI	PROTOZOANS	RICKETTSIAS
•Common Cold •Influenza •Viral Pneumonia •Viral Hepatitis •Polio •Mono •Measles •AIDS •Viral Meningitis •Chicken Pox •Herpes •Rabies •Small Pox	•Tuberculosis •Bacterial Foodborne Illness •Strep Throat •Diphtheria •Gonorrhea •Lyme Disease •Bacterial Pinkeye •Bacterial Pneumonia •Bacterial Meningitis	•Athlete’s Foot •Ringworm •Vaginal Yeast Infection	•Malaria •Amoebic Dysentery •Sleeping Sickness	•Typhus •Rocky Mountain Spotted Fever

Truncated List on how Communicable Diseases are Transmitted

TABLE 2

Direct Contact	Indirect Contact	Airborne Transmission
•Touching •Biting •Kissing •Sexual Contact •Sneezing •Coughing •Pregnant Women can pass disease to unborn child through placenta	•Contaminated Objects •Vectors (flies, mosquitoes, ticks) •Water and Food	•Travel through the air for a long time or distance •Don’t settle quickly on surfaces

Workers’ Compensation

Occupational illnesses and injuries arising out of and in the course of employment are paid for by Workers’ Compensation insurance, subject to the provisions of Arizona’s Workers’ Compensation statutes and regulations, and including the preclusions and exceptions stated therein. Employees have the right to reject Workers Compensation, but any such rejection must be in writing, dated, signed by the employee, in the form prescribed by law, and provided to Dr. Sarah Puri prior to an injury occurring. See A.R.S. § 23-906(B) & (C). Such “Notice of Rejection” forms are available and may be obtained from Dr. Sarah Puri.

Professional Relationship

It is very important to Pima Lung & Sleep that we keep the employee/physician relationship a professional one. For this reason, staff is not to ask the physicians of PLS for samples of medications or a prescription for medications that are for personal use. It is also forbidden for the staff to take any of the sample medications for personal use.

If you are experiencing health issues, we ask that you work with your personal primary care physician or specialist regarding what is best for your care.

Suggestion Program

We have a suggestion program at PLS. All regular employees are eligible to participate in the suggestion program.

A suggestion is an idea that will help PLS solve a problem, reduce costs, improve operations or procedures, enhance customer service, eliminate waste or spoilage, or make PLS a better or safer place to work. A suggestion should not just tell about the problem. A suggestion should not be about co-workers or management. Instead, a suggestion should include ideas about how to solve or improve the situation. All suggestions should describe the problem or situation, explain your solution or improvement in detail, and give reasons why your suggestion should be used. You must submit your suggestion on a suggestion form (see page 13). If you have questions or need advice about your suggestion ideas, see your supervisor for help.

Submit your suggestions to Dr. Sarah Puri. After it is reviewed, it will be forwarded to the Suggestion Committee. As soon as possible, you will be told if your suggestion is accepted or rejected. If your suggestion is accepted, you will receive special recognition. The suggestion form is included in this booklet on page 13.

If you have any concerns, questions or uncertainties about the above stated guidelines, you should speak with Dr. Sarah Puri or your Team Leader as soon as possible.

Insubordination

PLS has the right to expect that orders will be followed and that a supervisor’s authority will be respected and not undermined. Some examples of insubordination are: (a) refusal to follow reasonable and proper instructions; (b) insolence in actions or language, profanity, or threats toward a supervisor without due provocation; or (c) refusal to accept assignment to suitable work.

Insubordination creates serious problems in the workplace and will not be tolerated. Any instances of insubordination will be immediately addressed by PLS through the use of warnings, suspension, or immediate dismissal.

At Will Employment

All employees are advised, and understand, that this Welcome Book is not a contract, and that employment with PLS is of an indefinite duration and is in all respects “AT WILL”. Employment may be terminated by PLS or by the employee at any time, with or without cause, with or without notice, for any reason not prohibited by law or for no reason at all, and with or without procedural formality. No present or past practice and/or procedure, or course of dealing of PLS and/or its management and no assurance, commitment, communication, representation, inducement or promise, written or oral, express or implied, including, without limitation, those contained in any manual, or those made during the hiring process or after the commencement of employment, shall have any legal force or binding effect upon PLS so as to alter, in any way, the “AT WILL” nature of the employment relationship. The “AT WILL” employment relationship can only be altered by a written agreement executed by both the employee and PLS CEO Dr. Sarah Puri.

Employment Eligibility

Pima Lung & Sleep complies with all state and federal laws regarding immigration compliance. Employees will be required to fill out an I-9 form and are subject to employment eligibility verification through the e-verify system.



BENEFIT INFORMATION

	Full Time: 80 hours/pay period	Part Time: <80 hours/pay period
Health Benefits	YES, eligible for health insurance after employed for 90 days	NO
Part Time: <80 hours/pay period	YES, Subject to availability	YES, Subject to availability
Personal Time Off (PTO) to include: Vacation Sick Personal	<p>Staff: No PTO is allowed to be used during the first 120 days of employment. PTO is accrued at 3.33 hours per month up to 40 hours per year and becomes available for use after 120 days. If employment is terminated prior to 120 days then accrued PTO time is forfeited. Advance use of PTO time is not allowed. If no PTO time is available, any approved time off is unpaid. PTO reset occurs on employment anniversary date. For PTO hours which were accrued prior to July 1, 2013, employees may continue to carryover up to 40 of such PTO hours into each subsequent year (as marked by the employee's anniversary date). For PTO hours which are accrued on and after July 1, 2013, employees may not carryover any such PTO hours into a subsequent year (as marked by the employee's anniversary date), and any such PTO hours not used by the end of each such year will be forfeited. Any PTO hours used by employees on and after July 1, 2013, will be deducted: first from any PTO accrued prior to July 1, 2013; and then from any PTO accrued on/ after July 1, 2013. It shall remain the policy and practice of PL&S that accrued, but unused, PTO shall not be paid upon termination (for any reason) of employment.</p> <p>Managers: No PTO is allowed to be used during the first 120 days of employment. PTO is accrued at 6.66 hours per month up to 80 hours per year and becomes available for use after 120 days. If employment is terminated prior to 120 days then accrued PTO time is forfeited. Advance use of PTO time is not allowed. If no PTO time is available, any approved time off is unpaid. PTO reset occurs on employment anniversary date. For PTO hours which were accrued prior to July 1, 2013, employees may continue to carryover up to 40 of such PTO hours into each subsequent year (as marked by the employee's anniversary date). For PTO hours which are accrued on and after July 1, 2013, employees may not carryover any such PTO hours into a subsequent year (as marked by the employee's anniversary date), and any such PTO hours not used by the end of each such year will be forfeited. Any PTO hours used by employees on and after July 1, 2013, will be deducted: first from any PTO accrued prior to July 1, 2013; and then from any PTO accrued on/ after July 1, 2013. It shall remain the policy and practice of PL&S that accrued, but unused, PTO shall not be paid upon termination (for any reason) of employment.</p>	NO
Holidays	<p>6 DAYS PAID 8 HOURS: New Year's Day, Christmas Day, Thanksgiving Day, Memorial Day, Labor Day, 4th of July</p> <p><i>Note: These hours are paid only if the holiday in question falls on your regularly scheduled shift.</i></p>	<p>6 DAYS PAID 4 HOURS: New Year's Day, Christmas Day, Thanksgiving Day, Memorial Day, Labor Day, 4th of July</p> <p><i>Note: These hours are paid only if the holiday in question falls on your regularly scheduled shift.</i></p>

PHONE ETIQUETTE

"Good morning/afternoon. Dr. Puri's office.
This is _____. How may I help you?"
The person at the other end of the phone cannot see your facial expressions or gestures and the impression he/she receives depends on what he/she hears. The telephone carries your voice at its natural volume and pitch so smile when answering a call. Do not shout but speak clearly and distinctly.

Answering Calls

Answer promptly (before the third ring if possible).
Before picking up the receiver, discontinue any other conversation or activity such as eating, chewing gum, typing, etc., that can be heard by the calling party.
Speak clearly and distinctly in a pleasant tone of voice.
Use the hold button when leaving the line so that the caller does not accidentally hear conversations being held nearby.
When transferring a call, be sure to explain to the caller that you are doing so and where you are transferring them.
Remember that you may be the first and only contact a person will have with Pima Lung and Sleep and that first impression will stay with the caller long after the call is completed.
If the caller has reached the wrong extension, be courteous. Attempt to find out where they should call/to whom they should speak. They will greatly appreciate it.
When the called party is not in, the following responses should be used both to protect the privacy of the office staff and to give a more tactful response:



WHAT YOU MEAN:

TELL THE CALLER:

"He is out."	<i>"He is not in the office at the moment. Would you like to leave a message?"</i>
"I don't know where he is."	<i>"He has stepped out of the office. Would you like to leave a message?"</i>
"He is in the men's room."	<i>"He has stepped out of the office. Would you like to leave a message?"</i>
"He hasn't come in yet."	<i>"I expect him shortly. Would you like to leave a message?"</i>
"She took the day off."	<i>"She is out of the office for the day. Can someone else help you or would you like to leave a message?"</i>
"He doesn't want to be disturbed."	<i>"He is unavailable at the moment. Would you like to leave a message?"</i>
"She is busy"	<i>"She is unavailable at the moment. Would you like to leave a message?"</i>

Good Telephone Procedures

Remember that you are representing Pima Lung & Sleep and etiquette is very important. Using phrases such as “thank you” and “please” are essential in displaying a professional atmosphere.

Make sure to answer before the third ring.

“Good morning, Dr. Puri’s office. This is Reena. How may I help you?” Use a greeting that is going to give the caller the impression that we are in fact professional and pleasant.

If you are currently on one line and another line rings:

Tell the first caller to “please hold.”

Place caller on hold.

Answer the ringing line saying, “Good morning, Dr. Puri’s office. This is Reena, please hold.”

Place second caller on hold.

Return to first caller and complete the call.

Go back to the second caller.

Say, “Thank you for holding, how may I help you?”

NOTE: Sometimes you will have many lines ringing all at once. Please remember to write down the names of the calls holding so you avoid asking who the caller is more than once.

Screening Calls

Answer the phone by saying: “Good afternoon, Dr. Puri’s office. This is Reena. How may I help you?”

If the caller asks to speak with Sarah (for example), ask “May I tell her who is calling?”

Ask the caller “What is this in regard to?”

When transferring the call, wait for Sarah to answer.

Let her know the name of the caller and the reason for the call.

Wait for a response as to whether the call will be taken.

If Sarah wishes to take the call, transfer the call.

If Sarah does not wish to take the call, tell the caller: “Sarah is not available, may I take a message?”



Taking Messages

Be prepared with pen and message slip when you answer the phone.

When taking messages be sure to ask for:

Caller’s name (asking the caller for correct spelling.)

Caller’s phone number and/or extension (including area code)

What the call is in regard to.

Repeat the message to the caller.

Be sure to fill in the date, time, and your initials.

Handling Rude or Impatient Callers

Stay calm. Try to remain diplomatic and polite.

Getting angry will only make them angrier.

Always show willingness to resolve the problem or conflict.

Try to think like the caller. Remember, their problems and concerns are important.

Offer to have your supervisor talk to the caller or call him/her back if the caller persists. LEADERS: Be willing to handle irate callers. Speak slowly and calmly. Be firm with your answers, but understanding. Sometimes the irate caller just wants someone in a supervisory capacity to listen to their story even if you are unable to help them.

Good Telephone Habits for Everyone

Whether answering the phone or making phone calls, using the proper etiquette is a must in order to maintain a certain level of professionalism. Proper etiquette leaves callers with a favorable impression of you and Pima Lung & Sleep. You’ll also find that others treat you with more respect and are willing to go out of their way to assist you if you use the proper etiquette.

Answering Your Phone

Answer your calls within three rings.

Always identify yourself when you answer the phone: “This is _____.”

Speak in a pleasant tone of voice, the caller will appreciate it.

Learn to listen actively to others without interrupting.

Use the hold button when leaving a line so that the caller does not accidentally overhear conversations being held nearby.

If the caller has reached a wrong number, be courteous. Take the time to find out where they should be calling/to whom they should be speaking.

Making Calls

When you call someone and they answer the phone, do not say “Who am I speaking with?” without first identifying yourself: “This is Reena. To whom am I speaking?”

Always know and state the purpose of the communication.

When you reach a wrong number, don’t argue with the person who answered the call or keep them on the line. Say: “I’m sorry, I must have the wrong number. Please excuse the interruption.” And then hang up.

If you told a person you would call at a certain time, call them as you promised. If you need to delay the conversation, call to postpone it but do not make the other person wait around for your call.

If you don’t leave a number/message for someone to call you back, don’t become angry if they are not available when you call again.

Keep in mind the Golden Rule when it comes to phone etiquette. Don’t make people dread having to answer their phone or call you or Pima Lung and Sleep.

Returning Calls

Return messages within 24 hours. If it will take longer than 24 hours, call the person and advise him/her. Callers should feel comfortable that you are checking your messages daily.

Leaving a Voicemail Message for Another Person

Speak clearly and slowly.

Be sure to leave your name and number. It’s best to say it at the beginning and end of your message.

Keep messages short and to the point.

Remember that you want to leave the person you are calling with a good impression of you.

Leave the date and time you called in the message.

Let the person know the best time to call you back.

Cover one topic in one message; specify what you want the recipient to do.

Fifteen Words and Phrases That Keep Patients Calm

- 1. Hello!
- 2. I’m sorry to keep you waiting.
- 3. Good morning!
- 4. Thank you for waiting.
- 5. Please.
- 6. It was nice talking with you.
- 7. Thank you.
- 8. Is there anything else I can do for you?
- 9. I’m very sorry.
- 10. Thank you for coming in (or calling).
- 11. It’s been a pleasure to serve you.
- 12. Excuse me.
- 13. You’re welcome.
- 14. I’d be happy to do that for you.
- 15. May I help you?



Are You Sure You’re Understood?

“You didn’t tell me I needed to complete my new patient paperwork!”

Those words from a caller (or walk-in) will send anyone reaching for the aspirin - especially when they know they conveyed the right information. But before you blame the caller, keep this in mind: Real communication occurs only when the other person thinks you said the same thing you think you said. If a caller doesn’t understand something you said, you have not communicated effectively with them.

To prevent misunderstandings (and save an aspirin!), listen closely to what you say. Try these tips:

Check your presentation. Speak distinctly, at a moderate pace, with enough volume to be heard clearly. Don’t mumble, turn away from the phone, or rush through sentences.

Stay with your caller. Don’t give important information when the caller doesn’t appear to be listening. Instead, use an introductory phrase to get the caller’s attention: “Sir?” “Ma’am?” “Excuse me...”

Use everyday language. When you must use a term callers may not understand, explain it.

Repeat, or spell out, information. All names, addresses, numbers, and dates should be repeated or spelled out. Be specific. Instead of saying, “We’ll be open again tomorrow,” say “We’ll be open from 8am-5pm tomorrow.” For confusing numbers, say, “That’s 30: three-zero” or “13: one-three.”

Encourage questions. This technique is especially useful for complex topics. Again, be careful that you don’t talk down to the caller: “I know I’ve covered a lot. Is there anything you’d like me to review?” Or, “Before we hang up, is there anything I was not clear about?”

Six Most Frequent Caller Complaints

Remember that presentation is everything. Treat callers as you would hope they would treat you. The way you present yourself on the phone can leave lasting impressions of you and Pima Lung & Sleep.

1. "The telephone rings for a long time before it is answered."

Try to answer calls within 3 rings. Callers become frustrated when they feel that their call is not important to you.

2. "They place me on hold for sometimes, it seems, hours."

If you find yourself placing many calls on hold, write down the name of the caller and a brief description of what they are calling about. If the caller has been holding for quite a while and you know they will be holding even longer, pick up the line and say: "I'm sorry, but the person you want to speak to/need to speak to is still unavailable. Do you want to continue to hold or would you like me to take a message?"

3. "The line is busy for hours."

Try to keep calls short. Do not stay on the line longer than is necessary.

4. "They don't clearly listen to my needs before they transfer me to the wrong person."

Listen to the caller carefully! Before transferring them, be sure you understand what the caller wants. Repeat what they said back to them. This gives the caller a chance to clarify his/her situation. You may receive many calls about the same issue, but treat each caller as an individual and don't jump to conclusions.

5. "The person says, 'Wait', and then talks to other co-workers without putting me on hold so that I can't hear their small talk."

Use the hold button! Whenever you are going to leave a caller to check something or to help someone else, use the hold button. Callers shouldn't hear the background noise of your office even if it will be for a short while. If what a caller hears is different from what you tell them, they may be confused or angry.

6. "They answer with an aggravated voice, as if I disturbed them by calling."

Remember that patients are the reason there is a practice. It is difficult to stay polite all the time, especially during the high volume periods. But again, your disposition reflects you and Pima Lung and Sleep. Try to treat each caller as you would hope to be treated.

At the End of the Day....

At the end of the day, spend a few moments reflecting on what you have accomplished. Tally up the good experiences against the bad. You might be surprised to find that on any given day, there were many more "pluses" than "minuses." Because you are a professional, it's natural to remember and be concerned about the negative patient contacts you experience. But don't let the negatives overwhelm you; take those few minutes to tally the successes.



The Health Insurance Portability and Accountability Act of 1996 , as supplemented by the HITECH Act of 2009 (collectively, HIPAA) are federal laws that apply to health plans, health care providers and health care clearinghouses. The HIPAA legislation is complex and has many components. The three areas of legislation that are the major focus for PL&S include: (1) Privacy – provides rules in regard to how an individual's health information may be used and disclosed; (2) Transaction and Code Sets – requires the use of standard transaction formats and code sets when an individual's financial/health information is transmitted electronically; and

(3) Security – requires specific security measures to be in place to protect an individual's health information that is sent or stored electronically. PL&S provides all new employees with a HIPAA overview during new employee orientation. Some employees, depending on their job duties, will require additional training. Please check with your supervisor to determine if you require additional training. **Violations of HIPAA are extremely serious and may result in disciplinary action up to and including termination as well as civil and criminal fines and even jail time.**

SUGGESTION FORM

A suggestion is an idea that will benefit the organization by solving a problem, reduce costs, improve operations or procedures, enhance customer service, eliminate waste or spoilage, or make the organization a better or safer place to work. Statements of problems without accompanying solutions, or recommendations concerning co-workers and management are not appropriate suggestions. If you have questions or need advice about your idea, contact your supervisor for help. (Attach additional sheets if necessary.)

Employee Name: _____ Position: _____

Department: _____ Date Submitted: _____

Description of the problem or condition to be improved: _____

Explanation of the proposed solution or improvement: _____

Reasons why it should be implemented: _____

Employee's Signature: _____ Date: _____

For administrative use: Date Received: _____ Date of Reply: _____



POLICIES SUPPLEMENT

ATTENDANCE/TARDINESS

Leadership of Pima Lung & Sleep is responsible for the scheduling of an adequate number of qualified employees to meet the needs of patients under treatment at any given time in the clinic. To insure that this responsibility is fulfilled, employees / contractors of the clinic are scheduled for work and are scheduled for on-call duties

Absence / tardiness is defined as any scheduled work time missed by an employee, which has not been approved in advance by the supervisor. Scheduled time off, i.e., family medical leave, vacation, not considered absence for purposes of this policy. This policy is intended to cover recurring absence / tardiness only.

When an employee’s record begins to reflect a problem, the employee should be counseled. Generally, a problem exists when an employee has one or more absences or tardiness within a calendar month or six or more within a six-month period or other patterns, which are indicative of a problem.

Excessive absenteeism/tardiness is determined by taking into account:

- 1. The length of time during which the employee has a poor attendance/tardiness record.
- 2. The reasons for the employee’s absence (e.g., major illness, car trouble, etc.)

If absenteeism/tardiness continues, disciplinary action, up to and including discharge could take place.

It is the supervisor’s responsibility to monitor the attendance of employees in their area / division.

ACTION BY:

Supervisor

Employee.....

Supervisor

Administration

Supervisor

Employee.....

Supervisor

Administration

Supervisor

ACTION:

Determines attendance/tardiness problem exists.

Prepares written documentation to employee detailing (1) the problem, (2) what steps must be taken to correct the situation and (3) the consequences if improvement does not occur.

Meets with employee to discuss the attendance/tardiness issue.

Reviews the documentation with the employee, making certain that the employee understands the specific corrective action that is required.

Acknowledges, by their signature, that the document has been seen and reviewed.

May disagree, in writing, on the documents.

Returns document to HR for employee file.

Files documentation in employee’s personnel file.

If any additional instances of absenteeism occur, the employee will receive a second warning from their supervisor informing that: (1) the problem still exists and that the appropriate corrective action was not taken, (2) what immediate corrective action is required necessary, and (3) that the next disciplinary step will be termination of employment.

Meets with employee to review the second warning.

Acknowledges the second warning.

Forwards documentation to Human Resources.

Files in employee’s file.

Determines if additional instances of absenteeism/tardiness have occurred.

Final documentation is prepared and reviewed by Clinic President and Human Resources to prepare for employee termination.

Presents to employee third and final report informing them of termination for absenteeism.

Collects clinic property and escorts employee from building.

DISCHARGE FOR CAUSE

The role of the employee is to perform required activities in a timely, quality cooperative manner with the objective of service and quality treatment for the patient having the highest priority.

In order to achieve this objective in a coordinated, efficient manner, employees will be directed to perform activities. These activities must be related to fulfilling the objectives of providing quality patient care and/or all of the associated support functions. All activities must be in accordance with federal, state statutes and the clinic rules and regulations.

Failure of employees to comply with specific duties, responsibilities, or other clinic rules and regulations may be grounds for termination.

Termination for poor performance will follow progressive disciplinary procedure and violation of clinic rules and regulations may be grounds for immediate termination.

All recommendations for discharge for cause must be discussed with the Chief Executive Officer for compliance with Human Resources policy and procedure.

Discharge for Cause is a decision rendered at the executive level following a careful evaluation of facts and circumstances from any one or more of the following:

ILLUSTRATIVE REASONS FOR DISCHARGE FOR CAUSE

- ◆ Possession, use or sale of non-prescribed drugs or alcohol in the facility
- ◆ Failure to submit to, or a positive drug or alcohol test
- ◆ Possession or use of firearms or other weapons
- ◆ Theft
- ◆ Insubordination
- ◆ Lying
- ◆ Any action that jeopardizes patient safety
- ◆ Sleeping on duty
- ◆ Sexual or racial harassment or other violations of a patient's or employee's Civil Rights
- ◆ Misappropriation of company funds
- ◆ Falsification of expense statements
- ◆ Falsification of employment application or resume
- ◆ Spreading malicious rumors
- ◆ Failure to declare time-off
- ◆ Violation of Clinic policies, procedures, rules & regulations
- ◆ Unethical Conduct
- ◆ Gross misconduct
- ◆ Smoking on the premises
- ◆ Assault or harassment of employees or visitors
- ◆ Negligence or willful behavior leading to damage to Clinic property
- ◆ Failure to sign Confidentiality Agreement
- ◆ Accepting tips or borrowing money from patients
- ◆ Absence of three consecutive days without notice
- ◆ Unauthorized removal of clinic records or property from the clinic premises.
- ◆ Conviction of offense in any of the following categories:
 - ◆ Possession, or selling of narcotics, crimes involving deadly weapons or of a violent nature. If any employee is charged with any of these offenses, he may be suspended without pay pending the outcome of his trial. If the employee is found guilty, he will be terminated; if found not guilty, he will be reinstated.
- ◆ Failure to fulfill the requirements of the job.

PERFORMANCE IMPROVEMENTS AND DISCIPLINARY ACTIONS

It is the policy of Pima Lung & Sleep, PC., that action taken to correct employee conduct and / or performance should be applied consistently and with respect for the rights and dignity of employees and should be taken for the purpose of meeting business objectives and responsibilities. The performance improvement or disciplinary action to be used in a particular situation will be solely at the discretion of management. An employee may be terminated without advance notice at any time, with or without cause. In some circumstances, Pima Lung & Sleep, PC may elect to place an individual on unpaid leave while the determination of the appropriate disciplinary action is made or a situation investigated.

Employees who violate rules, policies and practices, whether written or orally, posted or not, will be subject to disciplinary action. Generally, disciplinary action at Pima Lung & Sleep, PC., will be in three stages.

1. Verbal warning

2. Written warning

3. Termination

Based on the severity of the incident or Chief Executive Officer discretion, discipline may bypass the first or second state and result in immediate termination.

Following are examples of some, but not necessarily all, violations of Pima Lung & Sleep, PC., policy, rules, and regulations, which are more likely to result in immediate termination:

- ◆ Falsifying Pima Lung & Sleep, PC., or patient documents or reports or failure to complete as required Pima Lung & Sleep, PC., or patient documents or reports.
- ◆ Betraying Pima Lung & Sleep, PC., or patient confidentiality.
- ◆ Failure to protect employees, Pima Lung & Sleep, PC., personnel or the public from conditions immediately dangerous to life and health.
- ◆ Theft of Pima Lung & Sleep, PC., property, including any property of a patient.
- ◆ Failure to report to work without notice.
- ◆ Consuming, possessing or offering illegal drugs on work time or working under the influence of alcohol or controlled substances.
- ◆ Harassing employees or patients, instigating a fight or fighting, or becoming physically or orally threatening to employees or patients on Pima Lung & Sleep, PC., premises.
- ◆ Utilizing, endangering or threatening another person with a weapon on Pima Lung & Sleep, PC., premises.



DRESS REGULATIONS

Standards of dress will be followed by employees in order to present a professional appearance to patients, co-workers and others who may enter the office.

Uniforms

Uniforms must be appropriate as determined by the Chief Executive Officer of Pima Lung & Sleep. They must be neat, clean and appropriate for professional work and reflect the image that the office wants to project to others.

General Dress Code

All clothing worn by employees must be neat, clean and appropriate for professional work. Hair styles, clothing and jewelry should conform to the best business and professional standards. Blue jeans, clog-type shoes, jean jackets, et cetera are not acceptable and will not be worn in the office.

Name Tags

The office will provide a name tag for each employee upon employment. When received, the name tag is considered as a part of the uniform and is to be worn at all times by the employee when on duty. The name tag is to be worn on the outside of the clothing and in plain and obvious view.

Penalty for Improper Attire

As a result of contact with patients and the public, it is imperative that the work attire of all employees be appropriate and identify them as office employees. For this reason, the employee may be sent home by the Chief Executive Officer of Pima Lung & Sleep for reporting to duty in a substandard uniform or attire, or be subject to disciplinary action.

Reasonable Period of Time for Obtaining a Proper Uniform

It is expected that each employee will obtain a proper uniform before beginning employment. The employee will be informed of uniform requirements before beginning work and will be allowed ample time in which to acquire the proper attire, which is considered to be a part of the requirements for employment.

HARASSMENT

Pima Lung & Sleep, PC., will not tolerate any form of harassment: physical, sexual, racial, oral, religious or otherwise. It is the responsibility of all employees to report such occurrences immediately to the Chief Executive Officer. This includes inappropriate remarks, gestures, innuendoes, uninvited touching and visual conduct that creates an intimidating or hostile working environment. Documented occurrences will result in actions being taken by the Chief Executive Officer.

Any employee who believes this has happened or is made to feel uncomfortable will immediately notify the Chief Executive Officer. Confidentiality must be maintained.

Investigation will be conducted under the direction of the Chief Executive Officer and the Chief Executive Officer.

The offended employee will be notified of any actions taken and will not be persecuted for reporting such occurrences.

Disciplinary action for harassment of any employees, patients, visitors, guests and/or others on Pima Lung & Sleep, PC., premises may range from a verbal or written warning up to and including immediate termination.



OVERTIME

Employees who work more than forty (40) hours in a work week (from 12:00 a.m., on Monday through 11:59 p.m., Sunday) are eligible for an overtime premium of fifty percent (50%) of their base pay for hours in excess of forty (40). This will be in addition to their normal pay rate. Combined, eligible employees will earn 1½ times or one hundred and fifty percent (150%) of their base pay rate for hours worked in excess of forty (40).

The fifty percent (50%) overtime premium is calculated on the base pay rate and is not based upon additional payments such as call pay, or any other pay add-ons.

Paid-Time-Off (PTO) hours do not count toward the forty (40) hours worked when calculating overtime. Overtime is based only on actual hours worked.

To be eligible to receive overtime pay, and employee must meet these requirements:

1. **Must be a non-exempt, hourly employee.**
2. **Must be scheduled for overtime or approved by the Chief Executive Officer or Chief Executive Officer in advance for the overtime.**
3. **Must indicate the overtime hours on time sheet and be approved by the Chief Executive Officer.**

UNAUTHORIZED OVERTIME

Non-exempt (i.e., hourly) employees may not work overtime unless approved in advance & in writing by Dr Sarah Puri MD. Failure to comply with this requirement will lead to discipline, up to and including termination.

It is the obligation of each non-exempt employee to ensure that they only work while on the clock. At the same time, it is also the obligation of each non-exempt employee to be aware of how many hours he/she has worked as of each Thursday morning (the last day of the work week), and to ensure that he/she has concluded working and clocked out on Thursday **without working any overtime for that workweek**. The only exception is if the employee has received prior written authorization to work overtime for that particular work week.

MEAL BREAKS / PERIODS

Meal breaks / periods of thirty (60) minutes will be granted to employees scheduled to work a minimum of five hours consecutively. These periods will be scheduled and/or approved by the Chief Executive Officer of Pima Lung & Sleep to ensure proper functioning of the office.

The employee will take meal breaks / periods as scheduled or permitted and will return to duty promptly

No employee will "automatically" take a meal break / period without proper relief if it means leaving a work station unattended.

No wages will be paid for the time taken for meal breaks / periods when work is not being performed.

Employees are to take lunch in designated areas in the office and not at their own work area of the office which would interfere with patient care or the work of a fellow employee.



PERFORMANCE EVALUATION

It is the policy of Pima Lung & Sleep to periodically and routinely evaluate the job performance of each employee. This evaluation will be carried out according to the guidelines outlined by the Administration Policies and Procedures, and will be objectively based on criteria set forth in the job description and evaluation criteria developed for each position.

Three months (90 calendar days) after each new employee begins work.

Each employee is evaluated annually thereafter.

Progress Report as deemed necessary by the Chief Executive Officer Pima Lung & Sleep.

Proper documentation of each employee’s job performance will be maintained and recorded on the appropriate form by the evaluator. This document will become a permanent portion of each employee’s personnel file.

90-day Evaluation

This document is completed for each new employee following three months of employment. The Chief Executive Officer Pima Lung & Sleep and employee should use this as a progress report and to make recommendations for the direction of future performance.

Annual Performance Evaluation for all Employees

This document is completed annually for all employees. This is a complex and comprehensive evaluation and should be used by the Chief Executive Officer Pima Lung & Sleep and the employee to evaluate each area of the job, suggest improvements, set goals and objectives for the future and measure job performance for the time period stated.

Standard forms for performance reviews are utilized by the Chief Executive Officer Pima Lung & Sleep who initiates the written document completes the employee review session and submits the final document(s) to Administration according to written guidelines.



SICK / EMERGENCY CALL-IN

Employees are expected to report for work on time and on a regular basis. If an employee is going to be late or absent for any reason, it is the employee’s responsibility to inform his / her supervisor as soon as possible of the illness or injury. Notification from another employee or friend is not acceptable, except in emergency situations.

SUBJECT:	Sick/Emergency Call-In
Action By:	Action
Employee	Calls immediate supervisor informing them of illness/emergency necessitating their absence from scheduled work and when they are expecting to return to work. Conforms to departmental guidelines concerning call-in lead-time. Must bring in a physician’s excuse each time they call in sick.
Administrator.....	Documents time off for time sheet reporting.
Company	Reserves the right to request the employee to be seen by a physician of the organization’s choosing

TERMINATION OF EMPLOYMENT

Voluntary Resignation:

Employees may terminate their employment with the Company at any time, with or without notice and with or without cause. However, the Company requests that non-exempt employees give at least two weeks written notice of resignation. Exempt employees are expected to give at least one month written notice. Voluntary resignation, the employee will not receive payment of accrued PTO.

Involuntary Resignation:

Separation may be necessary due to lack of work or the employee’s unsatisfactory performance, as determined by the Company. The determination will be made by the appropriate manager and approved by the Chief Executive Officer. Written termination notice will be given to the employee. The final paycheck will be processed through the regular payroll cycle and will include hours worked during the pay period. Involuntary resignation will not receive payment of accrued PTO.

Termination for Cause:

Failure to adhere to Company policies/procedures will result in termination. Discharge for Cause is a decision made the Chief Executive Officer following a careful evaluation of facts and circumstances. An employee terminated for cause will not receive payment for accrued PTO.



OFFICE MANNERS AND ETIQUETTE

Subject	DO	DO NOT
Answering the Telephone	<p>“Good Morning/Afternoon/Evening, thank you for calling Pima Lung & Sleep. How may I help you.”</p> <p>“Good Morning/Afternoon/Evening, thank you for calling Pima Lung & Sleep. This is Maria speaking. How may I help you.</p> <p>Pick-up the telephone as soon as possible - not on the third/fourth ring.</p> <p>If you dial the wrong number, apologize sincerely rather than rudely hanging up (besides being rude, many people have caller ID)</p> <p>Get quickly to the point with any business call.</p> <p>Ask callers, “May I place you on hold?”</p> <p>Respond to any request, “It would be my pleasure.”</p> <p>When announcing a call to another party, ask first whether the person to receive the call is available.</p>	<p>“Yes” (abrupt and impersonal).</p> <p>“Pima Lung & Sleep” (too abrupt - impersonal).</p> <p>Place people on hold for more than twenty seconds.</p> <p>Eat or chew while talking.</p> <p>Take telephone calls while a visitor is in your office or cubicle unless you are expecting an important telephone call.</p>
Meeting with Someone	<p>If the person you would like to see is meeting with someone or is on the telephone:</p> <p>If not urgent, return later when the person is available.</p> <p>If “urgent” (and there are not many urgent situations), e-mail a message to the person. If they do not acknowledge you and the situation is “extremely urgent” (the building is on fire), politely excuse yourself and hand the person a brief note explaining the “urgent” situation.</p> <p>If the person you would like to see is alone in their office:</p> <p>Knock on the door and await being asked to enter the office.</p> <p>Ask if the person has the time now (state approximate number of minutes) and the-subject matter, or whether you should return at a later time.</p>	<p>Knock on the door, interrupting the meeting or discussion.</p> <p>Walk into the office interrupting the meeting or discussion.</p> <p>Stand at the door, waiting to be recognized if you are not acknowledged.</p> <p>Stand at the door and say, “I just need a quick minute of your time”.</p> <p>If asked to please return later, do not attempt to explain your situation in an attempt to gain access.</p> <p>Walk into the office uninvited.</p> <p>Stand at the door, waiting to be recognized if you are not acknowledged.</p> <p>Stand at the door and say, “I just need a quick minute of your time”</p>



Subject	DO	DO NOT
Office Etiquette	<p>Conversation volumes:</p> <p>Maintain low volumes in your voice so as to not disturb others.</p> <p>Close office or conference room doors if the volume of the conversation will extend outside the office.</p>	<p>Yell to attract another’s attention.</p> <p>Speak or laugh in high volumes.</p> <p>Begin reading items on their desk unless specifically invited to do so.</p>
Meeting Etiquette	<p>Arrive on time.</p> <p>If you are asked to take a seat, sit down and wait quietly until the person you are meeting with is ready to commence.</p> <p>If they take a telephone call, ask politely if you should leave the office and return later so that they can speak in private.</p> <p>Be clear and concise in your discussion.</p> <p>Bring pertinent materials with you that will add value to the meeting or conversation.</p> <p>Ensure each participant has a clean copy of pertinent information.</p> <p>If meeting in the conference rooms, notify the Chief Executive Officer that you are using the rooms and for what length of time.</p> <p>When leaving the conference rooms, ensure they are clean.</p> <p>Do not bring in personal beverages unless the person you are meeting with has approved of this in advance. Do not place your beverage on the desk unless you have been given a coaster.</p> <p>Thank the person for their time upon conclusion of the meeting.</p>	<p>Be late if you have an appointed time for the meeting.</p> <p>Waste time by being unprepared.</p> <p>Take chairs from the conference room for your area.</p> <p>Make rude, off-color and put-down remarks or unjust criticisms.</p>
Breakroom Etiquette	<p>Pima Lung & Sleep’s break room is for the relaxation and enjoyment of all employees and guests. As such, the break room should be clean and organized at all times.</p> <p>Place your used dishes in the dishwasher and not in the sink.</p> <p>Clean-up spills and messes from the microwave, tables, counters and floors.</p> <p>Run the dishwasher as required so that dirty dishes do not accumulate along with food odors</p>	<p>Place dirty dishes in the sink to be taken care of later by someone.</p> <p>Allow items to fall or spill on the floor without cleaning afterwards.</p> <p>Allow boxes and bags of trash to sit outside the trash canister - waiting for someone else to take care of it.</p> <p>Leave dated foods in the refrigerator.</p> <p>Leave coffee grounds in the coffee maker.</p>



EMAIL ETIQUETTE

"There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it."
- Dale Carnegie (1888 -1955)

In the past, company employees took pains to make sure every document produced was letter perfect, with flawless spelling and punctuation. To do less was to invite the recipient to think poorly of the writer. We have gone away from being thoughtful in the way, we compose our communications. E-mail is seen as a form of informal communication that doesn't worry about style, nouns, verbs, and objects. We need to get back to thinking "This is business," and that everything we put in e-mail is a reflection of us as professionals in the workplace and a reflection on our organization.

You might be asking why do we need Email Etiquette. The answer is very simple. The purpose is to maintain efficiency, clear communication and professionalism in an organization. Email is a huge part of any Company's communications to customers, to business partners and internally within the company. Due to the omnipresence of Internet-based communication, email etiquette is one of the most important skills employed in the workplace today.

On the flip side, there are many employees who belittle the importance of email communication and do not follow appropriate e-mail etiquettes. E-mails have become extremely important in today's world of communication. Most of the business is conducted over the internet through E-mails. **Don't forget that emails are a form of "written" communication.**

When sending emails, you want your messages to look good when they land in the inbox. Because when your emails look good, your company & you looks good too. And that can lead to more people actually paying attention to your emails, trusting the business represented, and acting on the messages you send out

Before you "Hit SEND". You all are going to get an "Email Makeover" to transform you into an "Email PRO".

Rule 1 – Answer Swiftly
ONE HOUR = the Formal Pima Lung & Sleep Standard of Email Response Time If your CEO, Boss, or Management send you email **because they want quick responses**. The **Global average is 28 minutes**. The Standards have been set by corporate entities that it should take **less than 2 min**

to read, review, understand & write an email response.
The golden rule for email is to reply within **one hour** within the same working day. This rule applies to other staff members, colleagues, patients, clients, & vendors. Prompt email responses are an important part of keeping everyone happy and meeting their expectations.

Emails sent after office hours must be responded to the very next morning.

The over achievers will greatly appreciate the Company Policy regarding expected response times. Low performers will know exactly where the line has been drawn. Best of all, managers will know exactly what to expect—and when--from them both.

Management often received complex emails that require extra time to put together a complete response. In such situations, you should send an email confirming receipt and letting the sender know that you will get back to them with a response in "#" days. This will ease the sender's mind immediately.

Let's Do the MATH: Texting vs. Email
We know that about **269 billion emails** were sent and received each day in 2017. That figure is expected to grow to almost **320 billion** daily emails in 2021
The question to ask yourself is should it really be called "instant" messaging?

TEXTS
The fact is that **95% of texts will be read within 3 minutes** of being sent. The average response time for a text being a mere 90 seconds. Texts have a 99% open rate. The most frequently occurring reply time was just two minutes in many studies. Texts have a 45% average response rate. The average adult spends **23 hours a week texting**. The number of monthly texts sent increased more than 7,700 % over the last decade.

EMAIL
An average office worker receives **121 emails** (of which 50% are spam a day) and sends around **40** business emails daily. Most email replies were very short: between **5** and **43** words. Just 30 percent of emails went on for 100 words or more. The average response time for an email is **47 minutes**. The average time to read, compose, & respond to an email is less than 2 min. According to a report from Litmus Email Analytics, the **average time spent reading an email** is now

11.1 seconds, up 7% from 2011. Men jump on their emails slightly faster than women, taking 24 minutes to respond compared to 28 minutes. Both sent an average of about 30 words per email. Despite the fact that smartphones are commonplace in employee pockets, engagement with internal emails still happened almost entirely on desktop operating systems which is about 88%.

Putting it ALL Together

Millennials—today's 20- and 30-somethings—are even more impatient when it comes to email. Most are used to using instant messaging, texting and Facebook, where they can normally get a response within minutes, or even seconds. You will commonly hear from Millennial's that "If you don't hear from someone in an hour, you immediately feel like they are ignoring you because you're used to instant gratification".

Rule 2 – Always Include a Courteous Greeting

Without a greeting at the beginning of your email you risk being viewed as brash or bossy or terse. I recommend including "Dear" and the recipient's name for the first point of contact and "Hello" or "Hi" in those emails to follow. But before you click send, ensure you've spelt their name correctly Take the time to include a Hello, or Hi and the recipient's name. How you type your contact's name (John, Mr. Doe, etc.) is indicative of the level of formality your email will portray. Be careful to not take the liberty of being overly informal too quickly. Let the other side dictate the level of formality and follow their lead. After all, formality is just another form of courtesy. You can usually get an indication of how those you communicate with prefer to be addressed by how they sign-off their emails.

EXAMPLES OF GREETINGS

- Dear Professor Smith,
- Hello, Ms. McMahon,
- Hi, Mary Jane,

If you don't know the name of the person you are addressing, or if the email addresses a diverse group, try something generic, yet polite:

- To whom it may concern,
- Dear members of the selection committee,
- Hello, everyone,

Rule 3 – The "FROM" Field

Your name needs to be displayed properly. John F. Doe. Not john f doe, or john doe, j. doe or no name at all and only your email address. Proper capitalization is very important here. When your name is in all lower case you open the door to being perceived a spammer or worse yet – lacking education or tech savvy.

Rule 4 – Use a Meaningful Subject Line
Searching for old emails when the subject line is relevant

and specific to the content of the email is very important reason to present a proper Subject line. For instance, when you send an email about a product, it is better to mention the actual name of the product, e.g. 'Product A information' than to just say "Product Information".

Try to use a subject that is meaningful to the recipient as well as yourself. Did you know that the average worker receives over 100 emails a day? That means there's a battle going on in every inbox to see who will make the cut, and who will be banished to the Spam folder.

Rule 5 – When to Use Capital Letters

To Start a Sentence

- There are NO exceptions to this rule.
- This means that, after a full stop, you always use a capital letter.
- If the previous sentence ends with a question mark or exclamation mark, you should also use a capital letter, ? and !, like full stops, indicate the end of a sentence.
- However, if in the sentence you have a clause in parenthesis (brackets) or sequence separated by dashes, and if these end with a question mark or exclamation mark, you should continue with lower case after the second bracket or dash.
- Typing in all lower case or all caps does not lend to easy communications and gives the impression you are either lazy or illiterate. Review and spell-check every message before clicking Send.

Rule 6 – Titles

In titles, capitalize only the important words, not minor words such as 'and' and 'but'. 'Title Case', with all the important words capitalized, is rather out of fashion at the moment. Most academic journals and standard referencing systems, for instance, prefer what is known as 'sentence case', with a single initial capital. However, it's good to understand the rules, in case you are required to use title case at any point.

Rule 7 – For Proper Nouns

Proper nouns name something specific, for example, Jane, John, Oxford University, Denver, Qantas, Microsoft, Everest, Sahara.

- Proper nouns (nearly) always start with a Capital Letter.
- There are exceptions to this rule and in marketing sometimes lower-case characters are purposefully used for some proper nouns.
- Examples include iPhone, eBay and one world Alliance. However, in most cases, proper nouns start with a capital letter.
- Caution is needed however, even when you are referring to a specific place or thing. If you use the more general noun rather than the proper noun, this should not be capitalized.

Rule 8 – Be Personal but Always Professional

It can be effective to include a personal touch to your email, whether that be acknowledging something about the recipient’s work, or simply asking how their weekend was. But you should still keep the language professional and relevant. Try reading your email out loud to ensure the tone is appropriate.

Rule 9 – What is the best way to RISE above the Clutter?

ANSWER: It starts with a well-crafted subject line. The most effective email subject lines are brief, descriptive, and include a compelling reason for the user to click “OPEN”. Knowing how to craft an eye-catching email subject line can mean the difference between the delete folder and loyal subscribers, so it pays to know key tactics to enhance engagement.

Rule 10 – BENCHMARKS for Effective Email Subject Line Keep Your Audience and your Goals in Mind

■ The most important point to keep in mind when you’re drafting an email subject line is who your audience is, and what action you want them to take.

Localize and Personalize

- One way to improve your email open rates and target a specific audience is with localization. Localization is when you personalize an email message for each specific recipient.
- Try a message addressed to the recipient by their first name.
- By adding the recipient’s own name in the subject line, you build a feeling of rapport. An example to use for your own subject lines may be, “Hi Tom, ready for Spring?”
- Twitter is great at personalizing their email communications.
- They include your Twitter handle in the email subject line and in the email body copy.
- It’s subtle, but helps their emails stand out from the rest of the clutter in my inbox by addressing me explicitly.

Test Keywords and Phrases

- Don’t be afraid to test certain words and phrases to see how your audience responds.

Convey a Sense of Urgency

Offer Value

- Use email to share something of value with your audience.
- Let your audience know that by opening your email, there’s something valuable waiting for them inside.
- Your subject line is the teaser.

One Caveat

- Don’t promise something which is not included in the email.
- Deceiving your audience doesn’t earn any goodwill and

will cause people to unsubscribe from your list or stop answering your emails.

Use Numbers

- Just as numerical lists are effective in blog titles, numbers are effective in email subject lines.
- Using the subject line “7 Reasons to Read this Email” will pique subscribers’ curiosity.
- Using numbers in your email subject line sets your subject line apart in a sea of words—so if you have something to number, try it out.

Engage with Questions

- Asking a reader, a question is a good way to get a response.
- Pose a question in your subject line to encourage your reader to open it. It doesn’t have to be a tough question—for example, “Why is Your House Not Selling?” or “What Weight Loss Mistakes are you Making?”
- The very nature of posing a direct question piques reader’s curiosity and compels them to want to find out the answer.
- Question in the email subject line, if done correctly add a sense of urgency, making it even more enticing.

Rule 11 – Don’t leave out the Message Thread

Include the original mail in your reply. In other words, click “Reply”, instead of “New Mail”. We all receive many emails and we can’t remember each individual email. Leaving the thread may take a fraction longer in download time, but it saves the recipient time looking for the related emails in their inbox. Remember, emails are not like regular printed correspondence - the name of the game is to keep it quick and efficient – so include the thread!

Rule 12 – The Body & Spell Check

Taking the time to communicate with clarity is time well spent. Complete, correctly structured and capitalized sentences that reflect proper grammar and punctuation are crucial to your message. Proof reading your emails is vital. Typing in all lower case or all caps does not lend to easy communications and gives the impression you are either lazy or illiterate. Review and spell-check every message before clicking Send. And, if your program has a spell-checking option, why not use it?

Rule 13 – Read your Email before you SEND it

Treat email like any other official company document. Read it before you send it. Spelling and grammar errors are just as unfortunate in email as anywhere else in your corporate correspondence. Look out for potential misunderstandings, the tone, and inappropriate comments; we use email because it is quick and easy but precisely that quickness may cause more trouble than you bargained for! Emails with silly mistakes simply won’t be taken seriously. If you know you can be quick to hit send, change your email settings to give yourself 10-30 seconds delay to retract the correspondence if need be.

Rule 14 – Abbreviations & Emoticons

Be careful using email abbreviations such as **BTW** (by the way) and **LOL** (laugh out loud) in business emails. Even today, some people still don’t know what they mean, so it’s better to drop them. And Emoticons, such as the **smiley :-)** don’t belong in business email unless a relaxed form of communication has long been established with the customer or within the Company. CMS (Center of Medicare Services), which is the Federal Regulatory Body for all Health Care Insurance Companies has banned Acronyms because of negative patient outcomes.

Rule 15 – Don’t Forward JUNK * CHAIN LETTERS * VIRUS HOAXES

Don’t forward chain letters, virus hoaxes, chain email solicitations for charitable causes even if they sound bona fide, funny pictures and jokes. Would you put these things on your corporate letterhead? I don’t think so. Don’t ever send or forward emails containing libelous, defamatory, offensive, racist or obscene remarks.

Do not forward chain letters. We can safely say that all of them are hoaxes. Just delete the letters as soon as you receive them. Chain letters that promise incredible riches or ask your help for a charitable cause. Even if the content seems to be bona fide, the senders are usually not. Since it is impossible to find out whether a chain letter is real or not, the best place for it is the recycle bin.

Rule 16 – Double Check that you’ve Selected the Correct RECIPIENT

Pay careful attention when typing a name from your address book on the email’s “To” line. “It’s easy to select the wrong name, which can be embarrassing to you and to the person who receives the email by mistake.

Rule 17 – Keep TABS on your TONE

Just as jokes get lost in translation, tone is easy to misconstrue without the context you’d get from vocal cues and facial expressions. Accordingly, it’s easy to come off as more abrupt than you might have intended. You meant “straightforward”; they read “angry and curt.” To avoid misunderstandings, it is recommended that you read your message out loud before hitting send. “If it sounds harsh to you, it will sound harsh to the reader”. For best results, avoid using unequivocally negative words (“failure,” “wrong,” or “neglected”), and always say “please” and “thank you”.

Rule 18 – Answer ALL Questions & More

Make sure you answer all the questions and pre-empt new questions in your reply. If you don’t answer all the questions in the original email, you’re wasting your own, your company’s and your customer’s time. Worse still, you are leaving the customer frustrated. By answering all questions and pre-empting further inquiries, you are making a great impres-

sion and reflecting thoughtful customer service. For example, a question regarding the types of credit cards you accept can be replied to with the list of cards, information on other payment methods and even a link to your website order information page!

Rule 19 – Use Proper Structure & Layout

Reading from a screen is more difficult than reading from paper so the structure and layout is very important for email messages. Make your paragraphs short and use blank lines between each paragraph. When making points, number them, use bullets or separate each point with blank lines to keep the overview.

Rule 20– Do not write sentences in FULL CAPITALS IF YOU WRITE IN ALL CAPITALS, IT SEEMS AS IF YOU ARE SHOUTING!! This can be highly annoying, difficult to read and might trigger an unwanted response in the form of a flame mail (you get yelled back at!). Therefore, try not to send email text in all capitals.

Rule 21 – Be Careful with Formatting

Remember that when you use formatting in your emails, the sender might not be able to view formatting, or might see different fonts than you had intended. 10% of email recipients cannot read html or rich text email; they can only receive in plain text.

When using colors, make sure it is easy to read on the background color you have selected. Remember, monitors vary in color presentation so what may look good on your monitor may be unreadable when displayed on another monitor.

Rule 22 – Do not request Delivery & Read Receipts Unnecessarily

This will almost always annoy your recipient before he or she has even read your message. Besides, it usually does not work anyway since the recipient could have blocked that function, or his/her software might not support it, so what is the use of using it? If you want to know whether an email was received it is better to ask the recipient to let you know that it was received.

Rule 23 – Don’t RECALL a Message

Chances are that your message has already been read. A recall request just looks silly then. It is better to send an email saying you have made a mistake. This will look much more honest than trying to recall a message.

Rule 24 – Don’t Copy a Message or Attachment without Permission

Do not copy a message or attachment belonging to another user without permission of the originator; you might infringe on copyright laws.

Rule 25 – Avoid LONG or Run-On Sentences

As mentioned earlier, email is harder to read than printed material. People don't give email the same brain power as they do when reading for example a letter. Try to keep your sentences to no more than 15-20 words.

Rule 26 – Keep words Gender NEUTRAL

Keep your language gender neutral it is correct today to avoid sexist language such as: “The customer should bring his car to our service department for an oil change”. You can use “his/her” or keep it neutral by rephrasing the sentence: “The customer should bring the car to our service department for an oil change”. In this day and age, avoid using sexist language such as: ‘The user should add a signature by configuring his email program’. Apart from using he/she, you can also use the neutral gender: “The user should add a signature by configuring the email program

Rule 27 – Don't Reply to SPAM

May make you furious and you may want to reply with “flame mail”. Many spam emails are sent to confirm that your email address is still valid, and by replying you are only making yourself known to dubious marketers which may result in even more spam. Just delete the spam, or use anti-spam software.

Rule 28 – Business Correspondence should look CLASSIC

Business Correspondence, keep your fonts, colors, and sizes classic. The cardinal rule: Your emails should be easy for other people to read. “Generally, it is best to use 10- or 14-point type and an easy-to-read font such as Arial, Calibri, or Times New Roman,”. As for color, black is the safest choice.

Rule 29 – Emails are not Confidential

Nothing is confidential — so write accordingly. Always remember what former CIA Director David Petraeus apparently forgot, warns Every electronic message leaves a trail. “A basic guideline is to assume that others will see what you write,” she says, “so don't write anything you wouldn't want everyone to see.” A more liberal interpretation: Don't write anything that would be ruinous to you or hurtful to others. After all, email is dangerously easy to forward, and it's better to be safe than sorry.

Rule 30 – Answer ALL Emails & pre-empt further Questions

An email reply must answer all questions, and pre-empt further questions – If you do not answer all the questions in the original email, you will receive further e-mails regarding the unanswered questions, which will not only waste your time and your customer's time but also cause considerable frustration. Moreover, if you are able to pre-empt relevant questions, your customer will be grateful and impressed

with your efficient and thoughtful customer service. Imagine for instance that a customer sends you an email asking which credit cards you accept. Instead of just listing the credit card types, you can guess that their next question will be about how they can order, so you also include some order information and a URL to your order page. Customers will definitely appreciate this.

Rule 31 – Mailing > Use the Bcc or do a Mail Merge

Mailings > use the Bcc: field or do a mail merge. When sending an email mailing, some people place all the email addresses in the To: field. There are two drawbacks to this practice: (1) the recipient knows that you have sent the same message to a large number of recipients, and (2) you are publicizing someone else's email address without their permission. One way to get around this is to place all addresses in the Bcc: field. However, the recipient will only see the address from the To: field in their email, so if this was empty, the To: field will be blank and this might look like spamming. You could include the mailing list email address in the To: field, or even better, if you have Microsoft Outlook and Word you can do a mail merge and create one message for each recipient. A mail merge also allows you to use fields in the message so that you can for instance address each recipient personally.

Rule 32 – Don't not “Reply All” to Thank Someone

Okay, the message was addressed to 24 people and you really needed to hit “Reply All” to say “Thanks?” Even more annoying when 12 others like you do it.

Rule 33 – Your Corporate EMAIL is for “Work” not for Personal Use

In the age of free G Mail and smartphones, there is no reason for you to be using your work email for personal reasons. Do not sign up for mailing lists. Do not have your friends or significant other send spam and videos to your work address.

Rule 34 – Do not use BCC

BCC is one of the most misunderstood and most abused email options. Here is a good thumb rule: “If they should be on the message, they should be on the message.” Don't think you are being cute/sly by copying your friend or boss without anyone knowing. It will come back to haunt you. BCC has a proper use, and it should only be used to mask distribution lists. Nothing else.

Rule 35 – Only Copy “CC” those who need to Know

This is an easy one. Just because you are not paying for stamps on these things, does not mean that everyone in the building should be copied on your weekly status update. It may make you feel more important, but it only bogs down everyone else trying to get their job done. Emails should only be addressed to those who need to read what you are sending. End of story.

Rule 36 – One Email = One Topic

Stick to one topic per email. Several short messages are usually preferable to one long message covering many separate subjects.

Rule 37 – LEGAL Obligations of Emails at Our Organization

Throughout the US Law it is clear that Emails and other electronic information is the property of employer. Many states actually have criminal statutes providing penalties for computer trespass/theft. If any emails are forwarded to a personal email it is considered stolen work product at this organization. Emails of any organization are proprietary & may contain classified information regarding a project or employee or anything for that matter.

It should be made clear that you should not use the content of those emails you received to violate any privacy requirements of our company. That is a large Risk and should not be entertained at all. Also, never send or forward messages containing libelous, defamatory, offensive, discriminatory or obscene remarks.

Rule 38 – The CLOSING

The Closing: Whether it be “Thank you for your time!”, “Sincerely”, “Look forward to hearing from you!” or “Warm regards,” use what is consistent with the tone and objective of your message. By not having a proper closing you increase the possibility that your email will be perceived as demanding or curt. Without exception close by including your name to put that final considerate touch to your emails.

Let's Review the Closing Arguments regarding Email Etiquette

Email Etiquette Rules have now provided you with the Tools & Skills of effective & professional “Written Communication”. When used correctly it is a very Powerful Tool. The Internet has transformed communications, making the transfer of information as simple as a keystroke. Don't be left behind while the World moves ahead with Emails as its Lifeline!!

I am sure you asking yourself what have Email done for us Globally. Let's briefly visit that before we end this Academic Exercise.

- Our words in Emails are part of history
- Emails save Trees
- The most important reason to reduce the Carbon Footprint
- Great for of Written Communication
- Follow up benefits
- Time Management benefits
- Helps keep track of Documents
- Work from home, no dress code required.
- Target our customers like never before
- It's FREE
- Contact people all over the world for free (or inexpensively)

- Mobility
- Communicate with more than one person at a time
- Document interactions (e.g. the highly prized CYA paper-trail)
- Leave messages any time of day without bothering people
- Working collaboratively
- Sending Attachments
- Sending Pictures
- Keeping a conversation together for multiple people (e.g. thread)
- Searching capabilities
- Automating actions with rules
- Integrating calendars and appointments, etc.
- Notification and important updates are informed by business to its customers.
- Emails are the prime operators for online store and internet marketing companies.
- Email marketing is one of the popular digital marketing practices for business.
- Used to access any kind of public application on the internet. Such as social media websites.
- Used to verify people when they subscribed to news later or want to download eBook.
- Email communication is used by business to promote product and services.
- Private and recorded communication.

Now you have mastered how to compose and executing effective Email Written Communication. But what about Maintaining your Email Box. Here are some widely used Tips used in the Global Arena. Below will also be expected of you while you are at this Organization moving forward. Please keep your Email Box Clean & Happy.

How to Manage & Maintain your Corporate Email Box

- Emails are best handled Head on --- NOT when you are multi-tasking
- Develop a DAILY email routine to keep up & organize
- Answer the TOUGHEST Emails 1st * FIRST!!'
- Example of Tough emails are from
 - Dr. Sarah Puri (mine 1st)
 - Dr. Amitab Puri
 - Andrew
 - Katherine
- Get Specific with Your Subject Lines so Search Function is easier
 - For the recipient to know what the email is about
 - Make Your Subject Lines as Organized as your Folders
 - Use your INBOX as an active To Do List
- Empty your inbox everyday
- Delete the Unneeded and Unnecessary
- Organize Your Inbox with Folders, Folders, Folders



- Filter the Clutter & Junk Mail
 - If you need to forward an email to someone else, do it right away. T
 - Then delete it!
 - Archive emails you're not ready to delete just yet
 - File (or DELETE) Old Email
 - Do not be afraid to delete
- Because the way I have it set up is that it stays in your delete folder & does not empty like most emails.
- The 2 MIN Rule
 - Email response from reading to understanding to replying should take less than 2 min.
 - Practice the OHIO method—ONLY HANDLE IT Once
 - Touch the email
 - Make the take the appropriate action
 - Even if it's just moving the email message to the appropriate container
 - Move on to the next thing
 - This should only take less than 1 minute
 - Never Forget to respond & follow up
 - Create an Email Triage Work Flow
 - Stay on Top of Your Goals
 - Get Information Exactly When You Need It

- Giving a deadline tells the recipient when they need to deliver the information by
- Put it on your calendar
- Make Sure Important Messages Actually Get Read
- Leave Yourself Reminders to Send Particular Email
- Separating Current Projects from Completed Projects
- If you need extra time to respond
YOU must tell the EMAIL SENDER ASAP that you need extra time to respond
YOU must tell them when they will get the information etc.
YOU must finish what you promised and try to get it to them before the deadline
- It makes you & the company look good
- Folder Names Suggestions to get & keep Organized
2nd LOOK -- which means you have replied but may to need to come back to it at a later date
ACTION ITEMS
WAITING
CRITICAL
Don't get bogged down, keep moving
Don't Give Up!

I hope that your Email education gives you a new found understanding that email has improved our lives in amazing ways that all of us Globally do not appreciate. Try to complain less about email, and think of email as a metaphor for LIFE....

Take control of it and take full advantage of what it offers. If you get too rattled by all the messages coming in, it's more about your excessive fear of accommodating a demanding and a fast-paced world as we know it today, rather than about the problems inherent of your Email.

EMBRACE the ever-changing world of Email, Technology, Opportunities, Work, Others, & Yourself. Always keep learning.

FINAL WORDS....

JOMO, Embrace the **“JOY OF MISSING OUT”**.

_____ Employee Name * Print	_____ Employee Signature	_____ Date
_____ Manager Name * Print	_____ Manager Signature	_____ Date

Subject	DO	DO NOT
Breakroom Etiquette (Continued)	Remove boxes and bags to the external trash containers. Replace paper towels on the holder when needed. Clean the coffee maker and empty coffee grounds when completed. Do not place food or food containers in your work area. Place all your trash and refuse in the trash containers.	
Your Work Area and Surrounding Area	Your work area should reflect Pima Lung & Sleep's and your standards of performance. It is not the intent of Pima Lung & Sleep to have employees work in sterile environments, rather to allow each employee to be comfortable in the area in which they work. Your work area should be clean and organized at all times. A few tasteful and appropriate personal items and mementos are fine in your work area. At the end of the day, refile, store or secure all documents of a confidential nature. Maintain neat and organized work space. Maintain clean carpet areas around your work space. Empty your refuse container when full to prevent spillage on the carpet. Place soda / refreshment cans in the proper container in the break room. Window sills should remain clear of all items at all times so that guests looking into our offices from outside do not see clutter.	Leave at the end of the day with files and paper-work left unsecured on your desk. Clutter your work space with excessive personal items. Allow refuse containers to overflow onto the carpet. Place soda / refreshment cans in refuse containers that then spill in the container or onto the carpeted areas. Walk past paper or other items on the floor without picking it up and throwing it away.
Bathroom Etiquette	The Company bathrooms are shared facilities utilized by our employees and guests. As such, everyone should ensure that upon leaving the bathroom, it is as clean (or cleaner) as when first entered. Replace tissues and towels when low or out Clean-up messes on the counters and else where in the bathroom Turn-on the fan and light during the day, turn-off if you are the last one in the office	Let someone else replace tissues and towels when out Leave messes on the counters and else where in the bathroom Leave lights and fans on all night



TO MAINTAIN A CLEAN ENVIRONMENT IN CLINICAL AREAS.

Daily - Every Morning

1. Empty all trash containers in all patient and employee areas. Trash with medical and/or pharmaceutical supplies should be red bagged.
2. Spray inside of trash container with disinfectant and wipe dry. Replace trash can liners.
3. Check paper towels and soap dispensers, and replenish as required.
4. Clean all counter tops with disinfectant.
5. Clean all sinks.
6. Clean office areas.
7. Wet mop all hard surface floors, where appropriate.
8. Vacuum all carpeted floors, where appropriate.
9. Visually check the room to be sure it is ready for the next patient.
10. Report all damaged or missing objects to the Chief Executive Officer.

Weekly - Every Morning

1. Wash inside and outside of refrigerators.
2. Dust baseboards.
3. Clean vents and heating units.
4. Dust windowsills.

TO RESTORE THE SLEEP STUDY ROOM TO A CLEAN & HYGIENIC CONDITION

1. Examine sleep study room for any trip or fall dangers and take necessary actions to prevent an injury to the housekeeping staff during the cleaning of the room.
2. Strip soiled linen from bed and place in dirty linen hamper.
3. Remove trash liners; wipe inside and outside of trash container with approved disinfectant. Replace liners.
4. Using small plastic pail filled with clinic approved disinfectant and a clean cloth, wash the over bed table, nightstand, and closet. Be sure to wash all areas.
5. Unplug electrical and electronic devices from the outlet, wipe entire outside of the electrical and electronic device areas with clinic approved disinfectant including the cord.
6. Wipe over bed light and replace light cord as needed.
7. Wash bed frame, furniture and other areas where the patient has come in contact.
8. Continue with standard room cleaning procedure.
9. Remake bed with clean linen.
10. Replenish room with supplies.
11. Mop floors – post “Wet Floor” signs.
12. Place trash in the external garbage container.
13. Visually check the room to be sure it is ready for the next patient.
14. Report all damaged or missing objects to the Chief Executive Officer.

TO MAINTAIN CLEAN ORDERLY CORRIDORS PARA MANTENER UN PASILLOS LIMPIO, SEGURO Y ORDENADO

Daily - Every Morning

1. Depending on amount of dirt carried in by visitors and employees, the corridors may need to be cleaned more than once a day.

Dust Moping

1. Move all carts and items to one side and then replace after dusting and mopping.
2. Starting at the beginning of the corridor, keep one side of the dust mop against the wall, walk toward end of corridor.
3. When reaching the end of the corridor, reverse position and proceed back up the other side.

Wet Moping

1. Place “Wet Floor” signs at traffic ends of corridor.
2. Only mop half the corridor at a time.
3. Start at one end of the corridor and proceed to opposite end.
4. After mopped half dries, proceed to mop the opposite side.

Todos los Días - Cada Mañana

1. Dependiendo en que tanta tierra meten los visitantes y empleados, los pasillos pueden necesitar ser limpiado más de una vez al día.

Trapeado Seco

1. Mover todos los carros y elementos a un lado y vuelva después de mapiar y barrer.
2. Desde el comienzo del corredor, mantener a un lado del trapiador de polvo contra la pared, camina hacia el final del corredor.
3. Al llegar al final del corredor, reverso y proceder hacia atrás hasta el otro lado.

Trapeado Seco

1. Coloque carteles de “Piso Mojado” en los extremos del tráfico del corredor.
2. Fregona sólo la mitad del corredor en un momento.
3. Comience en un extremo del corredor y proceder en lado contrario.
4. Después de mapiar la mitad del corredor deja seca, procede al otro lado del corredor.



TO MAINTAIN THE RESTROOM IN A CLEAN & SANITARY CONDITION.

EQUIPMENT

1. Stocked cleaning cart.
2. Gloves should be worn at all times when cleaning.

PROCEDURE

1. Empty trash - inspect container for damage. Wipe interior and exterior of container and replace liner.
2. Clean and refill paper towel dispenser.
3. Clean soap dispenser, replace containers when empty.
4. Clean toilet paper dispenser; replace when necessary.
5. Clean sink and fixtures with germicidal solution.
6. Clean mirror with glass cleaner. Polish stainless steel.
7. Clean vent, light covers, door jambs, top of door, and kick plates and all other horizontal surfaces as necessary.
8. Clean toilet
 - a. Put toilet bowl cleaner inside bowl.
 - b. Clean inside with bowl swab.
 - c. Clean outside of toilet with cloth dipped in clinic approved disinfectant.
 - d. Let disinfectant dry on toilet seat.
9. Spot clean behind toilet with germicidal solution.
10. Dispose of any papers or magazines found in the restroom.
11. Wet mop floors – be sure to post “Wet Floor” signs.

MANTENER LOS BAÑOS EN CONDICIONES LIMPIAS Y SANITARIAS.

EQUIPO

1. Surtir el carro de limpieza.
2. Guantes se deben usar en todo momento durante la limpieza.

PROCEDIMIENTO

1. Vaciar botes de basura - Inspeccione los botes de basura para daños. Limpie dentro y fuera del bote de basura y reemplazar bolsas.
2. Limpia y rellena el dispensador de toallas de papel.
3. Limpia el dispensador de jabón, reemplazar el envase cuando vacío.
4. Limpie el dispensador de papel higiénico, reemplazar cuando sea necesario.
5. Limpia el lava manos y accesorios con una solución germicida.
6. Limpia el espejo con limpiador de cristales. Limpia el acero inoxidable.
7. Limpia los ventiladores, las tapaderas de la luz, las jambas de la puerta, parte superior de la puerta y todas las demás superficies horizontales según sea necesario.
8. Limpieza de la taza del baño.
 - a. Ponga la taza del inodoro tazón limpio por dentro.
 - b. Limpiar el interior con el cepillo.
 - c. Limpia fuera de la taza del baño con toalla en clínica aprobado desinfectante.
 - d. Deje secar el desinfectante en el asiento del baño.
9. Limpiar detrás del baño con solución germicida.
10. Disponen de periódicos ni revistas encontradas el baño.
11. Trapeador el pisos - Asegúrese de publicar carteles de “Piso Mojado”.



WORKFORCE INFORMATION SECURITY AGREEMENT

I understand that Pima Lung & Sleep, PC (“Pima Lung”) has a legal and ethical responsibility to safeguard the privacy of all patients and to protect the confidentiality of their patients’ health information. All Pima Lung workforce members (including faculty, employees, trainees, volunteers, and other persons who perform work for Pima Lung) are personally responsible for ensuring the privacy and security of all patient, confidential, restricted, research data, or proprietary information (collectively, “Information”) to which they are given access. I understand that during the course of my employment or other affiliation with Pima Lung, I may come into contact with this type of Information. **I understand that I must sign and comply with this Agreement in order to obtain authorization for access to Information and acknowledge the following:**

Policies and Regulations:

- ◆ I will, at all times, act in the best interest of Pima Lung.
- ◆ I will comply with all Pima Lung policies and procedures, including those governing Information protection.
- ◆ I will report all concerns about inappropriate access, use or disclosure of Information, suspected security events, and suspected policy violations to **Dr. Sarah Puri MD, CEO at (520) 229-8878 or spurimd@pimalung.com**.

Confidentiality of Information:

- ◆ I will access, use, and disclose Information only as allowed by my job duties and limit it to the minimum amount necessary to perform my authorized duties. I understand that my access will be monitored to assure appropriate use and that I have no expectation of privacy when using Pima Lung information systems or equipment.
- ◆ I will maintain the confidentiality of all information to which I have access.
- ◆ I will only discuss Information in the workplace for job-related reasons, and will not hold discussions where they can be overheard by people who have neither a need-to-know nor the authority to receive the Information.
- ◆ I will keep patient Information out of view of patients, visitors, and individuals who are not involved in the patient’s care.
- ◆ I will use Pima Lung resources, including computers, email, photographic, video, audio or other recording equipment only for job-related duties or under conditions expressly permitted by applicable institutional policy or law.
- ◆ I will not take Information off site unless it is absolutely necessary to carry out my job duties, remoting in is not an option, and I have received prior approval from Dr. Sarah Puri. In such a case, I will keep Information taken off site fully secured and in my physical possession during transit, never leaving it unattended or in any mode of transport (even if the mode of transport is locked).



Computer, Systems, and Applications Access Privileges:

- ◆ I will only access the records of patients for job-related duties.
- ◆ I will not electronically access the records of my family members, including minor children, except for assigned job-related duties. This also applies in cases where I may hold authorization or other legal authority from the patient.
- ◆ I will protect access to patient and other job-related accounts, privileges, and associated passwords:
 - I will commit my password to memory or store it in a secure place;
 - I will not share my password;
 - I will not log on for others or allow others to log on for me;
 - I will not use my password to provide access or look up information for others without proper authority.
- ◆ I am accountable for all accesses made under my login and password, and any activities associated with the use of my access privileges.
- ◆ will only use my own credentials in accessing patient accounts and/or systems as provided to me for my job duties.
- ◆ I will not forward my email account or individual work-related emails containing Information to unapproved email domains.

Computer Security:

- ◆ I will store all Information on secured systems, encrypted mobile devices, or other secure media.
- ◆ I will not change my Pima Lung computer configuration unless specifically approved to do so.
- ◆ I will not disable or alter the anti-virus and/or firewall software on my Pima Lung computer.
- ◆ I will log out or lock computer sessions prior to leaving a computer, even if only for a minute.
- ◆ I will use only licensed and authorized software; I will not download, install or run unlicensed or unauthorized software.
- ◆ I will use administrative permissions only when I am approved to do so and when required by my job duties; if I perform system administrator function(s) I must use designated administrative accounts only for system administrative activities and use non-administrative user accounts for all other purposes.
- ◆ If I use a personally-owned computing device for Pima Lung business operations, I will not connect it to a Pima Lung network unless it meets the same security requirements as a Pima Lung-owned device.

My responsibilities involving Information continue even after termination or separation from Pima Lung and I understand that it is unlawful for former workforce members to use or disclose Information for any unauthorized purpose.

Failure to comply with this agreement may result in disciplinary action up to and including termination of my status as a workforce member. Additionally, there may be criminal or civil penalties for inappropriate uses or disclosures of certain Information. By signing this Agreement, I understand and agree to abide by the conditions imposed above.

Signature _____ Date _____

Print Name _____ Job title _____