VRC Policies/ Procedure	**Subject:** Staff Scheduling/Attendance/Meal and rest breaks/Paid Time Off Policy and Procedures **Department Affected:** All **Issued by:** Human Resources **Reference:**	**Date:** 7/18/2018
Effective: 11/01/2020	**Approved by:** Allen Nalbandian, M.D. (VRC CEO)	Revision Date: **10/20/2020**

Purpose: Clarification and Standardization of the Operations staff scheduling, attendance expectations and Paid Time Off (PTO) policy and the application of the policy across the company.

Handbook Statement:

Employees are expected to staff the VRC facilities, both fixed and mobile offices, according to the company operating hours as established by VRC management. Operating hours could include weekday mornings and evenings as well as weekends and certain holidays. Failure to consistently staff the VRC facilities will result in progressive disciplinary action up to and including termination.

VRC employee attendance is tracked by management utilizing various means including payroll software program, ADP, and other software applications to ensure proper and consistent staffing of the VRC facilities. All VRC hourly employees are expected to show up on time for their shifts and to clock in and clock out of the payroll software program, ADP, in a timely fashion. This process is actively monitored by VRC management and abuse of the process will not be tolerated and will result in disciplinary action up to and including termination. Employees are expected to stay over time, as approved by their supervisor/VRC management, if needed to provide timely patient care.

Employees are expected and will be provided an opportunity to take their meal periods (lunch breaks) at the appropriate times of their shift and are expected to take their appropriate rest periods (10-minute breaks), in coordination with their working colleagues, during an eight-hour shift in compliance with California law. Missed meal periods are actively monitored by VRC management. Failure to appropriately communicate and obtain approval for skipping lunches and breaks will result in progressive disciplinary action up to and including termination.

Employees accrue Paid Time Off (PTO) at a rate per hour worked based upon their years of active service. Active service commences with an employee's first day of work and continues thereafter unless there is a termination of employment. Employees on a leave of absence do not accrue PTO. Employees become eligible to take PTO any time after the employee's 90th day of employment, as work schedules permit.

PTO can accrue to a maximum cap. Refer to the Employee Handbook for the cap based on years of employment. Once this cap is reached, PTO will not accrue until accrued hours are used and the employee falls below the maximum.

Employees wishing to schedule Paid Time Off (PTO) for one or more days need to follow the established procedural guidelines as outlined below in this document. Failure to follow these guidelines will result in denial to approve the requested time off. VRC will not be responsible if airline/accommodations have been booked before the request has been approved.

Employees will use accrued PTO for vacation, illness, care for family members or other personal matters after the 90th day of employment. Upon approval, Employees will need to formally request time off in the payroll system to cover time missed from work, the supervisor is not responsible for entering in PTO time.

Employees must use PTO hours (in lieu of taking time off unpaid) if any accrued PTO balance is available. This applies to preplanned time off, such as vacation or an appointment, as well as unplanned absences, such as due to illness. Unpaid time off can only be taken in the absence of available PTO, and is subject to supervisor approval.

The following are the principles to which VRC management adheres to in regard to paid time off requests and the approval process:

SCHEDULING PRINCIPLES

- Ensure Company offices/modalities/service lines are staffed per established operating hours matrix

- Staffing levels are modulated by volumes on a fair and industry accepted productivity benchmarks

- Honor staff PTO requests in a fair and transparent fashion

- Offer PTO flexibility as much as reasonably possible without compromising operations

- Provide the proper resources/training/support to ensure success

- Success is defined by meeting imaging volume goals and a high level of customer satisfaction/ratings while maintaining high VRC employee morale.

VRC STAFF OPERATIONAL STAFF SCHEDULING/PTO/ILLNESS/EMERGENCY CALL OUT PROCEDURAL STEPS

I. TECHNOLOGISTS

1. On the first day of each month, the Clinical Operations Manager (MANAGER) will send a blank Excel file that outlines the VRC Operational hours by modality to the Modality Scheduling Leads (LEADS) for them to draft the technologists' schedule 2 months ahead in excel for Clinical Operations Manager (Manager) to review. This Excel file is to be returned to the MANAGER no later than 5th day of each calendar month. For Example: December schedule is drafted and submitted by October 5th.

2. PTO requests must be submitted by the technologist staff to their respective Modality Scheduling Lead (LEAD) in the payroll software program ADP at least 60 days in advance. We prefer requests for long weekends either be Thursday, Friday, and the weekend. Instead of Friday, weekend and the Monday. If you have a particular request, talk to your supervisor prior to submitting. When requesting time off for appointments, please do your best to schedule these in the morning. We are less busy during this time than the afternoon.

3. PTO requests are summarized and sent via email to MANAGER and HR DIRECTOR to check PTO eligibility prior to approval.

4. PTO requests should be submitted in advance but are considered "pending" until approval of the Operations Schedule.

5. No two technologists can be allowed to take PTO simultaneously in impacted modalities.

6. MANAGER will review upcoming Clinical Trial exams and ensure certified technologist coverage prior to approving PTO requests.

7. No later than the 10th calendar day of the month, the MANAGER will approve the technologist Operations staff schedule.

8. Upon approval of the Operations Schedule by MANAGER, the Modality leads publish the technologist staff schedule in When I Work (WIW) & notify all staff.

9. Once Operations Schedule is approved then MANAGER and HR DIRECTOR will review and approve the PTO requests and communicate with the LEADS/technologists accordingly.

10. No changes to the operations schedule can be made by the LEADS without the written (e-mail) approval by the MANAGER. If changes are needed after publication of the technologist schedule the employee must find their own coverage from the current technologist pool (regular, part time and per diem employees) and the coverage cannot create undue financial hardship to the company like overtime. The MANAGER will need to approve the swap shift or it will be considered an unauthorized absence. Last minute requests will be handled on a case-by case basis.

II.   CSRs

1. On the first calendar day of each month, the Patient Access Services Supervisor (PASS) will draft the CSR staff schedule based on the current VRC CSR master station grid in Excel two months in advance and email this file for the MANAGER to review. For Example: February schedule is drafted by December 1st.

2. PTO requests must be submitted by the CSR staff to the PASS in the payroll software program ADP at least 60 days in advance. We prefer requests for long weekends either be Thursday, Friday, and the weekend. Instead of Friday, weekend and the Monday. If you have a particular request, talk to your supervisor prior to submitting. When requesting time off for appointments, please do your best to schedule these in the morning. We are less busy during this time than the afternoon.

3. PTO requests are reviewed by management. Once the request is approved in ADP, the supervisor or HR will put the request into the schedule platform When I Work (WIW). Requests may be denied if they are not submitted in ADP, an employee does not have enough accrued PTO to cover the

absence, other employees have an approved time off already scheduled, or will otherwise cause financial impact to the company.

4. PTO requests should be submitted in advance but are considered "pending" until approval of the Operations Schedule.

5. No two CSRs can be allowed to take time off simultaneously in impacted modalities. The supervisor for the employee will confirm with other site and modality leads that there is enough coverage to accommodate the request.

6. Requests will be evaluated on a first come, first approved basis.

7. PTO eligibility (sufficient PTO balance) will be reviewed by PASS, MANAGER, or HR DIRECTOR prior to approval.

8. Upon approval by MANAGER, the PASS will publish the CSR staff schedule in When I Work (WIW) & notify all staff.

9. If changes are needed after the schedule is published, the employee must find their own coverage from the current employee pool (regular, part time and per diem employees) and the coverage cannot create undue financial hardship to the company, such as overtime. The PASS, in coordination with the MANAGER, will need to approve the swap shift or it will be considered an unauthorized absence. Last minute requests will be handled on a case-by case basis.

10. For clarification: the PASS is responsible for all CSR station schedules including front desk at fixed facilities, CSR on mobile van, order processors, schedulers, authorization/eligibility representatives, medical records representatives.

III.   MANAGEMENT PTO REQUESTS

Supervisors/Management:

Leads (supervisors) and Executive management are considered "Key Management Group" (KMG). Current VRC Executive Management consist of the Clinical Operations Manager, Patient Access Services Supervisor, Client Relations Manager, IT Manager, Accountant, HR Director and Analyst.

Currently, VRC clinical offices leadership consists of the Clinical Operations Manager, the Site Lead and the Clerical Lead. Only two KMG can be on vacation within the group at a given time. There also must be leadership coverage at a facility during a vacation. Therefore, other Leads and Management will need to be on site during vacation coverage which may result in schedules being adjusted at the other facilities to provide leadership coverage. Example: If the site lead is on vacation and it is the clerical lead's scheduled day off the following will need to occur: 1) the clerical lead needs to adjust their day off to work, or 2) another site lead or clerical lead from another facility needs to be scheduled at the site to provide coverage, or 3) another supervisor or manager needs to be present.

IT Manager and IT Help Desk Technician cannot be on PTO at the same time. IT Help Desk Technician must submit PTO requests through ADP.

1. KMG PTO requests must be submitted to the HR Director and CEO by email and the payroll software program ADP at least 30 days in advance.

2. PTO requests are summarized and sent via email to Manager and HR Director to check PTO eligibility (sufficient PTO balance) prior to approval.

3. The Clinical Operations Manager and PASS cannot be on PTO at the same time.

4. All KMG members must ensure their responsibilities are designated to an Responsible Party as follows:

   a. Clinical Operations Manager will designate the Site Leads at the clinics and the PASS at admin office and the Medical Records Lead for clinical trial related scheduling issues.

   b. PASS will designate to a deputy and notify the Clinical Operations Manager and Client Relations Manager.

   c. Client Relations Manager will designate the PASS and Clinical Operations Manager

   d. IT Manager will designate IT Help Desk Technician

TARDINESS/CALL OUTS FOR ILLNESS/PERSONAL OR FAMILY EMERGENCIES

Tardiness, call outs for illness, and personal or family emergencies are a serious matter. They obviously have significant implications to the individual employee but also have the potential to adversely impact the VRC business due to potential loss of reputation and revenues, as well as other VRC employees who will have to work harder due to the absence. Employees with potentially contagious illnesses should not come to work. Sick calls should be reserved for true illnesses; They should not be utilized for minor aches and pains or following late night festivities. Call outs cannot be utilized for simply taking off from work outside of the PTO request process outlined in this policy document. Employee tardiness, absenteeism and call outs are always monitored by VRC management.

Procedure:

1. All VRC hourly employees must call/text and e-mail all of the following: their immediate supervisor/PASS/Clinical Operations Manager and HR Director as soon as reasonably possible prior to their scheduled shift to notify them that they are unable to cover their shift, the reason for the call out as well as any efforts they have made to find an alternative VRC employee or per diem to cover their shift.

2. Tardiness: it is the responsibility of the employee to notify by phone or text the site lead and the Clinical Operations Manager or PASS that he or she will be late for their shift and the reason for the tardiness.

3. The modality lead and Clinical Operations Manager will work together to try to cover the shift as best as reasonably possible with various options at their disposal. The last resort should be to cancel and shift

scheduled patients. Similarly, the PASS will coordinate with the Clinical Operations Manager to try to cover the shift as best as reasonably possible emphasizing the staffing of the call center as a priority.

4. Combination of the site leads, the PASS in the Clinical Operations Manager will also notify the HR Director in person or by email regarding the tardiness of a particular VRC employee to their scheduled shift. Certain reasons for tardiness, such as car accidents on the freeway or certain minor personal family emergencies, will not be counted against the VRC employee.

5. The HR Director will notate the employee file with the reasons for the callout as well as tardiness to the shift.

ADMINISTRATIVE TIME FOR SITE AND MODALITY LEADS

1. **With the exception of management sanctioned and designated special projects, site leads are expected to discharge their duties during normal working hours of their shift.**

2. **With the exception of the annual MQSA audit and the occasional equipment accreditation requirements, modality leads are expected to discharge their duties during normal working hours of their shift.**

3. **All administrative time must be requested by the site and modality leads and approved by the Clinical Operations Manager and/or CEO. The request must include specific reasons.**

MEAL PERIODS AND REST BREAKS

Meal periods (lunch) and rest breaks (10-minute break) during your work shift are mandatory as required by California law. Employees are asked to refer to the VRC Employee Handbook for guidelines as to when meal and rest periods must be taken during their shifts in order to maintain compliance with California law. Skipping lunches and breaks without a valid reason is a serious offense and will initiate disciplinary action that may include termination.

Requests to skip lunch for legitimate patient care reasons must be approved by one of the following prior to the employee skipping their lunch or going to lunch late: site lead, Clinical Operations Manager, PASS or HR Director. If prior notification is not possible then the VRC employee is required to email VRC management, including the HR Director, as to the reason the lunch was skipped.

Meal periods not taken will be tracked by VRC management. Excessive use of meal period penalties will be addressed with individual employees as needed, and not taking lunch or rest breaks without a valid reason will not be tolerated.

VRC internal audit: The HR Director will maintain an ongoing log of skipped lunches/breaks for each VRC employee and notify the VRC Clinical Operations Manager, Accountant and CEO.

OVERTIME REQUESTS

Overtime work may occasionally be necessary in order to accommodate certain business needs such as stat add-on exams and patients late to their appointments. In these situations, overtime work is an expected part of a VRC

technologist's employment with the company. Overtime work by the VRC CSRs should be a relatively rare event but occasionally may be necessary particularly if there are call outs or we are otherwise short-staffed.

Any overtime work should be requested ahead of time, if reasonable. Otherwise, as soon as reasonably possible following the completion of patient care needs, the VRC employee should email their immediate supervisor, Clinical Operations Manager and the HR Director to explain the need and reason for overtime.

All overtime work is monitored by VRC management.

VRC internal audit: The HR director will maintain an ongoing log of overtime work for each VRC employee and notify the VRC Clinical Operations Manager, PASS, Accountant and CEO on a payroll reporting basis.

LEADS IN CHARGE OF STAFF SCHEDULE

MODALITIES	LEAD	NOTES
CLERICAL	THERESA B	INTERFACE WITH CLINICAL OPS MANAGER REGARDING FRONT DESK; FINAL APPROVAL BY CLINICAL OPS MANAGER
MRI/PET-CT	JEREMY	INTERFACE WITH ROSE FOR PET/CT TECHS; FINAL APPROVAL BY CLINICAL OPS MANAGER
MG-DEXA-XRAY-FLUORO	LORRIANNE	INTERFACE WITH MAMMO BUS LEAD FOR MG STAFFING; FINAL APPROVAL BY CLINICAL OPS MANAGER
US	KATE	PLAN NON-VRC ONSITE US TECH SCHEDULE; FINAL APPROVAL BY CLINICAL OPS MANAGER
CLINICAL TRIALS	SARAH T	
MANAGEMENT	TIM/DR. NALBANDIAN	

GENERAL CONSEQUENCES AND DISCIPLINARY ACTION

1- Verbal communication

2- Written communication with corrective action plan

3- Final written communication with corrective action plan

4- Termination