



Manual of  
Policies and Procedures

## Mission & Vision

**Mission Statement:** To serve the needs of our patients with the most effective clinical care possible.

**Vision Statement:** We aim to create an environment of healing and encouragement for employees and patients. Our highest calling is to meet the needs of our community through quality care, generous charitable contributions and health promotion.

**Values Statement:** We hold each individual patient and employee with the highest regard and aim to represent the person and teachings of Jesus Christ with the utmost integrity. The acronym *S.T.R.I.V.E.* defines our values:

**Service:** We will focus on patient-centered customer service. We will serve our community through monetary donations, charitable clinical care, and participation in community health efforts.

**Teamwork:** We will work together as much as possible to accomplish our mission and fulfill our vision.

**Respect:** We will show respect for individual differences and opinions in all written and verbal interactions.

**Innovation:** We will constantly seek to improve quality and efficiency in meeting patient needs.

**Value:** The value of our services will be reflected by the high-quality care and reasonable cost to patients.

**Excellence:** We will provide thorough evaluation and treatment through the most up-to-date methods and tools available in clinical care.

**Contents**

- 1 WELCOME ..... 5
  - 1.1 History ..... 5
  - 1.2 Purpose of this Handbook ..... 5
- 2 ORGANIZATION OF ASSOCIATES IN PHYSICAL THERAPY ..... 6
  - 2.1 Organizational Chart..... 6
  - 2.2 Job Descriptions ..... 6
- 3 WORKPLACE COMMITMENTS ..... 7
  - 3.1 Equal Opportunity Employment ..... 7
  - 3.2 Non-Harassment Policy/Non-Discrimination Policy ..... 7
  - 3.3 Drug-Free/Alcohol-Free Environment ..... 9
  - 3.4 Open Door Policy ..... 9
- 4 WORKPLACE POLICIES ..... 10
  - 4.1 HIPAA ..... 10
  - 4.2 Social Media Policy ..... 10
  - 4.3 Company Property..... 11
  - 4.4 Privacy Policy ..... 12
  - 4.5 Personnel Files..... 12
  - 4.6 Workplace Safety ..... 12
  - 4.7 Workplace Security..... 13
  - 4.8 Safety & Incident Reporting ..... 13
  - 4.9 Emergency Procedures ..... 13
  - 4.10 Evacuation Procedures ..... 13
- 5 CODE OF CONDUCT ..... 14
  - 5.1 Code of Professional Conduct ..... 14
  - 5.2 Dress Code and Personal Hygiene..... 14
  - 5.3 First Impression ..... 16
  - 5.4 Telephone Interactions ..... 16
  - 5.5 Personal Conversations..... 16
  - 5.6 Personal Business During the Workday..... 17
  - 5.7 Personal Cell Phone Usage..... 17
  - 5.8 Internet Usage ..... 17
- 6 EMPLOYMENT AND COMPENSATION POLICIES ..... 17
  - 6.1 Exempt Employees..... 17
  - 6.2 Non-Exempt Employees ..... 17
  - 6.3 Part-Time, Full-Time or Temporary Status..... 17
  - 6.4 Holiday Pay ..... 18
  - 6.5 Paid Time Off (PTO) ..... 18

- 6.6 Timecards.....19
- 6.7 Payday .....20
- 6.8 Overtime.....20
- 6.9 Un-Paid Time Off.....20
- 6.10 Requesting Time Off .....20
- 7 EMPLOYEE BENEFITS ..... 21
  - 7.1 Health Insurance .....21
  - 7.2 Workers' Compensation .....21
  - 7.3 COBRA Continuation of Health Benefits.....21
- 8 ATTENDANCE POLICIES..... 21
  - 8.1 General Attendance.....21
  - 8.2 Tardiness .....22
  - 8.3 Breaks .....22
- 9 LEAVE POLICIES..... 23
  - 9.1 Vacations .....23
  - 9.2 Family and Medical Leave Act Leave .....23
  - 9.3 Jury Duty Time Off.....23
  - 9.4 Military Leave .....23
  - 9.5 Leave of Absence.....23
  - 9.6 Appointments .....23
- 10 WORK PERFORMANCE AND REVIEWS ..... 24
  - 10.1 Expectations .....24
  - 10.2 Employee Performance Reviews .....24
  - 10.3 Insubordination .....24
  - 10.4 Staff Team Meetings .....25
  - 10.5 Conflict Resolution .....25
- 11 DISCIPLINE POLICY ..... 26
  - 11.1 Grounds for Disciplinary Action .....26
  - 11.2 Procedures .....26
- 12 TERMINATION POLICIES ..... 26
  - 12.1 Voluntary Termination .....27
  - 12.2 Involuntary Termination.....27
  - 12.3 Final Paycheck.....27
  - 12.4 Exit Interview.....27

## 1 WELCOME

### 1.1 History

Associates in Physical Therapy was started in 1985 by Wayne Lewis. He began the company in a small location in the basement offices of what is now the Family Medicine Clinic in East Wenatchee. After six years of practice, Mr. Lewis offered a spot in his office to Douglas Harris.

On September 1, 1995, the new location of Associates in Physical Therapy opened at 230 Grant Rd, Suite B27 in East Wenatchee. Soon thereafter, Mr. Lewis decided to retire. Mr. Harris offered a partnership to Jack Stagge and Ron Byquist, both well-known and established physical therapists in the area.

In 2009, Justin Harris joined AIPT as Mr. Stagge retired. A couple of years later, Mr. Byquist retired.

In 2023 Douglas Harris retired and sold his practice to Danny Krueger and Brendan Wilson. The current ownership group includes equal partnership between Justin Harris, Danny Krueger and Brendan Wilson.

### 1.2 Purpose of this Handbook

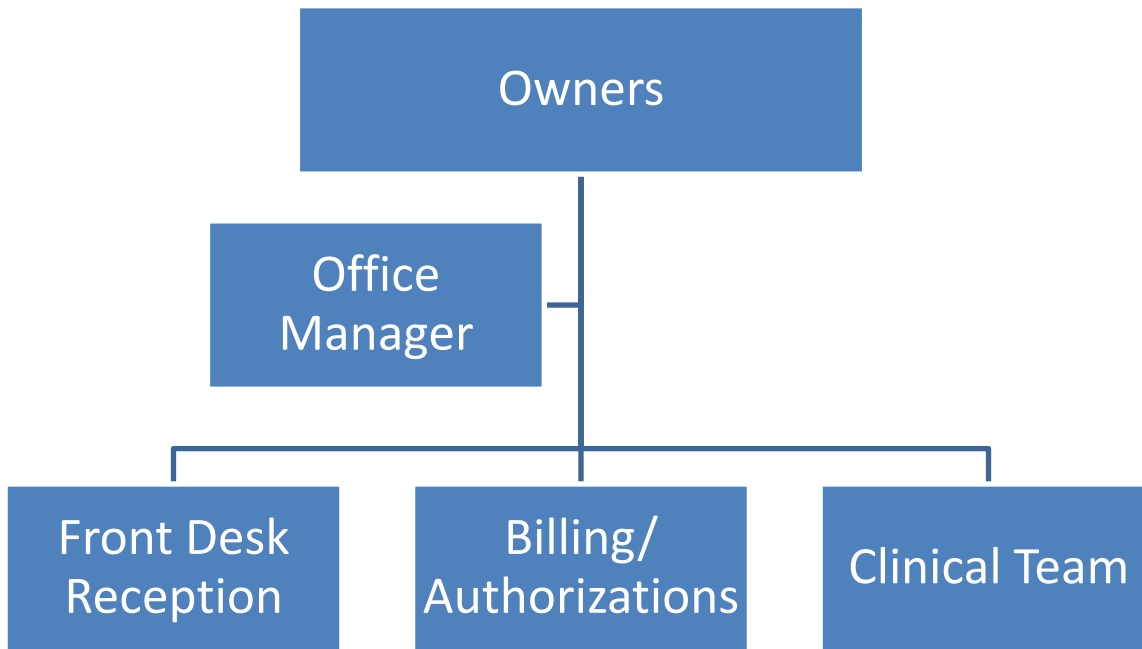
This handbook has been prepared to inform employees of the policies and procedures of this company and to establish the company's workplace expectations.

The company reserves the right to unilaterally revise, suspend, revoke, terminate or change any of its policies, in whole or in part, at the company's sole discretion. If any discrepancy between this handbook and current company policy arises, conform to current company policy. Feel free to ask questions about any of the information within this handbook.

This handbook supersedes and replaces any and all personnel policies and manuals previously distributed, made available or applicable to employees.

## 2 ORGANIZATION OF ASSOCIATES IN PHYSICAL THERAPY

### 2.1 Organizational Chart



### 2.2 Job Descriptions

This is a very simplified description of each of the positions within the company and in no way covers all aspects of the individual job.

#### 2.2.1 Office Manager

The Office Manager oversees the operations of the practice daily. This position requires close communication with Clinic Owners to implement policies, ensure compliance, optimize the patient experience and problem-solve issues that arise.

#### 2.2.2 Physical Therapist

Physical Therapists are responsible for the care and treatment of patients. They evaluate, decide on a plan of care and treat patients. They also supervise the care given to patients by Physical Therapy Assistants and Physical Therapy Aides.

#### 2.2.3 Physical Therapy Assistant

Physical Therapy Assistants are involved in the care and treatment of patients. They do not evaluate or determine a plan of care. They operate under the supervision of the patient's assigned Physical Therapist.

2.2.4 Physical Therapy Aide

Physical Therapy Aides provide support for Physical Therapists by providing therapeutic procedures. Other work tasks include but are not limited to laundry, cleaning rooms, maintaining patient flow, keeping the treatment areas of the office orderly and clean on a daily basis.

2.2.5 Billing Specialist

The Billing Specialist is responsible for maintaining patient accounts by posting payments, submitting patient statements, communication with patients and following up on past due patient accounts.

2.2.6 Billing Claims Specialist

The Claims Specialist is responsible for submitting medical insurance claims to insurance companies, working insurance denials, and monitoring insurance aging.

2.2.7 Front Desk Receptionist

Front Desk Receptionist is responsible for scheduling, answering phones, patient record management.

2.2.8 Insurance Authorization Specialist

The Insurance Authorization Specialist oversees authorization requests, visit requests, additional visit requests and assists in patient records management.

### **3 WORKPLACE COMMITMENTS**

3.1 Equal Opportunity Employment

This company is an equal opportunity employer and does not unlawfully discriminate against employees or applicants for employment based on an individual's race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law. This policy applies to all terms, conditions and privileges of employment, including recruitment, hiring, placement, compensation, promotion, discipline and termination.

Whenever possible, the company makes reasonable accommodation for qualified individuals with disabilities to the extent required by law. Employees who would like to request reasonable accommodation should communicate directly with the Office Manager.

3.2 Non-Harassment Policy/Non-Discrimination Policy

This guideline applies to all employees and individuals who visit/work on the premises as a non-employee, vendors, customers, guests or suppliers.

This company prohibits discrimination or harassment based on race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law. Everyone has the right to work in a professional atmosphere that promotes equal employment opportunities and is free from discriminatory practices, including without limitation, harassment. Consistent with its workplace policy of equal employment opportunity, the company

prohibits and will not tolerate harassment based on race, color, religion, creed, sex, national origin, age, disability, marital status, veteran status or any other status protected by applicable law.

Discrimination includes but is not limited to making any employment decision or employment related action based on race, color, religion, creed, age, sex, disability, national origin, marital or veteran status, or any other status protected by applicable law.

Harassment is generally defined as unwelcome verbal or non-verbal conduct, based upon a person's protected characteristic, that denigrates or shows hostility toward the person because of the characteristic, and which affects the person's employment opportunities or benefits, has the purpose or effect of unreasonably interfering with the person's work performance, or has the purpose or effect of creating an intimidating, hostile or offensive working environment. Harassing conduct includes but is not limited to epithets, denigrating jokes and display, or circulation in the workplace of written or graphic material that denigrates or shows hostility or aversion toward an individual or group based on their protected characteristic.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors and other verbal, visual or physical conduct of a sexual nature, when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Examples of sexual harassment include: unwelcome or unsolicited sexual advances; displaying sexually suggestive material; unwelcome sexual flirtations, advances or propositions; suggestive comments; verbal abuse of a sexual nature; sexually-oriented jokes; crude or vulgar language or gestures; graphic or verbal commentaries about an individual's body; display or distribution of obscene materials; physical contact such as patting, pinching or brushing against someone's body; or physical assault of a sexual nature.

#### Complaint Procedure:

Any company employee who feels that he or she has been harassed or discriminated against or has witnessed or become aware of discrimination or harassment in violation of these policies, should bring the matter to the immediate attention of Brendan Wilson. And a written complaint on the Incident Report Form (Appendix C) should be filled out immediately and brought to the Office Manager. -The company will promptly investigate all allegations of discrimination and harassment and take action as appropriate based on the outcome of the investigation. An investigation and its results will be treated as confidential to the extent feasible and permitted by law, and the company will take appropriate action based on the outcome of the investigation.

No employee will be retaliated against for making a complaint in good faith regarding a violation of these policies, or for participating in good faith in an investigation pursuant to these policies. If an employee feels he/she has been retaliated against, the employee should file a complaint using the procedures set forth above.

Employees who submit a concern in good faith under this policy will not be exempt from staff reductions or exempt from acceptable business standards of conduct or disciplinary actions.

Anyone who is made aware of harassment or other allegations and fails to take appropriate corrective action pursuant to these guidelines will be subject to disciplinary action, up to, and including termination.

Training will be administered and completed by all employees per state law.

### 3.3 Drug-Free/Alcohol-Free Environment

Employees are prohibited from unlawfully consuming, distributing, possessing, selling, or using controlled substances while on duty. In addition, employees may not be under the influence of any controlled substance, drugs, recreational marijuana or alcohol, while at work, on company premises or engaged in company business. Prescription drugs or over-the-counter medications, taken as prescribed, are an exception to this policy.

Anyone violating this policy may be subject to disciplinary action, up to and including termination.

### 3.4 Open Door Policy

An Open Door Policy means the Office Manager's door is open to every employee. The purpose is to encourage open communication, feedback and discussion about any matter of importance to an employee. If an employee feels that their concerns are not being addressed by the Office Manager, then they can go to an owner with their concern.

The process is intended to address employee concerns flexibly and informally, ensuring high standards for productive communications between employees and management. The objective is to foster a culture of problem prevention or prompt internal problem resolution.

In the interest of prompt and informal problem resolution, only concerns or replies, which are of extreme significance, need to be in written form. Employees are encouraged to seek assistance with any legitimate problem or concern which does not impinge upon the rights of others. Employees who submit a concern under these guidelines will not be harassed, subjected to reprisals, or adversely evaluated due to their issue. They will not be exempt from staff reductions and not be exempt from acceptable business conduct standards or disciplinary actions.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual concerns and issues employees and management can develop confidence in each other.

## 4 WORKPLACE POLICIES

### 4.1 HIPAA

We follow all the requirements of the **Health Insurance Portability and Accountability Act** of 1996 (**HIPAA**) and all updates since that date. Our HIPAA policy is found in our HIPAA manual. Although the specifics of the company HIPAA policy are not detailed in this manual, it does not lessen the importance of adhering to this policy. HIPAA policy also continues after the employee is no longer employed at Associates in Physical Therapy, PLLC.

### 4.2 Social Media Policy

The company understands that social media can be a fun and rewarding way to communicate with family, friends, and co-workers. However, the use of social media also presents certain risks and carries with it certain responsibilities. To assist employees in making responsible decisions about the use of social media, the company has established these guidelines for appropriate use of social media.

This policy applies to all employees and contractors.

Employees or contractors do not speak for the company or on the company's behalf. Never represent yourself as a spokesperson for the company. If the company is a subject of the content you are creating, be clear and open about the fact that you are an employee and make it clear that your views do not represent those of the company, customers, or its suppliers. If you do publish on-line related to the work you do or subjects associated with the company, make it clear that you are not speaking on behalf of the company. It is best to include a disclaimer such as "The postings on this site are my own and do not necessarily reflect the views of Associates in Physical Therapy (AIP)."

#### Guidelines (Do not violate HIPAA)

In the rapidly expanding world of electronic communication, *social media* can mean many things. *Social media* includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's account. The same principles and guidelines found in the company's policies for appropriate conduct apply to employees' activities online. Ultimately, you are solely responsible for what you post online.

Be sure that no posting at any time, through any means, violates HIPAA policy!

Carefully read this Social Media Policy, the Equal Employment Policy, the Non-Harassment/Non-Discrimination Policy, and the Code of Professional Conduct and ensure your postings are consistent with these policies. Posting that may include malicious defamatory remarks, unlawful harassment, and threats of violence or similar unlawful conduct will not be tolerated and may subject you to disciplinary action up to and including termination.

#### Be responsible

Use your best judgment and exercise personal responsibility. Take your responsibility as stewards of personal information to heart. Integrity, accountability, and respect are core values. We trust

and expect you to exercise personal responsibility whenever you participate in social media or other on-line activities. Remember that there can be consequences to your actions in the social media world – both internally, if your comments violate company policies, and with outside individuals and/or entities. If you are about to publish, respond or engage in something that makes you even the slightest bit uncomfortable, don't do it.

Also, we encourage employees to try to resolve all differences with an individual, organization, or the Company through direct communications with the individual, organization, or Company.

Nevertheless, if you decide to post complaints or criticism, do not use statements, photographs, video or audio that violate HIPAA, are maliciously defamatory, that are obscene, that disparage customers, that attack the Company's service, or that might constitute unlawful harassment. Examples of such conduct might include posts meant to intentionally or maliciously harm someone's reputation or posts that could contribute to a hostile work environment based on race, sex, disability, religion or any other status protected by law or company policy.

#### Be honest and accurate

The best practice is to check facts before posting information or news, and if a mistake is made, correct it quickly. Never post any information or rumors that you know to be false about the company, fellow employees, customers, suppliers, people working on behalf of the company or competitors.

The company prohibits taking negative action against any employee for reporting a possible deviation from this policy or for cooperating in an investigation. Any employee who retaliates against another employee for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

### 4.3 Company Property

Company property, such as equipment, telephones, computers, and software, is not for private use. These devices are to be used strictly for company business and are not permitted off grounds unless authorized. Company property must be used in the manner for which it was intended. Upon termination, employees are required to surrender any company property they possess.

Company computers, Internet and e-mails are a privileged resource and must be used only to complete essential job-related functions. Employees are not permitted to download any "pirated" software, files or programs and must receive permission from a supervisor before installing any new software on a company computer. Files or programs stored on company computers may not be copied for personal use.

Chromebooks or laptop computers may be issued to an employee. The equipment remains the property of the company. It may be taken home for use in completing assigned documentation. The employee is responsible for treating this equipment appropriately and with care. Any damage to the unit, caused by accident, carelessness or negligence, is the responsibility of the employee. If the unit is damaged, the employee will be held responsible for repairs or replacement. The company will replace the unit when it becomes obsolete or normal wear and tear requires replacement.

Office phones are provided for business use. Any personal use must be kept to a minimum and must not interfere with work responsibilities.

Employees are reminded that they should have no expectation of privacy in their use of company computers or other electronic equipment. Computers may be monitored.

Violations of these policies could result in disciplinary action.

#### 4.4 Privacy Policy

Employees and employers share a relationship based on trust and mutual respect. However, the company retains the right to access all company property including computers, desks, file cabinets, storage facilities, and files and folders - electronic or otherwise - at any time. Employees should not entertain any expectations of privacy when on company grounds or while using company property.

All documents, files, voicemails and electronic information, including emails and other communications, created, received or maintained on or through company property is the property of the company, not the employee. Therefore, employees should have no expectation of privacy over those files or documents.

#### 4.5 Personnel Files

The company maintains a personnel file for each employee. These files are kept confidential to the extent possible. Employees may review their personnel file upon request.

It is important that personnel files accurately reflect each employee's personal information. Employees are expected to inform the company of any change in name, address, home phone number, home address, marital status, number of dependents or emergency contact information.

#### 4.6 Workplace Safety

The company takes every reasonable precaution to ensure that employees have a safe working environment. Safety measures and rules are in place for the protection of all employees. Ultimately, it is the responsibility of each employee to help prevent accidents.

To ensure the continuation of a safe workplace, all employees should review and understand all provisions of the company's workplace safety policy. Employees should use all the safety and protective equipment provided to them and maintain work areas in a safe and orderly manner, free from hazardous conditions. Employees who observe an unsafe practice or condition should report it to a supervisor or the Office Manager immediately. Any questions regarding safety and safe practices should be directed to the Office Manager.

In the event of an accident, employees must notify the Office Manager immediately. Report every injury, regardless of how minor, to a supervisor immediately.

Physical discomfort caused by repetitive tasks must also be reported. For more information about on the job injuries, refer to the workers' compensation section of this handbook.

Employees should recognize any potential fire hazards and be aware of fire escape routes and fire drills. Do not block fire exits, tamper with fire extinguishers or otherwise create fire hazards.

A form has been provided in **Appendix B** for reporting Health or Safety Incidents.

#### 4.7 Workplace Security

Employees must be alert and aware of any potential dangers to themselves or their coworkers. Take every precaution to ensure that your surroundings are safe and secure. Guard personal belongings and company property. Visitors should always be escorted. Report any suspicious activity to the Office Manager or supervisor immediately.

#### 4.8 Safety & Incident Reporting

Safety concerns can be reported on the "Health/Safety concern" form in Appendix C and given to the Office Manager. Safety concerns that are not imminent will be addressed at the monthly Management Meeting.

Any incident that involves a patient or employee which results in an injury of any kind should be described in detail in an incident report. The Injury Incident report form can be obtained from the Office Manager and should be completed within 24 hours of the incident. Please give the completed form to the Office Manager for review.

#### 4.9 Emergency Procedures

In the event of an emergency, dial 911 immediately. If you hear a fire alarm or other emergency alert system, follow the established evacuation procedure. Fire extinguishers are present throughout the clinic in case of a fire. Once the building has been evacuated, only a supervisor may authorize employees to reenter.

#### 4.10 Evacuation Procedures

Evacuation routes and most efficient exiting strategies are posted in hallway areas throughout the office. Please familiarize yourself with these in case of an emergency.

## 5 CODE OF CONDUCT

### 5.1 Code of Professional Conduct

This company expects its employees to adhere to a standard of professional conduct and integrity. This ensures that the work environment is safe, comfortable and productive. Employees should be respectful, courteous, and mindful of others' feelings and needs. General cooperation between coworkers and supervisors is expected. Individuals who act in an unprofessional manner may be subject to disciplinary action.

### 5.2 Dress Code and Personal Hygiene

Employee appearance has a significant impact on a patient's perception of the overall organization. A conservative approach to grooming, dress, and hairstyles is most compatible with the professional nature of AIPT services. Employees are expected to dress appropriately for their position and individual work responsibilities.

#### **Clinical Staff (Physical Therapist, Assistant, Aide)**

Acceptable Attire:

- Clothing that fits properly.
- Clean, pressed and wrinkle-free.
- No holes or frayed areas and not faded.
- Any professional garment where the sleeves extend to, at least, the edge of the shoulder.
- Solid colored leggings may be allowed if worn with a long sweater, dress or tunic.

Footwear Should Be:

- Comfortable and easy to move around in.
- Clean and in good condition

Unacceptable attire:

- Tight fitting and/or provocative clothing to include low, revealing necklines.
- Sheer clothing that shows undergarments.
- Any color of denim bottoms, whether jeans, dress or skirts.
- Sweatshirts, casual T-shirts and sleeveless shirts.
- Hemlines shorter than 2" above the knee.
- Casual clothing that you might wear to the gym, or the beach (i.e. shorts, sweats, yoga pants).

Unacceptable Footwear:

- Beach, river, casual sandals and sandal thongs
- Open-Toed shoes and sandals

#### **Administrative Staff**

Acceptable Attire:

- Clothing that fits properly.
- Clean, pressed and wrinkle-free.
- Any professional top where the sleeves extend to, at least, the edge of the shoulder.
- Solid colored leggings if worn with a long sweater, dress or tunic.

- Nice, dark colored denim jeans (may not have holes or be frayed, or worn out)

Footwear Should Be:

- Professional
- Clean and in good condition
- Dressy open-toed shoes and sandals are permitted

Unacceptable attire:

- Tight fitting and/or provocative clothing to include low, revealing necklines.
- Sheer clothing that shows undergarments.
- Sweatshirts, casual T-shirts and sleeveless shirts.
- Hemlines shorter than 2" above the knee.
- Casual clothing that you might wear to the gym, or the beach (i.e. shorts, sweats, yoga pants).

Unacceptable Footwear:

- Beach, river, casual sandals and sandal thongs are not permitted.
- Slippers (Including Uggs and Bear Paws)

**All Staff:**

All employees should practice common sense rules of neatness, good taste, and comfort. Select clothing that communicates and reflects a professional, business-like appearance.

Good hygiene is always expected of all staff while on duty or attending any organizational function.

Hair must be clean and well-groomed with a natural color (not orange, blue). Beards, mustaches and sideburns must be clean, neatly trimmed, and not interfere with personal protective equipment.

Jewelry may not interfere with job performance and personal or patient safety. Acceptable jewelry includes:

- Jewelry, rings, necklaces and pins
- Wrist wear, such as watches, bracelets and comparable medical identification bands
- Earrings. Dangling earrings are not permitted when providing direct patient care

Identification Badges:

- Employees are expected to wear their name badge throughout their workday.

Body piercing:

- Piercing not located in the ear (except small nose studs and rings) must be removed or covered with clothing while working.
- Small nose jewelry studs no larger than two (2) millimeters in diameter or small rings that are delicate in nature are permitted.
- Septum rings, eyebrow rings, tongue rings, lip rings, or rings attached to other visible body parts (except ears) by piercing are prohibited.

Tattoos:

- Visible tattoos must be small in nature and not construed as offensive or illegal. Individuals may be asked to cover tattoos at management or HR discretion. Any questions regarding the interpretation of this requirement shall be decided in favor of conservative standards.

- Large tattoos on the neck, face and arms must be covered if in public facing areas, unless an infection control risk.

#### Fragrances and scents:

- Use of strong scented personal care products (perfume/cologne, hairspray, body lotion, deodorant, aftershave) shall be minimized to avoid offending or affecting others.
- All staff are to be sensitive to and respectful of the fact that some co-workers and patients may have a fragrance sensitive medical condition.
- All staff shall practice good hygiene to avoid bad and offensive body odor including making an effort to minimize tobacco smell.

### 5.3 First Impression

#### Welcome and Wanted

There is only one chance for a first impression when a new patient walks through our office doors. For patients to feel welcomed and wanted, it is imperative that each patient experiences personal greetings every time they arrive for a visit.

#### On Time

Patients should be brought back to begin their care at the time of their scheduled appointment without delays. No patient should have to wait more than 10 minutes after their appointment starts to begin their care.

### 5.4 Telephone Interactions

Phone pick-up line: “Associates in Physical Therapy, how may I help you”. Your name can be added if desired.

Patient inquiries of clinical care: These types of inquiries related to clinical care should always be directed to a clinician. If a clinician is not available to answer the question directly then a message should be taken. The patient inquiring should be assured that they will get a follow-up phone call to answer their question.

### 5.5 Personal Conversations

Personal conversations between employees should be limited in time and volume when in the range of the hearing of the patients. Personal conversations between employees should not interfere with work that needs to be done. Personal conversations with the patients should not interfere with work that should be done.

Personal conversations at the front desk should be kept to a minimum. Please use the break room for most personal conversations.

### 5.6 Personal Business During the Workday

It is expected that break and lunch times will be used to conduct personal business and work time will be devoted to work-related tasks.

### 5.7 Personal Cell Phone Usage

Personal cell phone or watch usage is to be during break and lunch times, not during work times. During these breaks, your device should not be used in the view of patients.

Your personal phones and watch use should not interfere with work. If an employee is constantly checking their personal devices it will interfere with productivity and accuracy. A decrease in productivity impacts employee reviews.

### 5.8 Internet Usage

Internet usage at work is expected to be limited to break times. When using the internet on any company computers it is important to maintain propriety and ethical behavior. No explicit content shall be viewed, distributed, downloaded, or supported through company internet service.

## 6 **EMPLOYMENT AND COMPENSATION POLICIES**

This company assigns positions, determines wages and compensates employees for overtime in accordance with state and local laws and the Fair Labor Standards Act.

### 6.1 Exempt Employees

Exempt employees are those that are excluded from the overtime pay requirements of the Fair Labor Standards Act. Exempt employees are paid a salary, have certain types of job duties, and are expected to work beyond their normal work hours whenever necessary to accomplish the work of the company. As an exempt employee, salary is subject to certain legal deductions. Employees should consult with the Office Manager if they have questions regarding their classification as an exempt employee.

### 6.2 Non-Exempt Employees

All employees who are covered by federal or state minimum wage and overtime laws are considered nonexempt. Employees working in nonexempt jobs are entitled to be paid at least the minimum wage per hour and a premium for overtime. Employees should consult with an administrator if they have questions regarding their classification as a non-exempt employee.

### 6.3 Part-Time, Full-Time or Temporary Status

Part-time or full-time status depends on the number of hours per week an employee works. Regular employees who work fewer than 36 hours receive part-time classification. Part-time employees who

work less than 30 hours are not eligible for employee health benefits as described in this handbook. Part-time employees may be paid a pro-rated holiday or paid time off. Regular employees who work at least 36+ hours receive full-time classification.

From time to time the company may hire employees for specific projects or periods of time. Temporary employees may work either part-time or full-time, but generally are scheduled to terminate by a certain date. Temporary employees who remain on duty past the scheduled termination remain classified as temporary. Only the Owners may change an employee's temporary status. Temporary employees are not eligible for employment benefits or holiday pay. Temporary employees will accrue leave at a rate of 1 hour for every 40 hours worked. Temporary employees forfeit all unused PTO hours upon termination of employment.

From time to time the company may hire employees on an on-call basis. On call employees remain employees even when there is no work and can be scheduled to work a few hours or a few weeks at a time. On call employees may decline a request to work at AIPT on the requested time or date. On call employees are not eligible for employee benefits or holiday pay.

#### 6.4 Holiday Pay

The company uses the following seven holidays for all full-time employees, hourly or salary, based on their regular work schedule. Holiday pay is a maximum of 8 hours per day. AIPT may pay pro-rated holiday hours to part-time employees based on the employee's typical hours worked on the day on which the holiday falls. If you are on extended leave of absence, holiday pay will not be available. Any additional paid holidays are at the discretion of the company.

January – New Year's Day  
May – Memorial Day  
July – Independence Day  
September – Labor Day  
November – Thanksgiving Day and the day after  
December – Christmas Day

The company does not give holiday pay for early closures of the office, including Classy Chassis BBQ, Christmas Eve, and New Years Eve. Employees may choose to use PTO to make up the difference in hours for the pay period.

The company does not give holiday pay for unexpected office closures.

#### 6.5 Paid Time Off (PTO)

The company provides, as a benefit, Paid Time Off (PTO) for its eligible employees. Time off must be submitted in writing to the Office Manager, who may approve or deny the request based on company resources. The company is flexible in approving time off when doing so would not interfere with company operations.

An employee is eligible to accrue PTO at the start of employment. PTO is available for use after the first 90 days of employment and after the 90-day review. Employees must earn and accrue PTO before it may be used. Our PTO policy does not allow PTO to be used prior to earning the time or to become negative or owed back to the company. Employees should consult Gusto, our current payroll program, or the Office Manager, regarding the amount of PTO they have available.

Paid Time Off is accrued by pay period and can be used for, but not limited to, the following: illness, personal time, doctor visits, children's illness, children's school functions, children's school closures, continuing education, vacation, bereavement, military reserve and jury duty.

Unless otherwise stated in a separate contract, PTO is:

0-4 years

80 hours, accrued evenly throughout the year and based on the number of pay periods in the year.

5-9 years

120 hours, accrued evenly throughout the year and based on the number of pay periods in the year.

10+ years

160 hours, accrued evenly throughout the year and based on the number of pay periods in the year.

PTO Cap

Paid time off caps at 160 hours of accrued PTO. No further hours will accrue until the total hours of PTO drop below the cap. Employees receive up to date totals of hours accrued on each paycheck stub. Employees are responsible for using this information to monitor their accumulated hours.

PTO Cash Out Policy

Paid time off can be redeemed for cash payment under the following guidelines:

- PTO hours can be redeemed for cash in a time frame separated by 6 months. Please work with the Office Manager to request PTO cash out.
- A maximum of 40 hours of PTO can be redeemed for cash at one time.
- In case of illness or injury, PTO can be used at a rate of up to 80 hours per pay period until exhausted.
- Upon termination of employment, a maximum of 40 hours of PTO will be cashed out. Any remaining hours will be disregarded and become void. If an employee does not submit a two-week written notice of termination, but ends employment in a shorter time frame, they forfeit any cash out of accrued PTO.

## 6.6 Timecards

Employees are expected to be ready to work at their assigned start times. Employees should not begin work before their scheduled starting time or remain after work longer than scheduled unless otherwise agreed to between the employee and his/her supervisor. The accuracy of time recording is critical. An employee's timecard is an official business record and may not be altered without management approval and may not be falsified in any way.

Timecards should be maintained daily and include arrival time, lunch time, and end of workday time. Timecards are due the Monday following the last day of the pay period. They may be turned in after the end of the workday on Friday, the last day of the pay period, but not before.

A copy of a blank timecard is included in the New Employee Packet. Additional copies are kept in the Office Manager's office.

## 6.7 Payday

Payday is every other Thursday by direct deposit. If the pay date lands on a holiday, paychecks will be distributed on the closest business day before the holiday.

The paycheck will reflect work performed for the previous two-week period. Paychecks include salary or wages earned less mandatory or elected deductions. Mandatory deductions include federal or state withholding tax, and other withholdings. Elected deductions are deductions authorized by the employee, and may include, for example, contributions to benefit plans. Employees may contact the Office Manager to obtain the necessary authorization forms for requesting additional deductions from their paychecks.

Notify the Office Manager if the paycheck is inaccurate. Advances on paychecks are not permitted but are at the discretion of the owners. Information regarding final paychecks can be found under the termination section of this handbook.

Any change in name, address, telephone number, marital status, number of exemptions claimed by an employee, or banking changes must be reported to the Office Manager immediately.

## 6.8 Overtime

Overtime can be authorized on a specific case-by-case basis, requiring pre-approval from the Office Manager.

## 6.9 Un-Paid Time Off

Un-paid time off may be taken in emergency situations when PTO has been exhausted, or for pre-arranged extended leaves of absence. For un-paid time off, requests must be submitted in writing. Excessive unpaid time off requests will be denied since it will impact business operation. AIPT does not offer unlimited time off without pay.

## 6.10 Requesting Time Off

Requests for time off should be submitted 1 month prior to date requested off. Requests should be submitted to the Office Manager for approval. If a request is submitted less than 1 month prior it has a decreased chance of approval.

Approval of time off is dependent upon coverage and PTO accrued by the employee. When the same time is requested by employees in the same position it will be granted on a first-come, first served basis according to the needs of the clinic.

## **7 EMPLOYEE BENEFITS**

This handbook contains descriptions of some of our current employee benefits. Many of the company's benefit plans are described in more formal plan documents available from the Office Manager. In the event of any inconsistencies between this handbook or any other oral or written description of benefits and a formal plan document, the formal plan document will govern.

### **7.1 Health Insurance**

The company makes group health benefits available to eligible employees and their family members. Eligible employees are full-time employees who have worked for 60 days. Part-time employees are eligible if they consistently work at least 30 hours per week and have been employed for 60 days.

Health benefits are paid in part by the company. The remainder of the costs are the employees' responsibility. Employees can receive details about the benefits provided, contribution rates and eligibility from the Office Manager.

### **7.2 Workers' Compensation**

As required by law, the company provides workers' compensation benefits for the protection of employees with work-related injuries or illnesses.

Workers' compensation insurance provides coverage to employees who experience job-related injuries or illnesses. If an employee is injured or becomes ill because of his/her job, it is the employee's responsibility to immediately notify a supervisor/Office Manager of their injury in order to receive benefits. Report every illness or injury to a supervisor, regardless of how minor it appears. The company will advise the employee of the procedure for submitting a workers' compensation claim. If necessary, injured employees will be referred to a medical care facility. Employees should retain all paperwork provided to them by the medical facility. Failure to report a work-related illness or injury promptly could result in denial of benefits. An employee's report should contain as many details as possible, including the date, time, description of the illness or injury, and the names of any witnesses.

The Washington State Department of Labor and Industries administers the workers' compensation insurance. Representatives may contact injured employees regarding their benefits under the plan. Additional information regarding workers' compensation is available from the Office Manager.

### **7.3 COBRA Continuation of Health Benefits**

We do not qualify to offer COBRA benefits.

## **8 ATTENDANCE POLICIES**

### **8.1 General Attendance**

The company maintains normal working hours of 7:30am to 6:30pm. Hours may vary depending on work location and job responsibilities. The Office Manager will provide employees with their work

schedule. Should an employee have any questions regarding his/her work schedule, the employee should contact the Office Manager.

The company does not tolerate absenteeism. Employees who will be absent, late to work or need early departure from their workday should notify a supervisor and the Office Manager in advance, or as soon as practicable in the event of an emergency. Chronic absenteeism may result in disciplinary action, up to and including termination.

Chronic Absenteeism is a significant concern as a healthcare provider in which patients rely on our services for their health. Therefore, all days missed are considered in the rate of absenteeism, regardless of the reason. Chronic Absenteeism is defined as more than 5 days over PTO earned regardless of the reason.

## 8.2 Tardiness

Employees are expected to arrive at work with enough time to park, arrive inside the office, unpack, and get to their workstation prior to their assigned start time. An employee who begins work after their scheduled start time is considered tardy. The company recognizes that situations arise which hinder punctuality; regardless, excessive tardiness is prohibited, and may be subject to disciplinary action, up to and including termination. It is also important to remember that we are healthcare providers and patients depend on us to provide care in a timely and professional manner. Tardiness is extremely unprofessional and adversely affects patient care.

Excessive tardiness is defined as follows:

- Starting work after your scheduled time more than once a month.
- Starting work 20 minutes or later than your scheduled time, more than once in 6 months.
- Requesting early release from the workday more than once a month.
- Returning late from breaks or lunch more than once a month.
- Starting or ending lunch breaks outside of schedule time more than once a month.

Chronic tardiness may result in disciplinary action, up to and including termination.

## 8.3 Breaks

If you are non-exempt, you are required to take no more than a ten (10) minute paid break during every four (4) hours worked, which should be taken as far as practicable in the middle of each work period. Breaks may not be combined with meal periods, and they may not be used to shorten the workday. Schedule breaks to ensure the smooth operation of the office. Employees that work less than 3.5 hours, are not entitled to a break period. It is not necessary to clock out for your paid break periods.

Employees working more than three (3) hours beyond their scheduled shift are entitled to additional meal periods. Additional thirty (30) minute meal periods must be given within five (5) hours from the end of the first meal period and for each additional five (5) hours worked.

## 9 LEAVE POLICIES

### 9.1 Vacations

See PTO policy.

### 9.2 Family and Medical Leave Act Leave

Due to the size of our office, we are not required to comply with the Family and Medical Leave Act.

### 9.3 Jury Duty Time Off

The company understands that occasionally employees are called to serve on a jury. Employees who are selected for jury duty must provide a copy of their jury summons to a supervisor. PTO may be used for jury duty. Employees released from jury duty with 4 or more hours remaining in the workday, are expected to return to work.

### 9.4 Military Leave

Employees called to active military duty, military reserve or National Guard service may be eligible to receive time off under the Uniformed Services Employment and Reemployment Rights Act of 1994. To receive time off, employees must provide notice and a copy of their report orders to an immediate supervisor. Military leave is granted on an unpaid basis. Upon return with an honorable discharge, an employee may be entitled to reinstatement, and any applicable job benefits they would have received if present, to the extent provided by law.

### 9.5 Leave of Absence

Regular full-time employees may request an unpaid leave of absence after the exhaustion of PTO. A request for a leave of absence must be submitted in writing at least 4 weeks in advance to the Office Manager. The company may grant a leave of absence or deny a leave of absence, at the sole discretion of the company, on a case-by-case basis.

Leave of absences that are granted are unpaid and will not be considered until an employee has exhausted all appropriate accrued leave balances. Continuation of employee benefits during a leave of absence will be addressed on an individual basis, as required by law. Holidays are not paid for during a leave of absence. PTO does not accrue during a leave of absence.

### 9.6 Appointments

Personal appointments should generally be made during lunchtime, before or after work, or on days off if possible. Please notify the Office Manager as soon as the appointment is scheduled. If an appointment needs to be scheduled during work hours, PTO will be used. You may be asked to reschedule the appointment if the time cannot be accommodated by AIPT.

## 10 WORK PERFORMANCE AND REVIEWS

### 10.1 Expectations

The company expects every employee to act in a professional manner. Satisfactory performance of job duties and responsibilities is key to this expectation. Employees should attempt to achieve their job objectives, and act with diligence and consideration always. Poor job performance can result in disciplinary action, up to and including termination.

### 10.2 Employee Performance Reviews

The company will evaluate an employee's performance every 6 months. The goal of a performance review is to identify areas where an employee excels and areas that need improvement. Each performance review criteria reflects the necessary components of the job description that demonstrate an employee's effectiveness. The company uses performance reviews as a tool to improve job performance, determine pay increases, promotions and/or terminations.

All performance reviews are based on merit, achievement and other factors that may include, but are not limited to:

- Quality of work
- Attitude
- Knowledge of work
- Job skills
- Attendance and punctuality
- Teamwork and cooperation
- Compliance with company policy
- Improvement from past performance reviews
- Acceptance of responsibility and constructive feedback

Employees should note that a performance review does not guarantee a pay increase or promotion. Pay increases will be evaluated every 2 years at a performance review. Written performance evaluations may be performed at any time to advise employees of unacceptable performance. Evaluations or any subsequent change in employment status, position or pay does not alter the employee's at-will relationship with the company.

Forward any questions about performance expectation or evaluation to the supervisor conducting the evaluation.

### 10.3 Insubordination

Supervisors and employees should interact with mutual respect and common courtesy. Employees are expected to take instructions from supervisors or other persons of authority. Failure to comply with instructions or unreasonably delaying compliance is considered insubordination. Acts of insubordination are subject to disciplinary action, up to and including termination.

If an employee disagrees with a supervisor, the employee should first try to mediate the situation by explaining their position. If possible, a compromise might be met, and accusations of insubordination avoided.

#### 10.4 Staff Team Meetings

##### 10.4.1 Provider Meetings

All Physical Therapists and Physical Therapist Assistants are expected to attend the provider meeting. These meetings are intended to serve as an opportunity for clinical policies to be relayed and for Therapists to share clinical information with each other.

##### 10.4.2 Management Meetings

The Management team (Owners & Office Manager) is expected to attend. These meetings are intended to serve as an opportunity to discuss and address all issues related to business management.

##### 10.4.3 All Team Meetings

All staff are expected to attend as able unless excused based on special circumstances. These meetings are intended to build team cohesion, relay information related to office policies and procedures, and address staff questions and concerns. Each staff team (front office, billing, aides) will be asked to participate and bring items for the agenda.

##### 10.4.4 Administration Meetings

All front office, billing and Administrative Support attend administration meetings. These meetings are intended to relay information regarding insurance, patient information, smooth flow of payment and address concerns directly related to customer service.

#### 10.5 Conflict Resolution

Definition of Conflict: Any one-time incident or ongoing occurrence which contributes to a negative or hostile work environment for any employee. Conflict could occur due to intentional or unintentional behavior.

Conflict between employees should be addressed in the following sequence:

The offended party can report the source of the conflict by filling out the Conflict Report form in Appendix C and reporting it to the Office Manager. If intervention is necessary, the Office Manager will meet with the individual(s) involved and determine the source of the conflict. A course of action will be determined once the Office Manager has been able to hear all sides and consult with those involved.

## 11 DISCIPLINE POLICY

### 11.1 Grounds for Disciplinary Action

The company reserves the right to discipline and/or terminate any employee who violates company policies, practices or rules of conduct. Poor performance and misconduct are also grounds for discipline, up to and including termination.

The following actions are unacceptable and considered grounds for disciplinary action. This list is not comprehensive; rather, it is meant merely as an example of the types of conduct that this company does not tolerate. These actions include, but are not limited to:

- Engaging in acts of discrimination or harassment in the workplace,
- Possessing, distributing or being under the influence of illicit controlled substances,
- Being under the influence of a controlled substance, recreational marijuana or alcohol at work, on company premises, or while engaged in company business,
- Unauthorized use of company property, equipment, devices or assets,
- Damage, destruction or theft of company property, equipment, devices or assets,
- Removing company property without prior authorization or disseminating company information without authorization,
- Falsification, misrepresentation or omission of information, documents or records,
- Lying,
- Insubordination or refusal to comply with directives,
- Failing to adequately perform job responsibilities,
- Excessive or unexcused absenteeism or tardiness,
- Disclosing confidential or proprietary company information without permission,
- Illegal or violent activity,
- Falsifying injury reports or reasons for leave,
- Possessing unauthorized weapons on premises,
- Disregard for safety and security procedures,
- Disparaging or disrespecting supervisors and/or co-workers, and
- Any other action or conduct that is inconsistent with company policies, procedures, standards or expectations.
- Violating HIPAA policy.

The company reserves the right to determine the severity and extent of any disciplinary action based on the circumstances of each case.

### 11.2 Procedures

Disciplinary action is any one of several options used to correct unacceptable behavior or actions. Discipline may take the form of oral warnings, written warnings, probation, suspension, demotion, discharge, removal or some other disciplinary action, in no order. The course of action will be determined by the company at its sole discretion as it deems appropriate.

## 12 TERMINATION POLICIES

Employment with the company is on an at-will basis and may be terminated voluntarily or involuntarily at any time.

### 12.1 Voluntary Termination

The company recognizes that personal situations may arise which require a voluntary termination of employment by an employee. Should this occur, the company requests that the employee provide a two-week advance notice in writing. This request does not alter an employee's at-will relationship with the company.

All rights and privileges of employment with the company terminate upon the date of separation.

Upon termination, an employee is required to:

- Turn in all reports and paperwork required to be completed by the employee when due and no later than the last day of work,
- Return all files, documents, equipment, keys, software or other property belonging to the company that are in the employee's possession, custody or control, and turn in all passwords to the Office Manager.

### 12.2 Involuntary Termination

At times it is necessary to involuntarily terminate employment with an employee. This can happen if the employee engages in behaviors listed as grounds for disciplinary action in section 11.1.

Upon involuntary termination, an employee is required to:

- Turn in all reports and paperwork required to be completed by the employee when due and no later than the last day of work,
- Return all files, documents, equipment, keys, software or other property belonging to the company that are in the employee's possession, custody or control, and turn in all passwords to the Office Manager.

Upon involuntary termination, no accrued PTO will be cashed out.

### 12.3 Final Paycheck

Employees who terminate employment with the company will be given their final paycheck in accordance with state law. Should the employee be unable to personally retrieve their paycheck, it will be mailed to the address on file or direct deposited into the bank account on file with the company.

### 12.4 Exit Interview

The company may request an exit interview upon notice of termination. The purpose of the exit interview is to complete necessary forms, collect company property and discuss employment experiences with the company.

Acknowledgement of Receipt for Employee Handbook

I acknowledge that I have been provided with a copy of the Employee Handbook for review and that it is available for viewing in the break room. I understand that I am responsible for reading the information contained in the Handbook.

I understand that the Handbook is intended to provide me with a general overview of the company's policies and procedures. I acknowledge that nothing in this Handbook is to be interpreted as a contract, expressed or implied, or an inducement for employment, nor does it guarantee my employment for any period of time.

I understand and accept that my employment with the company is at-will. I have the right to resign at any time with or without cause, just as the company may terminate my employment at any time with or without cause or notice, subject to applicable laws. I understand that my at-will employment cannot be altered by any verbal statement or alleged verbal agreement made by company personnel. It can only be changed by a legally binding, written contract covering employment status.

I acknowledge that the company may revise, suspend, revoke, terminate, change or remove, prospectively or retroactively, any of the policies or procedures outlined in this Handbook or elsewhere, in whole or in part, with or without notice at any time, at the company's sole discretion.

\_\_\_\_\_  
(Signature of Employee)

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Company Representative)

\_\_\_\_\_  
(Date)



Associates in Physical Therapy, PLLC

Appendix B: Safety Concern Report Form

Health/Safety Concern Form

A safety concern is an obvious circumstance that has or can contribute to bodily injury to patients and/or employees.

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Safety Concern Description:

Thank you for sharing your concern with us. We will review your recommendation and take appropriate action.

Appendix C: Incident Report Forms

**EMPLOYEE INCIDENT REPORT OF INAPPROPRIATE BEHAVIOR/HARASSMENT**

DATE \_\_\_\_\_ and TIME \_\_\_\_\_ of incident.

Location of incident (print) \_\_\_\_\_

Name of individual reporting incident (print) \_\_\_\_\_

Name(s) of all persons involved in the incident (print)

Name(s) of other witness(es) (print)

Did physical violence or damage to property occur?  NO  YES

Was the safety of a person endangered?  NO  YES

Any evidence from the incident (e-mails, photos, etc.)?  NO  YES

If yes, describe:

Was the Police Department contacted?  NO  YES

If yes, name of contact at Police Department \_\_\_\_\_

1. Detailed description of incident (name all of the individuals involved, use back if necessary)
2. How did you feel? 3. What is your desired outcome from reporting the incident?

Report prepared by: \_\_\_\_\_ Signature \_\_\_\_\_

Phone Number \_\_\_\_\_ Date of Report \_\_\_\_\_



Conflict Report Form

A workplace conflict is taken seriously and will be addressed promptly.

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

Nature of the Conflict (Including parties involved and pertinent events

We will review this information and take appropriate action.

**Misc. Report Form**  
(May also be used as PTO cap appeal)

Any concern that has no other form may be reported on this form. Please be specific.

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

Nature of the Concern (Including parties involved and pertinent events)

We will review this information and take appropriate action.