



OPERATIONS MANUAL

Table of Contents

1	LEADERSHIP	4
1.1	Mission Statement	4
1.2	Scope of Service	4
1.3	Description of Services	4
1.4	Organizational Chart (See Binder)	4
1.4.1	Corporate Job Descriptions – (See Binder)	4
1.4.2	Healthcare Professionals Job Descriptions – Present in each Personnel file	4
1.4.3	Healthcare Professionals Terms of Employment	4
1.5	Conflicts of Interest	4
1.6	Code of Business Ethics	5
1.6.1	Standards of Conduct	7
1.6.2	Disciplinary Action	10
1.6.3	Substance Abuse	11
1.6.4	Sexual and Other Unlawful Harassment	12
1.7	Contracts or “Agreement of Service”	13
1.8	Availability to Clients and Healthcare Staff	13
1.8.1	Hours of Operation	13
1.8.2	Availability to Clients	14
1.8.3	Availability to Healthcare Staff	14
1.8.4	Availability of Healthcare Professionals and Quality of Customer Service	14
1.9	Resolution of Complaints (From Staff and Customers)	14
1.10	Clinical Incidents & Sentinel Events	16
1.10.1	Work Related Injuries and/or Exposures	16
1.11	Emergency Management Plan	16
1.11.1	Business Continuity and Disaster Recovery Strategies	17
1.11.2	Business Processes and Functions	17
1.11.3	Assessment of Business Risks and Their Potential Impact on the Operations of Therapy Staff, LLC	17
1.11.4	Backup Strategies	20
1.11.5	Recovery Strategies	21
2	HUMAN RESOURCES	23
2.1	EMPLOYMENT AND APPLICATION PROCESS	23
2.1.1	Recruiting Policies and Procedures	23
2.1.2	Application Process	23
2.1.3	Core Competencies	24
2.1.4	Competency Review and Verification of Qualifications	25
2.1.5	Testing	25
2.1.6	Skills Checklists	25
2.1.7	Reactivation of Employees	26
2.2	Maintaining Joint Commission Standards	26
2.2.1	Health Screening	26
2.2.2	Orientation	27
2.2.3	Credentialing	28
2.2.4	COVID-19 Credentialing Extension Policy	28

2.2.5	Floating Policy	29
2.2.6	Continuing Education	29
2.2.7	Employee Performance Review	29
2.3	Clinical Supervision	30
3	INFORMATION MANAGEMENT	30
3.1	Information Management Process	31
3.2	Information that may be retained in each Employee’s File upon written agreement between Therapy Staff, LLC and its customers	31
3.3	Data Capture	31
3.4	Data/Information Processing	32
3.5	Tracking Staffing Activity	32
3.6	Information Retrieval	32
3.7	Information Dissemination	32
3.8	Retention of Records	33
3.9	Internal Audit	33
3.10	Privacy, Confidentiality and Security of Information	33
3.11	Ownership	34
3.12	Guidelines for Maintaining Privacy and Confidentiality of Information	34
3.13	Maintaining Information Security	35
3.14	Access to Information	35
3.15	Communicating and Enforcing the Policy	36
3.15.1	Potential Consequences of Violation of Confidentiality	36
4	PERFORMANCE MEASUREMENT & IMPROVEMENT	36
4.1	Objectives	36
4.2	Plans for Performance Improvement	37
4.2.1	Do Not Return - Clinical	37
4.2.2	Do Not Return - Professional	37
4.2.3	Personnel File Compliance	38
4.2.4	Performance Charts	38
4.2.5	Performance Improvement Measurement	39
4.2.6	Do Not Send Prevention Program	39

1 LEADERSHIP

1.1 Mission Statement

No other healthcare placement firm offers better service, recruitment, and staffing of highly qualified medical personnel than Therapy Staff, LLC. We have the experience, resources, and connections to offer healthcare professionals work during the next decade in all of America's premier locations and provide hospitals and healthcare organizations with the most qualified healthcare professionals in the industry.

1.2 Scope of Service

Therapy Staff, LLC offers a complete group of exceptionally qualified healthcare professionals. Our healthcare professionals are available for all shifts every day of the year including holidays. We also recruit and maintain a pool of personnel who perform patient care for any mutually agreed upon time frame.

1.3 Description of Services

Therapy Staff, LLC staffs and recruits for acute care medical centers, University teaching hospitals, trauma centers, community-based hospitals, skilled nursing facilities, probation health systems, comprehensive health centers, rehabilitation facilities and ambulatory care centers.

1.4 Organizational Chart (See Binder)

1.4.1 Corporate Job Descriptions – (See Binder)

1.4.2 Healthcare Professionals Job Descriptions – Present in each Personnel file

1.4.3 Healthcare Professionals Terms of Employment

Therapy Staff, LLC is a part-time employer and cannot guarantee the number of hours the field employee will work in any given week. Therapy Staff, LLC is not responsible for the field employee's transportation and cannot guarantee work close to the field employee's home or within walking distance of a bus line.

1.5 Conflicts of Interest

Therapy Staff, LLC to the best of its ability identifies conflicts of interest. Therapy Staff, LLC discloses all conflict of interest to its clients. Therapy Staff, LLC annually reviews its relationships and its staffs' relationships with vendors, clients, competitors and regulatory entities to determine conflicts of interest.

When conflicts of interest arise Therapy Staff, LLC discloses this conflict of interest when appropriate to whichever client may be involved or affected. Therapy Staff, LLC enforces that employees of Therapy Staff, LLC are not permitted to maintain additional employment, accept gifts (other than those of nominal value), or to allow payment on their behalf of any travel, living or entertainment expense by any person or organization currently doing business with or seeking to conduct business with Therapy Staff, LLC, unless approved by the client involved or potentially involved.

1.6 Code of Business Ethics

The first element of the Code of Business Ethics is putting the interests of the client facilities and ultimately the patient above our personal and individual interests. It is in the best interest of Therapy Staff, LLC to avoid conflicts of interest between the client hospital, employees and staff.

Therapy Staff, LLC has developed corporate compliance guidelines to supplement and reinforce our client facilities' existing policies and procedures. It is also meant to assist Therapy Staff, LLC to comply with all applicable laws, rules and regulations.

1. All employees are responsible for conducting their jobs in a manner reflecting standards of ethics that are consistent with accepted criteria for personal integrity.
2. Preserving Therapy Staff, LLC reputation for integrity and professionalism is an important objective. The manner in which employees carry out their responsibilities is as important as the results they achieve.
3. All activities are to be conducted in compliance with both the letter of the law and spirit of the law, regulations, and judicial decrees.
4. No employee should, at any time take any action on behalf of Therapy Staff, LLC, which is known or should be known to violate any law or regulation.
5. Information about healthcare provider's medical condition and history is required during the hiring process. Therapy Staff, LLC recognizes this health information and electronic information must be held securely and in confidence. It is the policy of Therapy Staff, LLC that clinical staffs' specific information is not to be released to anyone outside of Therapy Staff, LLC without a court order, subpoena of applicable statute.
6. Marketing materials, regardless of medium, shall accurately describe the services, facilities and resources of Therapy Staff, LLC
7. To maintain high standards of performance, Therapy Staff, LLC employs only those individuals it believes are most qualified without regard to race, color, religion, sex, age, national origin, handicap or disability in compliance with all federal and state laws regarding discrimination.
8. Therapy Staff, LLC is committed to maintaining a work place environment in which employees are free from sexual harassment.
9. Therapy Staff, LLC will not tolerate violence or threats of violence in the workplace, including but not limited to abusive language, threats, intimidation, inappropriate gestures and/or physical fighting by any employee. These actions are strictly prohibited and may lead to severe disciplinary action up to and including termination.
10. Therapy Staff, LLC recognizes that its employees and clinical staff are its most valuable assets and is committed to protecting their safety and welfare. Employees are required to

report accidents and unsafe practices or conditions to their supervisors or other management staff. Timely action will be taken to correct unsafe conditions.

11. Employees that are licensed or certified in any profession shall follow all applicable rules and professional codes of conduct pertaining to that profession, in addition to the rules stated herein.
12. Therapy Staff, LLC prohibits the use or possession of illegal drugs and alcohol abuse on Therapy Staff, LLC property or while engaged in company activity.
13. Therapy Staff, LLC is committed to providing initial and ongoing education for all employees regarding their responsibilities to uphold the code of business ethics and this set of Therapy Staff, LLC Corporate Compliance guidelines.
14. Therapy Staff, LLC prohibits field staff to discuss bill rates of hospitals or special rates of Therapy Staff, LLC with other healthcare providers.
15. Therapy Staff, LLC prohibits field staff to discuss personal or business affairs of any employee (field or office staff) with any individual not directly involved with the said personal or business affair.
16. Therapy Staff, LLC is committed to protecting the privacy, confidentiality and security of personal (education, employment and health) information of its employees. This policy is designed to assure compliance with applicable state and federal laws and regulations.
17. Therapy Staff, LLC is committed to protecting its own and its client's trade secrets, proprietary information and other internal information.
18. It is the desire of Therapy Staff, LLC to provide authorized third parties with information whenever requested while committing to our responsibility to control the release of information to protect the privacy and confidentiality of the employee and/or corporate information.
19. Employees are not authorized to issue any statement, written or oral, to any news media representative or grant any public interview pertaining to the company's operations or financial matters.

Any employee that becomes aware of any ethical issues or unethical practices must immediately report it to their supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, because of their involvement in the situation, you should immediately contact the Therapy Staff, LLC Corporate Office or any other member of management. Any employee can raise concerns and make reports without fear of reprisal or retaliation.

All reports and inquiries are handled confidentially to the greatest extent possible under the circumstances. You may choose to remain anonymous, though in some cases that can make it more difficult to follow up and ensure resolution to the situation.

Therapy Staff, LLC wants every employee to report violations of our ethical or other principles whenever you see them or learn about them. In fact, it is a requirement of your employment. If you do not know whether something is a problem, please ask a member of management.

1.6.1 Standards of Conduct

1.6.1.1 Professional Behavior

It is the responsibility of every member of Therapy Staff, LLC clinical field staff to exercise appropriate judgment, and conduct himself or herself in a manner that reflects the highest standards of professional and personal ethics and behavior.

The following set of standards, are to inform and guide, all staff assigned to work in hospital units. The guidelines below include but are not limited to the following:

1. Patient care providers are to render care in a manner that enhances the personal dignity and rights of each patient. Any form of patient abuse and/or neglect will not be tolerated and patient care providers are to support Therapy Staff, LLC policies and procedures in this regard.
2. Interactions with all hospital patients, visitors, employees, physicians, vendors, etc., must be conducted in a courteous and professional manner at all times ensuring that Therapy Staff, LLC is always presented in the most favorable light.
3. The practice of counseling of the patient regarding personal problems and / or participation of the Therapy Staff, LLC patient care provider in conversations with patients about topics not relevant to the plan of care--is discouraged and unacceptable.
4. Patients are to be dealt with equally and fairly and the selection of "favorites" is not acceptable
5. Appropriate language is to be used at all times when a Therapy Staff, LLC patient care staff member is at a Therapy Staff, LLC client facility, and in any patient. Care area private and / or public. Abusive, profane, threatening, demeaning, language resulting violation of HIPPA regulations or compromising patient confidentiality can result in immediate termination
6. Touching patients, except in the direct delivery of care or by a greeting, is prohibited
7. Socializing with patients and/or patient's significant others outside of the facility is unacceptable
8. Socializing with patients and/or patients' significant others after discharge from the Hospital is prohibited. Staff members are not to call, date, nor develop personal or social relationships with patients, former patients, or family/significant others of patients, including giving of personal information or residential phone numbers. Staff should discuss with their manager, any matter of concern regarding their contacts with current or former patient/family members of patient's significant others.
9. All staff will uphold all rules and regulations related to patient confidentiality in all areas including patient care, public and non-patient care areas. These rules and regulations include but are not limited to the following:
 - Patient care providers are not to divulge to anyone any information or records

- concerning any patient without proper authorization. Unauthorized release of confidential information may constitute ground for termination and/or civil action.
- Conversations regarding patients are not to be held in the presence of other patients or any other person not privileged to this communication.
 - Problems of a patient are not to be discussed with another patient.
 - Patients are not to be named or discussed with anyone in or outside of the facility who does not have the legal right to receive information about the patient.
10. Personal problems, concerns or personal life information of patient care providers are not to be discussed with any patient, patient group or family/significant others.
 11. Staff is not to discuss disagreements or criticize other patient care providers or physicians within the earshot of patients/families/significant others. A professional difference of opinion must be discussed in an appropriate private space.
 12. Behavior in patient areas and at the healthcare professionals' station shall be oriented toward patient care. Personal reading and conversations, including personal phone calls, are not to be conducted in these areas.
 13. Employees must avoid any situation, which involves a possible conflict between their personal interests and those of Therapy Staff, LLC Staff shall not solicit, and are encouraged not to accept gifts or compensation of any kind from any individual or Therapy Staff, LLC outside of Therapy Staff, LLC as a consequence of their position at Therapy Staff, LLC
 14. Any inappropriate interactions between patients and staff, staff and staff, or staff and others within the hospital will be met with investigation and quick response within the framework of Therapy Staff, LLC policy and procedure.
 15. Employees who are licensed or certified in any profession shall follow all applicable rules or professional codes of conduct pertaining to that profession, in addition to the rules stated herein.
 16. All Therapy Staff, LLC patient care staff will be expected to maintain English proficiency standards and use English exclusively during all paid working hours.
 17. Therapy Staff, LLC name badge must be worn at all times while on assignment, above the waist with employee's picture, name and title fully visible.
 18. While at the hospital, all employees must follow these basic rules:
 - Eating and drinking are only permitted in the cafeteria, designated employee lounges, unit conference rooms and in private offices, when not in use for patient care.
 - Sleeping is not permitted during paid working hours.
 - Personal phone calls on the unit during work time are prohibited, except in emergency situations
 - Assigned duties must be carried out in a timely, efficient manner as directed or delegated.

19. When entering a patient room and/or when greeting a patient, practice the following.

- Knock before entering
- Greet the patient by name
- If it is first contact of the day, introduce yourself by name and title
- Tell the patient why you are in the room.

20. When exiting a patient room, Therapy Staff, LLC patient care staff is expected to:

- Inform the Patient / Family that you are leaving
- State time you expect to return
- Ask if there is anything the patient / family needs before you leave

1.6.1.2 Dress Code

Dress code policy must be followed at all times while on the hospital premises. The Therapy Staff, LLC dress code includes but is not limited to the following:

- Clothing must be clean, neat, and allow for quick, efficient movement as necessary in the performance of job duties, including emergencies. Professional healthcare attire is acceptable.
- Unacceptable attire includes but is not limited to:
 - Bare midriffs
 - Low cut, tank, tube or sleeveless tops
 - Transparent, provocative, excessively form fitting or revealing clothing
 - Mini skirts
 - Sweat (warm-up) shirts or pants
 - Clothing with printed messages, caricatures or pictorial representations (e.g., university logos, beverage cans, and cartoon characters) applications that have the potential of falling off (e.g. sequins, glitter) shorts. Note: Exception business attire that is identified by small logo (e.g. Polo insignia).
 - Denim jeans (any color).
 - Spandex tights or leggings.
 - Fishnet stockings.
 - Hats (other than nursing caps).

Note: Exceptions to these rules may be made with the written approval of the manager when the job expectations demand different attire.

- Jewelry is to be kept at a minimum and in keeping with the general safety and infection control practices for the employee and the patient. Long dangling earrings, large or excessive necklaces and/or bracelets and sharp rings are not acceptable.

- Fingernails must be kept short, clean and natural; no artificial applications are to be worn.
- Hair must be neat and well-groomed.
- Shoes must be clean, in good repair, provide good support and protection and allow for quick and efficient movement as necessary in the performance of job duties, including emergencies. Heels should not be more than two-and-a-half inches high. Open-toed and open-back shoes are not permitted. Socks or stockings must be worn at all times.

1.6.1.3 Telephone Courtesy

Telephone courtesy guidelines include but are not limited to:

- Answering the phone, preferably by the third ring
- Identify yourself by giving your department and name.
- Identify the caller and what they are requesting
- When leaving the line, before placing the caller on hold, ask the caller if he/she can hold the line and wait for the caller's response
- When returning to the line, thank the caller for waiting
- When you give the call to another person, inform them both that they have a call and who the caller is.
- Try not to leave the caller holding for more than thirty seconds. If you have to handle several calls at the same time or are unable to find the requested information or person quickly, ask if the caller would prefer to wait or to be called back.
- If the person receiving the call is not available, advise the caller of this and offer the options of speaking with someone else or leaving a message
- After taking a message, repeat the message to the caller to confirm that you have taken it down correctly and thank the caller.
- When transferring a call, let the caller know that you are transferring the call and why. Also, identify the extension to which you are transferring in case the caller is inadvertently disconnected.
- Allow your voice to reflect courtesy and a smile. What and how you say what you say makes a difference.
- Employees are to seek guidance from their manager when there are questions, concerns or problems with these rules or any other part of their employment.
- Any violations of the Code of Conduct will be investigated and may result in Disciplinary action up to and including termination, per Therapy Staff, LLC Policy and Procedures.

1.6.2 Disciplinary Action

Therapy Staff, LLC has established workplace standards of performance and conduct as a means of maintaining a productive and cohesive working environment. A positive, progressive approach is taken to solve discipline problems, which appeals to an employee's self-respect, rather than create the fear of losing a job. Our system emphasizes correction of the offensive behavior. If

correction of the problem and sustained improvement does not occur, termination may result.

The following may be grounds for disciplinary action, up to and including termination:

- Accepting an assignment and not reporting to work or not notifying us.
- Unauthorized possession, use, or removal of property belonging to Therapy Staff, LLC or any client of Therapy Staff, LLC
- Failure to comply with all safety rules and regulations, including the failure to wear safety equipment when instructed.
- Reporting to work under the influence of alcohol, illegal drugs, or in possession of either item on company premises or work sites of client companies.
- Lewd, unacceptable behavior, possession of weapons or explosives and provoking, instigating or participating in a fight are prohibited at Therapy Staff, LLC and/or at its client hospitals.
- Violation of the harassment policy.
- Insubordination of any kind is grounds for immediate termination. (For example, refusal to carry out your supervisor's reasonable works request).
- Leaving an assignment without notice i.e. patient or assignment abandonment.
- Falsifying records, including but not limited to time records or claims pertaining to injuries occurring on company premises or work sites of client companies or personnel records.
- Disclosing confidential information without authorization.
- Disregard for established policies and procedures.
- Excessive cancellations or tardiness.
- Discourtesy to clients or fellow employees.

1.6.3 Substance Abuse

Therapy Staff, LLC believes that maintaining a workplace that is free from the effects of drug and alcohol abuse is the responsibility of all persons involved in our business, including Therapy Staff, LLC employees and clients.

The use, possession, sale or transfer of illegal drugs or alcohol on company property, in company vehicles, or while engaged in company activity is strictly forbidden. Also, being under the influence of drugs or alcohol, while on company property, in company vehicles, or while engaged

in company activities is strictly forbidden. A violation of this policy will result in disciplinary action up to and including termination. Depending upon the circumstances, other action, including notification of appropriate law enforcement agencies, may be taken against any violator of this policy. In accordance with the Drug-Free Work-Place Act of 1989, as a condition of employment, patient care providers must comply with this policy and notify management within five (5) days of conviction for any use of, or distribution of a controlled substance. Failure to do so will result in immediate termination of employment pending the outcome of any legal investigation and conviction.

For the protection of our employees, the public and to insure an environment as free from the influence of illegal drugs as is reasonably and practically possible, the company requires a pre-employment drug screen and reserves the option to conduct for cause drug screens for the presence of illegal drugs under certain conditions. Consent to a random testing program will be a condition of further employment of each and every employee. If any director, manager, supervisor or other company officer or client representative has any suspicion that an employee under his or her supervision may be affected by or under the influence of illegal drugs, the employee under suspicion will be asked to undergo a laboratory test to determine the presence of illegal drugs. Refusal to take the test will subject the employee to immediate termination. Additionally, consistent with the law, drug and alcohol screening tests will be given after accidents or near misses, or upon reasonable suspicion of alcohol or drug use, when a client requires pre-assignment testing, or upon any other circumstances which warrant a test.

1.6.4 Sexual and Other Unlawful Harassment

Therapy Staff, LLC is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, sexual orientation, or any other legally protected characteristic will not be tolerated.

Sexual Harassment is defined as unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples.

- Unwanted sexual advances—verbal and/or non-verbal.
- Offering employment benefits in exchange for sexual favors
- Making or threatening reprisals after a negative response to sexual advances.
- Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons or posters.
- Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes.
- Verbal sexual advances or propositions.
- Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes, e-mails or invitations.

- Physical conduct that includes touching, assaulting or impeding or blocking movements.

Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- Submission to such conduct is made either explicitly or implicitly as term or condition of employment;
- Submission or rejection of the conduct is used as a basis for making employment decisions, or
- The conduct has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

Upon experiencing or witnessing sexual or other unlawful harassment in the workplace, report it immediately to your supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the Therapy Staff, LLC Corporate Office or any other member of management. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of sexual harassment will be quickly and discreetly investigated. To the greatest extent possible, the alleged victim's confidentiality, that of any witnesses, and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, the alleged victim will be informed of the outcome of the investigation.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment must immediately advise the President or any member of management so the allegation can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

1.7 Contracts or "Agreement of Service"

Written agreements with hospitals and other healthcare providers are a necessary part of doing business. Written agreements protect both parties by explaining terms of service, expectations, and accountability. Therapy Staff, LLC will attempt to establish a written agreement with all clients prior to providing service. Because most written agreements originate with the client or the client refuses to sign an agreement, often information relative to the scope of our services is not included. Therefore, Therapy Staff, LLC will provide client with a written policy statement that outlines expectations and accountabilities of both Therapy Staff, LLC and client. A copy of this policy statement will be maintained in the client's contract file.

1.8 Availability to Clients and Healthcare Staff

1.8.1 Hours of Operation

Therapy Staff, LLC is available to clients and employees 24 hours a day, seven days a week. When Therapy Staff, LLC offices are closed, a Therapy Staff, LLC employee is on call and available to

meet the needs of customers and employees. All emergency calls are forwarded to the Branch Manager, Director of Nursing or the Vice President of Operations.

1.8.2 Availability to Clients

Upon obtaining a new hospital contract, at the time of renewal, and when information is being updated, hospitals are given our normal business hours and phone numbers to be contacted after normal business hours as well as in case of emergency situations.

1.8.3 Availability to Healthcare Staff

During the application process, healthcare professionals are informed of normal business hours; and phone numbers to be contacted after normal business hours as well as in case of emergency situations.

1.8.4 Availability of Healthcare Professionals and Quality of Customer Service

Therapy Staff, LLC shall use its best efforts to provide qualified healthcare professionals to its clients in full compliance with all the provisions of our supplemental staffing agreements and in accordance with the elements of performance consistent with the current published standards of the Joint Commission.

Therapy Staff, LLC shall have healthcare personnel available for the hospital twenty-four (24) hours a day, seven (7) days per week.

Therapy Staff, LLC shall provide direct telephone access to staffing coordinators for hospitals 24 hours a day, seven days a week. In the event of an emergency situation, Therapy Staff, LLC Branch Manager will immediately contact the CEO or Director of Nursing, who will follow-up with the client facility.

Emergency contact information is given to the hospital at the start of the contract. Updated information is faxed to the hospital.

All pertinent public employee information shall be made available to hospitals upon request.

Per written agreement with its customers Therapy Staff, LLC shall agree to periodic audits by the hospitals to ensure that all documentation is present in personnel and health files. Therapy Staff, LLC shall maintain current written employee releases from all healthcare professionals to permit hospital access to their personnel and health files.

1.9 Resolution of Complaints (From Staff and Customers)

A Customer Service Complaint is any complaint and/or concern from one of our valued customers regarding a situation or incident that results in dissatisfaction of that customer. The purpose of our complaint policy is to:

- To have a positive impact in improving customer service and satisfaction.
- To understand the causes that underlie a complaint and to focus on making changes to systems and processes to reduce the probability of a similar complaint in the future.
- To prevent potentially compensable events and to protect corporate financial resources potentially jeopardized by customer dissatisfaction.
- To analyze and trend data to identify opportunities for organizational performance improvement.

All Therapy Staff, LLC patient care providers and internal office staff are entitled to full and equal accommodations, advantages, facilities, privileges and services provided by the company.

Therapy Staff, LLC accepts complaints from persons who believe that they have experienced a violation of their rights. The following guidelines shall be followed in resolving complaints.

- Complaints must be filed within 30 days of the alleged act.
- The complaint is the written document that describes the occurrence and why the person filing the complaint believes the action or incident was in violation of his/her rights.
- An individual seeking to file a complaint needs to contact Therapy Staff, LLC. The appropriate Therapy Staff, LLC manager, office staff or the individual who received the call will conduct an intake interview or phone interview with the complaining party and complete a complaint management report.
- After a careful screening process, the complaint is investigated to determine if there is sufficient evidence to support the allegation. The complaint documentation must contain a claim, which constitutes a violation of the complaining person's rights.
- A complaint may be settled at any time after it is filed. Opportunities will be given to all parties involved to ask questions, provide information, and suggest witnesses in order to resolve the complaint.
- As the investigation proceeds, individuals will be interviewed, and pertinent records and documents will be reviewed.
- The person filing the complaint must cooperate fully by providing accurate information and by supplying documents to support the allegations.
- All information gathered in the course of an investigation is subject to disclosure unless otherwise protected by the individual's right to privacy (e.g. medical records).
- If the complaint is substantiated, a reconciliation conference to settle the complaint will be scheduled. Settlement terms may require:

- Restoration of previously denied rights.
- Compensation of any out-of-pocket losses incurred by person filing complaint
- Correction of other harm(s) resulting from the violation(s).
- Modification of practices that adversely affect persons protected under law
- Other actions to eliminate the effects of violation of rights.

1.10 Clinical Incidents & Sentinel Events

Clinical staff must recognize the importance of following effective procedures and are encouraged to speak up if something has compromised or might compromise patient safety and quality.

A Clinical Incident is any event or series of events that resulted in or had the potential to result in an adverse patient outcome. Examples of a clinical incident include but are not limited to (Omission of treatment, deviation from policy, medication errors, improper equipment usage, IV of Blood complications, patient fall, inaccurate clinical assessment, patient or physician complaint). Clinical staff should notify Therapy Staff, LLC of any clinical incidents that occur while on assignment, regardless of an adverse outcome.

A sentinel event is an unexpected occurrence involving serious physical or psychological injury or death or the risk thereof. These events must be reported to the Director of Nursing within 24 hours of the occurrence. The hospital will conduct a Root Cause Analysis for all sentinel events, to identify the causes of the error. The Director of Nursing will work closely with any staff involved in an error, including supporting them through the difficult time, facilitate communication between the clinical staff and the customer about the event, and based on the root cause analysis, plan for improvement activities.

In the event of deviation of practice according to the professional practice act, fraudulent behaviors, narcotic abuse or deviation and/or other aberrant or illegal behavior, each event is documented and a report is made, which includes information from the customer. The Director of Nursing reports each situation according to the guidelines of the appropriate professional association.

1.10.1 Work Related Injuries and/or Exposures

Therapy Staff, LLC provides Workers Compensation insurance for its employees as required by law. It is our philosophy that if an employee is injured while at work, it is our intent to assist that employee to return to work as soon as possible. The employee is obligated to report a work-related injury to Therapy Staff, LLC as soon as possible. In the case of an emergency situation, the employee is advised to go to the emergency room. If it is not an emergency situation, Therapy Staff, LLC will advise the employee where to seek medical help. The injury will be reported to the worker's compensation insurance provider who will manage the employees' return to work.

1.11 Emergency Management Plan

1.11.1 Business Continuity and Disaster Recovery Strategies

Every business can experience a serious incident that can prevent it from continuing normal business operations, and Therapy Staff, LLC is no exception. This section of the policy and procedure manual has been compiled to reduce the potential cost, loss of services and supplies, and/or damage that can arise from such an event, with the goal of avoiding business failure as the result of such disruptive incidents. This section includes strategies to reduce the time spent recovering from an emergency.

1.11.2 Business Processes and Functions

Listed below is a summary of Therapy Staff, LLC overall business operation.

1. Staffing: Customer service and sales.
2. Accounting: payroll, invoicing and reporting
3. Business administration and human resources management
4. Clinical administration.
5. Marketing, public relations and recruitment.
6. Data management.
7. Information technology/I.T. services.
8. Strategic planning and business development.
9. Business maintenance and support services.

1.11.3 Assessment of Business Risks and Their Potential Impact on the Operations of Therapy Staff, LLC

In order to effectively plan and strategize against emergencies and unforeseen contingencies, there is the need to identify potential incidents and assess their impact on the continuity of business operations and functions. Listed below are a description of such incidents and the possible outcomes of such occurrences. The potential incidents have been grouped into related categories.

1.11.3.1 Loss of Utilities and Services

- **Electrical Power Failure:** This can be internal, caused by equipment or cable failure, or may be regional in origin. Regardless of the source, power failure can have a devastating effect on the operations of Therapy Staff, LLC. Lights, computers, telephones, land and other communication devices will not be operational. Data, customers, and eventually revenue can be lost.
- **Communication Services Breakdown:** Therapy Staff, LLC being a customer service company is fully dependent on telecommunication services such as phone, fax, and e-mail, Internet, for normal business operations on a day-to-day basis. A breakdown in communication service will put a halt to business and therefore cause a loss of customers as well as revenue.
- **Loss of water supply:** This can result in unsanitary conditions (when it is prolonged) and can therefore pose a health hazard for Therapy Staff, LLC employees. Loss of water has

no direct effect on Therapy Staff, LLC business operation but can negatively impact the smooth running of operations as a result of employees becoming ill.

- Air conditioning failure: Air conditioning failure will have serious consequences on the main computer server. A rise in temperature can cause overheating, resulting in damage to the server and its components. It can also create an uncomfortable office environment condition, adversely affecting the comfort and productivity of employees.

1.11.3.2 Information System Security Threats

This section focuses on information systems, threats to its integrity and the impact of such threats on Therapy Staff, LLC business operations. Among the possible threats are:

- Cybercrime: This is a major threat against information security and integrity. It includes attacks by hackers, virus attacks, hoax virus warnings and premeditated internal attacks. Any of these attacks can have a devastating effect on Therapy Staff, LLC normal business operation.
- Loss of data: Loss of data can be particularly damaging wherein recovery procedures will result in retrieval and re-inputting of data. The smooth operation of Therapy Staff, LLC would be adversely impacted by the loss of ready access to reliable data.
- Disclosure of sensitive information: This can be quite damaging to Therapy Staff, LLC as it can lead to embarrassment, damage to Therapy Staff, LLC professional reputation, financial loss and potential litigation.
- Main Server Failure: With the level of dependence on the main computer server, a system failure can be devastating. Types of possible threats include hard disk failure, network malfunction, operating system failure, application system failure, and communication equipment failure and operator error.

1.11.3.3 Environmental Hazards

- Fire: Whether accidental or deliberate, its impact on Therapy Staff, LLC can be very damaging depending on the severity of the fire and the speed with which it can be brought under control. It can cause injury and death to workers as well as damage to records and equipment.
- Earthquake: The effect of earthquakes on Therapy Staff, LLC business operation depends on the severity of the earthquake. Severe earthquakes can cause bodily harm, destroy power and communication lines; disrupt gas, water and sewage services. Significant damage to structure can occur to the extent of total collapse of buildings, bridges and/or other elevated structures. Employees can be trapped in a collapsing building with the potential for injury or loss of life.

Risk Assessment and their Impact on Therapy Staff, LLC

Location: Austin, TX **Revised:** 01/2016



Risk	Probability of Occurrence					Impact Rating					6. Score
	1. Very High	2. High	3. Medium	4. Low	5. Very Low	1. Terminal	2. Devastating	3. Critical	4. Controllable	5. Irritating	
1. Electrical Power Failure					x				x		9
2. Communication Service Breakdown					x				x		9
3. Loss of Water Supply					x					x	10
4. Air Conditioning Failure				x						x	9
5. Cyber Crime				x				x			7
6. Loss of Data				x				x			7
7. Disclosure of Info				x					x		8
8. Main Server Failure				x						x	9
9. Fire					x			x			8
10. Earthquakes				x				x			7
											83

High Vulnerability Per Risk = 2-4
Moderate Vulnerability Per Risk = 5-7
Low Vulnerability Per Risk = 8-10

High Vulnerability Total = 20-49
Moderate Vulnerability Total = 50-79
Low Vulnerability Total = 80-100

1.11.4 Backup Strategies

Listed below are strategies and alternative practices for managing business at Therapy Staff, LLC in the event of an emergency:

1.11.4.1 Staffing

1. All relevant staffing information such as field employee availability, daily summary, employees' contact numbers, hospital list and contact numbers, hospital orders are entered into the internal Staffing Software and or at the end of the day.
2. Credentials of all Health care providers (new applicants and individuals updating files) are to be compiled, scanned and saved on the internal Staffing Software daily.

1.11.4.2 Administration (Business), Strategic Planning and Marketing

1. Computer passwords exist for all Therapy Staff, LLC employees and the screens to their computers are locked upon 5 minutes of inactivity. Access to information is user specific. The Director of Nursing has limited permission that does not allow that individual to see the confidential payroll records of the Therapy Staff, LLC's field staff.
2. Hard copies of critical information are updated and scanned into Web Based Application on a regular basis by the Managing Director
3. Documents containing essential information for operating Therapy Staff, LLC are to be viewed only by Managing Director

1.11.4.3 General Accounting and Payroll

1. Payroll information is typically stored on the web-based application Intuit Quick books and the information entered there is backed by Intuit web based system.
2. Sign-in sheet from hospitals should be scanned and saved on the computer on a regular basis.
3. Invoices and other reports should additionally be scanned and saved on the computer.

1.11.4.4 Information Systems and Services

1. The computers on which all software, data and information reside are stored in various web-based applications on a daily basis.
2. Lists of health care providers and client facility contact information is updated daily into internal Web Based Software

1.11.5 Recovery Strategies

In the event of emergency situations, the following procedure will be followed to enable continuity of service provision.

1.11.5.1 Loss of Utilities

In case of loss of utilities such as power, communication services, water or air conditioning, the following procedures shall be followed:

1.11.5.2 Power Failure

1. Wireless phones would be used to forward all calls that would go to the primary staffing number to the Therapy Staff, LLC wireless phone.
2. Hard copies of all relevant staffing tools such as healthcare professionals' availability, daily summary, healthcare professionals' contact numbers, hospital list and contact numbers, hospital shall be used.
3. Hospitals with online staffing shall be immediately informed of the power outage and staffing shall be coordinated over the phone until the Internet power source is restored.
4. Therapy Staff, LLC shall immediately inform all vendors, clients and staff with whom Therapy Staff, LLC communicate via email of the power shortage.

1.11.5.3 Communication Services Breakdown

1. Telephone calls shall be forwarded to the Therapy Staff, LLC cell phone by dialing the designated number and entering the password.
2. Routine business will be performed by Therapy Staff, LLC office staff working remotely with note book computers that connect to the internet wirelessly
3. Vendors, clients and staff shall be informed immediately of the situation.
4. Additional emergency contact info may be posted if necessary as soon as possible

1.11.5.4 Loss of Water Supply and Air-conditioning

1. Plumbing Contractors and A/C Heating Maintenance Company should be informed immediately.
2. Company fans should be used until air-conditioning is restored.
3. In cases where the air is stale and there is limited inflow of oxygen, the office doors shall be opened.
4. Should restrooms be unusable, restrooms in nearest operational building can be used.
5. Drinking water will continue to be purchased, by water supply vendor, with approximately 30-day supply to be stored as reserve.

1.11.5.5 Environmental Hazards

In case of emergencies such as fire, earthquake, flood or any other hazards all employees must leave the building through marked exits at either side of building. The following procedures will ensure continuity of business.

In case of the office becomes inoperable or inaccessible,

1. Calls should be forwarded to the Therapy Staff, LLC wireless phone.
2. Payroll will be processed from payroll vendor's offsite location.
3. Depending on how long it takes to restore the office to normal or the extent of damage caused, arrangements should be made to restore backup on another server.
4. Office phones will be rolled to mobile phones or alternate locations by staffing coordinators.
5. Hard copies of relevant information should be used until the affected computers can be restored.
6. Hospital Emergency procedures that each hospital has for contacting them in case of emergency should be followed.

1.11.5.6 Information Technology and Services

1.11.5.6.1 Main Server Failure

1. Contact CFO / Director IT immediately and inform them of the situation.
2. If the problem is as determined major and will take a couple of days for it to be resolved, arrangements will be made to restore the back-up to an alternate server.

1.11.5.6.2 Cyber Crime

1. Contact CFO / Director IT immediately.
2. Follow any other procedure as instructed by CFO / Director IT

1.11.5.6.3 Loss of Data

1. Contact CFO / Director IT immediately.
2. Follow any other procedure as instructed by CFO / Director IT

2 HUMAN RESOURCES

2.1 EMPLOYMENT AND APPLICATION PROCESS

2.1.1 Recruiting Policies and Procedures

Recruiting healthcare professionals and other healthcare professionals is one of the pillars of this company, and of the staffing industry in general. Without the continuous flow of new staff our business will not grow.

Recruiting is a responsibility shared by all Therapy Staff, LLC employees. All forms of advertising and its related content accurately represent the services offered and are to be approved by the president of Therapy Staff, LLC before being distributed to the public.

2.1.2 Application Process

Therapy Staff, LLC requires extensive testing and interviewing by specialized RN's during our application process. Each applicant may need to show evidence of licenses, certifications, education and training. One-year current experience in their area of expertise may be a minimum requirement upon written agreement between Therapy Staff, LLC and the client.

Therapy Staff, LLC requires a minimum of two satisfactory references from previous employers, supervisor or peer to verify work experience and when possible to verify skill proficiency, ability to organize, consistent work quantity, professional appearance, interpersonal relationships, cooperation, initiative, adaptability, reliability, punctuality, and attendance.

Therapy Staff, LLC employment files may contain the following if required by written agreement between Therapy Staff, LLC and it clients:

- Employment application, which includes work experience and educational background.
- Proof of current licensure and/or certification verified by state board.
- Proof of current CPR certification
- Additional certifications as required for specialty area
- Minimum of 2 satisfactory references
- Appropriate Specialty Skills checklist.
- Competency exam with a passing score of at least 80% unless specified by written agreement in the appropriate specialty area
- Signed job description appropriate to job classification
- Standards and policy acknowledgment.
- In-service Module Acknowledgement - JCAHO/OSHA modules (body mechanics, fire and electrical safety, infection control, MSDS, etc).

- Orientation and Annual Educational Update (annually)
- Performance evaluations
- Authorization and Release

Therapy Staff, LLC payroll file may contain the following:

- I9
- W4

Applicants may need to go through a screening process when specified in the written agreement between Therapy Staff, LLC and its clients, to demonstrate that they are free from communicable disease and are free from any health impairment that is of potential risk to the patient, caregiver, other employees, or that may interfere with the performance of duties. Therapy Staff, LLC confidential health file may contain the following:

- **All health screening documentation, is considered “Client Specific”**
- Drug Screen Consent and Results may be required when mentioned in a written agreement between Therapy Staff, LLC and the client.
- Annual Physical/Health Clearance may be required when mentioned in a written agreement between Therapy Staff, LLC and the client.
- Annual TB test or negative chest x-ray (client specific) and TB Questionnaire may be required if mentioned in a written agreement between Therapy Staff, LLC and the client.
- MMR immunization and/or Rubella, Rubeola and Mumps titers may be required if mentioned in a written agreement between Therapy Staff, LLC and the client.
- Varicella titer or documentation of disease may be required if mentioned in a written agreement between Therapy Staff, LLC and the client.
- Hepatitis B declination and/or Hepatitis B immunization series and/or Hepatitis B titer may be required if mentioned in a written agreement between Therapy Staff, LLC and the client.

The Branch Manager reviews all applicant files for final presentation to clients for hiring decision.

2.1.3 Core Competencies

Management of the qualifications of healthcare personnel and the maintenance of appropriate records are the responsibility of the Account Manager Competencies are set in keeping with the regulations of the Boards of Nursing, regulatory agencies and community industry standards.

- Age Specific
- Disaster Preparedness
- Cultural Diversity
- Environmental Safety
- Hazardous Chemicals

- HIPAA
- Infection Control/Blood borne Pathogens
- Abuse
- Domestic Violence
- Ethics for Healthcare
- Annual National Patient Safety Goals
- Pain Awareness
- Patient Restraints
- Patient Rights
- Workplace Violence

Therapy Staff, LLC attempts to provide a comprehensive and thorough pre-employment orientation and in-service training that reflects current compliance and promotes safe healthcare delivery.

2.1.4 Competency Review and Verification of Qualifications

Therapy Staff, LLC follows guidelines to evaluate the clinical skills of the applicant and of current employees utilizing the criteria below:

- Resume/ Application.
- Work experience
- Satisfactory professional references
- Verification of licensure using (primary source verification)
- Appropriate certifications
- Competency Exam in appropriate specialty (80% unless specified by written agreement passing score required)
- Skills inventory checklist in appropriate specialty.
- Applicants are placed only in areas of practice that are within the scope of their license, certification, or area of clinical competence.

The Branch Manager reviews all applicant files for final presentation to clients for hiring decision.

2.1.5 Testing

See Therapy Staff, LLC's Testing Index

2.1.6 Skills Checklists

To protect the safety of the public and the interests of our clients, Therapy Staff, LLC, strives to maintain high quality Healthcare Supplemental Staffing Services through its pre-employment and ongoing competency assessment.

- A skills inventory checklist is to be completed by all healthcare personnel.
- All healthcare personnel shall be required to update their specialty skills checklist annually to ensure that the skills level is maintained.
- Hospital evaluations of healthcare personnel when received must be maintained as part of the employee's ongoing competency assessment.
- If a healthcare professional wants to work in a new skill area, verification of required experience, appropriate competency exam and skills inventory checklist will be required.

2.1.7 Reactivation of Employees

Long Term Inactive

Any healthcare employee that has not worked in the last 12 months will be required to complete the reactivation process prior to being placed on an assignment. A criminal background check and drug screen will be required. All other credentials must be brought to current status prior to assignment. If the healthcare professional is requesting to work in a new skills area, additional testing, skills checklists and corporate approval will also be required.

Active Employees

Active employees are defined as a healthcare professional that is regularly or irregularly working with Therapy Staff, LLC within 90 days and maintains current documents/licenses.

Short Term Inactive Employees

Inactive employees are those who have not worked with Therapy Staff, LLC for the last 90 days whose documents and licenses have expired. Therapy Staff, LLC attempts to notify all employees to of expiring documents 30 days prior to expiration. If the Healthcare Professionals are working exclusively for the travel division, the Healthcare Professionals are considered inactive the day after their travel assignment ends.

2.2 *Maintaining Joint Commission Standards*

Therapy Staff, LLC ensures that all personnel provided to hospitals meet Joint Commission standards. Therapy Staff, LLC maintains both extensive and comprehensive files on every healthcare provider, displaying appropriate evidence that such standards are met and makes such evidence available to any client hospital upon request.

2.2.1 Health Screening

Applicants may need to go through a screening process when specified in the written agreement between Therapy Staff, LLC and its clients, to demonstrate that they are free

from communicable disease and are free from any health impairment that is of potential risk to the patient, caregiver, other employees, or that may interfere with the performance of duties. Therapy Staff, LLC confidential health file may contain the following:

All health screening documentation is considered “Client Specific”

- Pre-employment and annual health exam.
- Annual negative TB test or Chest X-ray (client specific) and health questionnaire.
- Rubella titer/Immunization
- Rubeola titer/Immunization
- Mumps titer/Immunization
- Varicella titer/Immunization
- Hepatitis B screen/Immunization or declination
- Respiratory Fit Consent or Declination
- Drug Screen consent and results

2.2.2 Orientation

Therapy Staff, LLC will provide all new employees with an orientation to the company’s policies and procedures. The Employee Handbook is made available to all Therapy Staff, LLC employees via the Therapy Staff, LLC website or will be emailed to each employee with a valid email address upon hire* or upon request.

Some facilities require some form of orientation. The amount of time required by each facility varies. Some facilities require computer training classes and orientation prior to the first shift worked. The Branch Manager will explain required orientation to all employees prior to scheduling first shift with a facility. Orientation time worked at the facility is paid at the orientation rate. (Usually less than regular pay rate)

Some facilities require that the prospective caregiver at Therapy Staff, LLC complete their specific pre-employment orientation “packets” before the first shift is worked, and there is no pay for this required activity.

The first time you visit a facility the following guidelines should be followed:

- Report approximately 5 min early for orientation (it may vary for each facility).
- Carry original photo ID for evidence of identity when reporting for assignment
- Take your original state license and certifications with you
- Report to the appropriate supervisor
- It is expected that the healthcare practitioner locates and comply with the facility policy and procedures manual, locate fire pulls, crash cart, med. room, linen cart, and appropriate exits before your shift starts.
- Always dress in proper attire when working at the facility. Orientation is only paid when facility staff has properly verified the time.

- Occasionally, an Therapy Staff, LLC employee may show up early as directed for orientation shift and no one is available for orientation. Please take it upon yourself to utilize this time to become familiar with the floor layout and the location of vital items you may need in order to function effectively on your shift. It will be to your advantage to have knowledge of the location of the policy and procedures manual, fire pulls, crash cart, med. room, linen cart, and appropriate exits prior to the onset of your shift.

2.2.3 Credentialing

Therapy Staff, LLC is committed to maintain compliance and true to the contractual responsibilities it accepted when entering into any and all of its staffing agreements. Our compliance will be exhibited by having copies of all necessary licenses, credentials and certifications in files before a healthcare professional is sent on any assignment. Therapy Staff, LLC is proactive in monitoring credential expirations. On at least a monthly basis, spreadsheets are reviewed to indicate credentials that will expire in the next 30 days. The staffing coordinators will proactively contact employees, so documents can be updated prior to expiration. Employees will not be allowed to work with expired credentials.

2.2.4 COVID-19 Credentialing Extension Policy

Due to the COVID-19 virus pandemic, the various authorities and regulatory bodies have taken actions in exercising regulatory flexibilities to help healthcare providers enter into assignments as rapidly as possible to treat patients during the spread of 2019 Novel Coronavirus Disease (COVID-19).

As a result, the following blanket waivers are in effect, with a retroactive effective date of March 1, 2020, through the end of the emergency declaration. The following will be waived for 60 days after the state of emergency is lifted in your area.

- BLS/CPR/ACLS/PALS/NRP/Fire Cards (including any other expiring specialty certification)
- Background Checks
- Health Screening
- Out of State Licenses - As pertaining to the location of practice during the state of emergency. Healthcare provider must obtain the license for the state in which they are working or no longer work past the date of the ending of the local state of emergency

If the local (state, county city) state of emergency is enforced longer than the national state of emergency Therapy Staff, LLC will utilize the end date of the local state of emergency to enforce the 60-day credentialing deadline. If credentials were due during the time period of the state of emergency, the employee would have an additional 60 days to become compliant.

2.2.5 Floating Policy

Therapy Staff, LLC employees may only be placed in assignments that match the job description for which Therapy Staff, LLC assigns them. If an employee is asked to float to another department with the customer, the department must be a like department or unit and the float employee must have demonstrated previous competency and have the appropriate certifications, credentials for that department/unit. Employees should only be floated to areas of comparable clinical diagnoses and acuities.

The following procedures should be followed for healthcare professionals and healthcare professionals in particular who are assigned to an area in which they do not feel competent:

- The healthcare provider will immediately notify Therapy Staff, LLC
- The healthcare professional is obligated to inform the hospital of his/her professional limitations based upon the Healthcare Professionals Practice Act standards and upon Therapy Staff, LLC client contract specifications as they relate to the assignment.
- The Director of Nursing at Therapy Staff, LLC will work within the bounds of each discipline's Professional Association or State Governing Body and the client agreement to resolve the issue.
- Therapy Staff, LLC will pay healthcare professional for hours worked up until the end of his/her shift.

2.2.6 Continuing Education

Ongoing continuing education is the responsibility of Therapy Staff, LLC employees to ensure that all clinical staff has a current knowledge and practice base. Therapy Staff, LLC maintains information on available resources for BLS, ACLS, PALS, etc. The following online education programs are also available for continuing education; however, this is not an inclusive list of available resources: www.nursingspectrum.com myfreece.com, and www.lww.com.

The clinical employee having and maintaining a current license issued by the State of California is considered documentation of ongoing continuing education by Therapy Staff, LLC

Evidence of continuing education, annual completion of new skills checklists and annual review and acknowledgement of the current revised Employee handbook are part of the ongoing competency assessment program and will be maintained in the personnel file.

2.2.7 Employee Performance Review

- Every healthcare professional employed by Therapy Staff, LLC, who has worked in the last year, will have an annual performance evaluation carried out by the Director of Nursing.

- Management Registry, Inc. will attempt to obtain feedback from client representative regarding clinical staff competence and ongoing performance of professional employee. Unfortunately, some clients will not cooperate with Therapy Staff, LLC in this regard, so Therapy Staff, LLC follows a competence by exception philosophy. In the absence of client feedback, unless there is evidence of a performance issue, we assume that our employees are meeting performance expectations.
- Feedback from our clients regarding clinical and/or professional performance is addressed with our employees immediately. Follow-up with our clients is completed within an appropriate time frame.
- Every health professional employed by Therapy Staff, LLC will complete annual skills checklists, which apply to their area of work.
- When training needs are identified, an opportunity to complete the training will be provided at the earliest possible occasion.
- The company assesses aspects of employee's competence at hire, at performance evaluation and as needed or required by state licensing agencies, to ensure that employees have the skills or can develop the skills to perform and continue to perform their duties.
- Director of Nursing is responsible to ensure that any areas of development are identified and addressed.

2.3 Clinical Supervision

The Director of Nursing provides clinical staff supervision for Therapy Staff, LLC's healthcare professionals. The Director of Nursing has an understanding of the scope of services provided by the disciplines supervised. The Director of Nursing utilizes the appropriate practice acts, the professional licensing and certification boards and professional associations as clinical resources, as needed. It is the Director of Nursing's responsibility to identify and report aberrant or illegal behavior to professional boards and law enforcement agencies.

3 INFORMATION MANAGEMENT

Information management is the handling of information acquired from one or many disparate sources in a way that optimizes access by all who have a share in, or a right to, that information. The way in which information is handled in any organization determines the success and the smoothness of operation of the organization.

With the increasing complexity of healthcare delivery and the myriad of information flowing on a daily basis between hospitals, vendors and employees, it is essential for a healthcare staffing company to develop an efficient, effective and a highly organized information management strategy in order to be in step with or ahead of competition.

3.1 Information Management Process

Therapy Staff, LLC has developed information management processes to effectively manage the volume of information that flows in every second. This encompasses data capture, reporting, processing, retrieving, disseminating and displaying of both human resources information and health information. These processes are designed to provide all stakeholders with timely and accurate information to support their operations without compromising the privacy, confidentiality and/or security of information.

3.2 Information that may be retained in each Employee's File upon written agreement between Therapy Staff, LLC and its customers.

Human Resource Information

1. Resume/Application Form.
2. Any government/state-issued ID and Social Security card.
3. Professional license and CPR certification.
4. Specialty credentials.
5. Continuing education certificates.
6. Background check.
7. Drug screen.
8. Reference check (at least 2).
9. OIG clearance.
10. EPLS clearance
11. All forms and tests administered during application and annual in-services.

Health Information

All health screening documentation, is considered "Client Specific"

1. Clearance for work.
2. TB clearance.
3. Health questionnaire.
4. Record of immunity to or waiver of:
 - Rubeola
 - Rubella
 - Mumps
 - Hepatitis B
 - Varicella

3.3 Data Capture

1. All incoming employee data is to be captured within 24 hours of receipt—i.e. information entered into Therapy Staff, LLC database, hard copy filed in employee folder. This includes new applicants' information.
2. Details of availability of field staff are to be logged as soon as the office staff receives it.
3. Hospital requests are to be logged in as soon as received be it verbally or by fax.
4. Hospital evaluations are to be placed in respective files as soon as received.

3.4 *Data/Information Processing*

1. All applicants' information is to be processed within 24 hrs of completion. This includes, but is not limited to, pre-assignment screening such as background check, drug screening, health screening, OIG clearance, and reference check.
2. Professional licenses are to be verified (either via phone or Internet) prior to activation.
3. All hospital requests for information (be it staffing-related or administrative) are to be responded to immediately.
4. Hospital requests for healthcare staff are to be processed as soon as order is placed.
5. The Account Manager/ or office support staff process request for employment verification.
6. Time sheets are processed on a weekly basis, for the production and issuance of payroll checks for office and field staff.
7. The Director of Nursing is to be informed by the office staff within 24 hrs of receipt of a negative hospital evaluation that requires counseling of field personnel.

3.5 *Tracking Staffing Activity*

1. A summary of staffing activities for each shift is stored in real time as each shift is booked and confirmed. Management and the Finance department have access to this data in real time.

3.6 *Information Retrieval*

1. An authorization signed by the Therapy Staff, LLC applicant/employee is required for requesting and obtaining confidential information from doctors' offices, previous employers and schools.
2. Staffers are required to log on with their ID and password to access information from staffing software.

3.7 *Information Dissemination*

Information dissemination is an issue that demands careful handling. As much as Therapy Staff, LLC wants to share information with all stakeholders on a timely basis to enhance their operation, it behooves Therapy Staff, LLC to ensure that information being disseminated gets to the right person, and that the confidentiality and security of the information is not violated. Therapy Staff, LLC utilizes the following procedures in disseminating information.

1. All requests for employment verification will be honored only if they are accompanied by an authorization signed by the Therapy Staff, LLC staff member.
2. A cover sheet, which includes a statement of confidentiality, is to be used for all transmissions of information via fax.

3.8 *Retention of Records*

Due to the high turnover of staff in the healthcare staffing industry, Therapy Staff, LLC follows the procedures listed below in determining the employment status (active vs. inactive) of a healthcare professional.

1. Any employee who has not worked for a period of three months and does not communicate the reason for non-activity during this period shall be considered temporarily inactive.
2. Any employee, who fails to maintain compliance with all expiration dates of credentials, will not be scheduled to work until compliance is achieved.
3. The records of inactive employees shall be placed in inactive record cabinet once a year.
4. Records of all inactive employee records shall be maintained for a period of 7 ½ years as determined by applicable state or federal laws and regulations, after which Therapy Staff, LLC reserves the right to destroy the records.

3.9 *Internal Audit*

Healthcare staffing is a dynamic environment in which certification documents expire every day. Consequently, employee records are reviewed on a regular basis to ensure their accuracy and integrity. This practice facilitates the timely renewal of required documentation.

1. A report of all documents due to expire within the next 30 days shall be generated by the Credentialed or the Branch Manager and the report shall be printed at a minimum of once a month. The employees identified in this report shall be notified by the Therapy Staff, LLC office staff of the need to provide current documentation.

3.10 *Privacy, Confidentiality and Security of Information*

Therapy Staff, LLC is committed to protecting the privacy, confidentiality and security of personal (education, employment and health) information of its employees. This policy is

designed to assure compliance with applicable state and federal laws and regulations. For example:

1. Although the California Public Records Act provides access and inspection of public records, it also recognizes the right to individual privacy and therefore exempts certain records from public access.
2. The Federal Privacy Act of 1974 safeguards individual privacy by regulating the collection, maintenance, use and dissemination of personal information.
3. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) addresses the confidentiality of health information and records.

3.11 Ownership

Therapy Staff, LLC shall maintain ownership of employee records. These records may be removed from Therapy Staff, LLC jurisdiction only by:

1. Subpoena.
2. Court order.
3. Applicable statute.

3.12 Guidelines for Maintaining Privacy and Confidentiality of Information

Although it is the desire of Therapy Staff, LLC to provide authorized third parties with information whenever requested, it is our responsibility to control the release of information to protect the privacy and confidentiality of employee and/or corporate information. Therapy Staff, LLC has therefore developed the following guidelines in compliance with the applicable laws and statutes for maintaining the privacy and confidentiality of records:

1. All applicants are required to sign the Information Release Statement form in order for their application to be processed. This enables Therapy Staff, LLC to obtain necessary data from third parties to verify background information provided by each applicant. The form also releases Therapy Staff, LLC to share employee information with client hospitals. If an applicant refuses to sign the form, it shall be explained to him/her that the application cannot be processed.
2. All verification of employment shall be done via phone or fax.
3. During normal business hours, documents containing confidential information shall not be left unattended where they would be visible to the casual observer. Confidential information documents will be locked in a cabinet if the office staff managing the documents must leave the work area unattended for any period of time.
4. During hours when the Therapy Staff, LLC office is closed, all records are kept in locked cabinets.
5. When transmitting confidential information either by fax or email, the following procedure is to be utilized:
 - Call ahead to ensure that the intended recipient will pick up the fax.

- Use cover sheet containing confidentiality statement
 - Confirm accuracy of destination fax number or email address prior to transmitting confidential documents.
6. It is unacceptable for Therapy Staff, LLC healthcare employees to discuss billing rates of hospitals or special rate of Therapy Staff, LLC with other healthcare providers.
 7. It is unacceptable for Therapy Staff, LLC field staff to discuss the personal business of any employee (be it field staff or office staff) with healthcare professionals or hospital staff.
 8. All in-house complaints are to be communicated to Therapy Staff, LLC managers. At no point in time shall any employee discuss his/her grievance with Therapy Staff, LLC staff, clients or any third party.

3.13 Maintaining Information Security

Security is generally defined as having controls, counter-measures and procedures in place to ensure the appropriate protection of access to information, assets and valuable resources. Therapy Staff, LLC has developed the following procedures to maintain the security of such resources.

1. When not in use by Therapy Staff, LLC office staff, all health documents and records of employees' medical history shall be kept under lock and key.
2. On weekday evenings and on weekends, the office doors shall remain locked at all times.
3. Employees shall change their computer program passwords periodically and at any time they suspect that their passwords have been compromised.
4. When not in use all workstations shall be locked or logged-off.
5. Sensitive or confidential information shall not be left in the trash bin. All such documents are to be shredded.

3.14 Access to Information

1. At this time all of Therapy Staff, LLC employees Account Managers & Staffing Specialist shall have open access to employees' information (education, employment history, credentials, health documents etc.).
2. The Vice President of Operations and the CEO shall have access to all employee information.

Therapy Staff, LLC will periodically evaluate compliance with the guidelines for information access limitations and how the limitations affect the workforce. Recommendations on increasing or decreasing access rights will be made based on the impact of the access limitations on the productivity of staff.

3.15 Communicating and Enforcing the Policy

- 1 This policy shall be communicated to current members of staff during in-service training.
- 2 The policy shall be made a part of the orientation process for new employees.
- 3 The Branch Manager, Account Manager & Staffing Specialist of Therapy Staff, LLC shall be responsible for enforcing the policy.

3.15.1 Potential Consequences of Violation of Confidentiality

Any violation of confidentiality of information exposes Therapy Staff, LLC to legal liability and jeopardizes Therapy Staff, LLC professional reputation.

The following actions will be taken against perpetrators (i.e. anyone violating confidentiality policies):

1. Any employee who willfully breaches the confidentiality and security guidelines will be disciplined up to and including termination of employment, and if state or federal laws have been violated Therapy Staff, LLC reserves the right to press criminal and or civil charges as applicable.
2. Any employee who accidentally breaches confidentiality guidelines will be subject to progressive discipline, dependent upon the seriousness of the breach:
 - a. A written reprimand for the first occurrence.
 - b. A written reprimand, counseling and re-training on the policies regarding confidentiality of information for a second occurrence.
 - c. Termination for a third occurrence.

4 PERFORMANCE MEASUREMENT & IMPROVEMENT

4.1 Objectives

Therapy Staff, LLC Quality Assurance programs are in compliance with directives issued by the Joint Commission effective as of January 1, 2008.

The performance improvement program for Therapy Staff, LLC is a multifaceted program designed to objectively and systematically evaluate the performance of services provided to clients, pursue opportunities to improve service, identify trends that warrant evaluation, modify processes to improve customer service and resolve identified problems. This focus on the continuous improvement of performance and service to customers is in concert with the philosophy of the organization.

The management staff of Therapy Staff, LLC fosters approaches to facilitate continuous performance improvement through the following mechanisms:

- Establishment of an organizational culture which supports utilization of the principles of quality/performance improvement.
- Provision of acquisition of education regarding the processes and tools required for implementation of continuous quality/performance improvement
- Provision of direction for the setting of priorities and selection of key function to assist the organization to improve customer service.

Objectives of the Performance Improvement Program

- To identify opportunities to improve the processes that effect the performance of services provided by the organization
- To identify and resolve problems associated with the provision of services for the purpose of performance improvement and enhanced customer service.
- To identify high volume, high risk/benefit or potentially problematic processes that have the greatest potential or most important impact on the performance of services provided
- To assure stability of existing processes that are performed in a manner that meet standards
- To identify patterns or trends that warrant further evaluation
- To integrate information provided from clients that relate to services provided
- To identify and resolve employee safety related issues.

4.2 Plans for Performance Improvement

- Therapy Staff, LLC will use its human resources and internal information technology to collect, track and analyze data for the purpose of improving the clinical and customer service performance of the organization on an ongoing basis.
- The three performance measures to be assessed will be
 - Do Not Return Clinical - rate per 1000 hours worked
 - Do Not Return Professional - rate per 1000 hours worked
 - Personnel file compliance for clinical staff

4.2.1 Do Not Return - Clinical

Improvement noted as: Decrease in rate

Numerator Statement: Occurrences of Do Not Returns attributed to Clinical Events

Denominator Statement: Total hours worked / 1000 hours

Data collection Approach: Retrospective – reported on a monthly basis

Date is reported a ratio

4.2.2 Do Not Return - Professional

Improvement noted as: Decrease in rate

Numerator Statement: Occurrences of Do Not Returns attributed to Professional Events
Denominator Statement: Total hours worked / 1000 hours
Data collection Approach: Retrospective – reported on a monthly basis
Date is reported a ratio

4.2.3 Personnel File Compliance

Improvement noted as: Increase in rate

Numerator statement: Personnel files meeting the minimum data set requirements for all components of a complete personnel file:

- 1) Job Appropriate Credentials
 - a) Current license for employees licensed/registered by state boards
 - b) Verification of certification program completion for employees not licensed by state boards (i.e. Certified Nursing Assistants)
- 2) Evidence of Competency Assessment
 - a) Verification of prior work experience in the profession assigned
 - b) Clinical skills checklist appropriate to discipline and/or specialty at time of hire and annually
 - c) OSHA and HIPAA compliance training at time of hire and annually
 - d) Current CPR for those categories of employees required under state law to be certified in basic life support
- 3) Health Status - **All health screening documentation, with the exceptions of the TB Screening are considered “Client Specific”**
 - a) TB test annually or documentation that employee previously tested positive (i.e. CXR, physician note or physical exam)
- 4) Background check
 - a) Verification of previous employers
 - b) Reference checks at time of hire
 - c) Verification of a criminal background check at the time of hire and annually

Denominator Statement: Total active clinical staff

Data Collection Approach: Retrospective – reported on a monthly basis

Monthly Sample Size Based on Population Size:

- 1-9 Active Clinical Staff 100%
- 10-49 Active Clinical Staff 10 personnel files
- 50-99 Active Clinical Staff 20%
- > 100 Active Clinical Staff 20 personnel files

4.2.4 Performance Charts

1. “DO NOT SEND” Graphs
2. Personnel File Compliance Graphs

4.2.5 Performance Improvement Measurement

Upon collecting the data to be used for Therapy Staff, LLC performance improvement project, Therapy Staff, LLC will be analyzing it and presenting it visually in a bar graph form.

4.2.6 Do Not Send Prevention Program

As a component of the Performance Improvement Program, Therapy Staff, LLC has implemented a Do Not Send Prevention Program. At time of hire and/or when a performance issue arises, the healthcare professional is required to complete the Do Not Send Prevention Curriculum and post-test. The curriculum and post-test follow.

4.2.6.1 Do Not Send Termination Policy

The following point system is used to determine termination as a result of Do Not Sends.

1 Point	Attitude / lack of professionalism / customer service
2 Points	Clinical incompetence – poor clinical performance Poor time management Medication Error
3 Points	Documentation Deficiencies Lack of Compassion Danger to patient, No call No show, Departing facility before end of shift secondary to dissatisfaction with assignment.
5 Points	Illegal Behavior (Includes false identity; falsified documentation, use of or distribution of controlled substances etc.) Pt. abandonment. When Healthcare Professional is under investigation for above behavior they will be considered terminated until exonerated from all accusations. Error resulting in Pt. Death or Permanent physical or mental damage.

Any healthcare professional involved in illegal activity will be terminated immediately

4.2.6.2 Do Not Send Prevention Curriculum

Do Not Sends are usually subjective in nature. However, there are things we as Therapy Staff, LLC can do to avoid Do Not Sends.

1. Be on time to all shifts.

- Be 30 to 45min early, arriving to the floor, when working at a hospital for the first time.

- To ensure being on time, preparation begins the night before, or day of your night shift.
- Have clothes, nursing tools, lunch etc. prepared before sleeping.
- Get to bed early to ensure 8 hrs of sleep.
- Awake early enough to eat before you leave for your shift.
- Make sure you have accurate directions and facility phone number before you begin driving to the shift.

Do not sign in and out at the same time!

Rationale: Arriving early allows the Agency nurse to familiarize themselves with the unit, get organized, meet the Charge Nurse and make a positive first impression. Signing in and out at the same time is fraud.

2. Take a detailed report.

- Head to toe, system by system, Neuro to Skin.
- Review your patient's charts, (ten to twenty minutes per chart) after report, and before lunch.

Rationale: This is of paramount importance! Sets the tone for the start of the shift, provides the foundation for the plan of care, focus of initial assessments and interventions. Taking a detailed report and reviewing the pt's chart during the first half of your shift also prepares the Agency nurse to give a knowledgeable, relevant report.

3. Show Initiative.

- Find the Charge nurse, introduce yourself, ask to be shown around, and inquire who your resource person may be for the shift (if initial shift @ facility), if not the Charge nurse.
- Communicate early and often any relevant information to the Charge nurse such as: changes in patient condition, difficulty with or questions about; assignment, staff, equipment or documentation tools.

Rationale: Allows Charge nurse to make adjustments or provide assistance in a timely manner, in order to provide the safest patient care and prevent a delay in patient treatment.

4. Avoid handling personal business during shift.

- Talking on mobile phones or using facility information systems for personal use (other than in an emergency or away from patient the care area during breaks) is a sure way to make an impression that will reflect poorly on the Agency nurse.

Rationale: This behavior often leads directly to a Do Not Send.

5. When in Rome... Make every attempt to do things, the way the Facility you are working in, does things.

- Some Facilities want two nurses to sign off on all **insulin** administration, **narcotic** administration and **lab specimens**.
- Please respect all facility policies and procedures, without complaint or argument. If, however if you have been asked to perform a task or procedure you feel will place a patient in danger or you feel unqualified to perform, contact your immediate supervisor and/or go up the chain of command until you feel you have been able to express your concern professionally and respectfully.
- If one of us as at Therapy Staff, LLC encounters a situation in which you feel obligated to challenge a request, in order to maintain the safest patient care environment. It is of vital importance that you:
 1. Communicate with Therapy Staff, LLC
 2. Document the incident in your own words before leaving the facility.
 3. Furnish signed and dated, copies of your documentation of the incident to Therapy Staff, LLC, the Nursing Supervisor of the facility in which you were working, and retain a copy for yourself.

Rationale: Knowledge of, and compliance with each facilities policies and procedures are fundamental elements of professionalism, providing safe patient care and creating an impression that makes a facility ask for a personnel by name.

6. Practice the 11 rights of medication administration.

1. Right Patient
2. Right Medication
3. Right Dose
4. Right Time
5. Right Route
6. Right Rate
7. Right Reason
8. Right Documentation
9. Right Assessment
10. Right Education
11. Right Evaluation

If an agency personnel is confused regarding any aspect of the medication administration process, clarification with the physician becomes an immediate priority, to ensure safe medication administration. Waste all controlled substances properly, automated dispensary of medications is being closely monitored by hospital pharmacies. Improper wasting alone can prevent success for the personnel working for a staffing firm.

Rationale: Medication errors are serious, and can lead to negative patient outcomes, extended hospitalization, severe injury and death. Most importantly for a careful, knowledgeable and conscientious Agency personnel, medication errors are almost always preventable.

7. Be conscious of Joint Commission National Patient Safety Goals in your practice.

1. Improve the accuracy of patient identification.
2. Improve the effectiveness of communication among caregivers.
3. Improve the safety of using medications.
4. Reduce the risk of health care-associated infections.
5. Accurately and completely reconcile medications across the continuum of care.
6. Reduce the risk of patient harm resulting from falls.

A complete and current set of National Patient Safety Goals should be posted or easily accessible on any unit in any Acute Care Facility.

Rationale: “The mission of Joint Commission is to continuously improve the safety and quality of care provided to the public” through the “support of performance improvement in healthcare organizations.”

8. Ask the Charge nurse to Audit your Charting a few hours before end of shift.

Having the charge nurse review our documentation, within a couple of hours of the end of our shift, displays exceptional accountability, reduces the healthcare provider and facility’s exposure to liability. Thorough documentation also helps convey important information to the following shift and ensures the necessary facts will be available when and if the chart is reviewed in the future.

Rationale: Complete documentation, is an essential component of effective, efficient nursing. Since many Therapy Staff, LLC work in multiple facilities in a short period of time, it is not an easy task to dot every “i” and cross every “t”, without help from a knowledgeable source.

9. Practice excellent customer service.

Customer service extends further than our patients and their families; it includes every person we come into contact with while we are working. Our customers are every nurse, pharmacist, physician, respiratory care practitioner, etc. Every time we interact with another human being at work it is imperative that we greet that person with a friendly and helpful attitude.

Rationale: Treating our patients, their families, our colleagues and interdisciplinary team members with friendliness, respect and kindness creates an environment where being helpful and taking the extra step to solve someone’s problem is not the exception but the “norm”.

10. Take excellent care of your patient(s).

The reason hospitals exist is because people who are ill, injured or have had major surgery require 24-hour care. The necessity of 24-hour care is the reason why tens of thousands of hospitals across the US continue to operate, often at a loss.

Keep the person you are taking care of clean. Be gentle. Communicate kindly and effectively. Listen carefully. Show respect, for your patient’s privacy, age, culture, family and human existence. Spend time teaching them, explaining what is happening at any given moment. Explain what you are doing or giving your patients and why.

Rationale: As direct patient care providers taking good care of our patients is what we should expect of ourselves, it is what we are expected to do. It is our ethical obligation. It is our job.

11. Remember This! ... When we are working for a TEMPORARY Staffing Firm “We are PERMANENTLY on PROBATION”

There are common reasons many of us work for Staffing Firms. We enjoy the flexibility, often making our own schedules, increased pay, getting paid sooner, working in new environments and meeting new people. We also need to be aware that there are trade-offs or things we give away for those benefits.

We are not employees of the facilities in which we are working. We are not “on staff”. We are not members of the union. We cannot expect to receive fair treatment. We will almost never get the best assignment. We might be “ganged up” on. We might not get help as soon as we ask for it. If we complain we can expect to be asked not to return. We have to out-perform our colleagues “on staff” every shift. We can never get comfortable.

Rationale: The key to being “successful” and enjoying our careers as providers who work for temporary staffing forms... is having as many places to work as possible. Having a wide range of choices will allow us to minimize interruptions to income when our favorite places do not need us. The sooner we let go of our expectations of being treated as if we were employees of the facilities we work in, on a TEMPORARY basis the greater chances we have of being successful.

4.2.6.3 Do Not Send Prevention Curriculum Post-Test

Company Name: _____	Name: _____
Street Address: _____	Date: _____
City, State Zip: _____	Score: _____
Phone: _____	

- 1. La Tasha Davis has just started a new day shift assignment at Hillcrest Medical Center. La Tasha’s current Housing is 10 miles from her new**

assignment and she has never been to Hillcrest Medical Center. Which of the sequences below will provide La Tasha with the greatest chances of making a great first impression and starting her assignment off in the right way?

- a. Wake up at 6:15 a.m., take a shower, get dressed, hit the road @ and head in general direction of Hillcrest and call for directions from the car.
- b. Get out of bed at 0500 obtain detailed directions and the nursing office phone number. Eat a small healthy breakfast, shower, dress neatly, gather nursing tools (ID badge, medication book, stethoscope etc.) and be on the road by 0545.
- c. Get out of bed at 0500 go to the gym, come home, shower, get dressed, walk the dog, be on the road at 0705, call Therapy Staff, LLC and say she got lost.
- d. Refuse her assignment at Hillcrest Medical Center, call Therapy Staff, LLC at 0730 and ask if the hospital in the same city where she did her last assignment has any open assignments yet.

2. Lynn Carson RN is alone at the Nursing station in a facility in which she has been working twice a week, for over year, she is faxing a new order to the Pharmacy. Before Lynn leaves the Nursing station the phone rings, and several lines are blinking. Which of the following answers is the best example of excellent customer service?

- a. Lynn looks around and sees the unit secretary speaking to the charge healthcare professionals, the healthcare professional's manager, and two executives with hospital badges and wearing suits and yells out to the secretary that the "phones are ringing!" and walks away from the Nursing station.
- b. Lynn answers the phone lines and politely explains to every caller that she is not the unit secretary and cannot help them before hanging up, and walking away from the Nursing station.
- c. Lynn finishes faxing her new medication order to the Pharmacy, doesn't acknowledge any of the phones ringing and walks away from the nursing station.
- d. Lynn sits down at the nursing station answers all the lines and directs the calls courteously and professionally. Lynn then remains at the nursing station, handling the phones for a few minutes until unit secretary returns. Lynn then passes along all relevant information upon being relieved.

3. Kenny Slater RN has an extremely heavy assignment working day shift in a very busy Telemetry unit for the first time. Kenny's patients tell him he has

done a great job. However, the night shift Charge Healthcare professionals wants to cancel Kenny's assignment and make him a Do Not Send, stating incomplete documentation as the reason. Which of the options below is the most reliable way to prevent this from happening in the future?

- a. Kenny could have communicated the condition of his patients, explained how busy he was, asked for help and requested the dayshift Charge Healthcare professionals to audit his charts several hours before his shift ended.
- b. Kenny could have avoided fulfilling his pts requests, not followed up on MD orders, and missing medications and made completing his documentation his first priority.
- c. Kenny could have stated that his assignment was unfair and unsafe then complained to his patients and their families.
- d. Kenny could have done nothing more, it wasn't his fault. It was the hospital's fault for giving him such a hard assignment and not showing him all the details of the documentation process in the first place.

4. An MD on a pediatric floor orders .1mg of M.S. prn q 1^o and a Dig level QD. Please write in the correct versions of the abbreviations used above, which comply with Joint Commission National Patient Safety Goals.

5. Its 0930 and Ude Amin RN, who also works as a Real Estate agent, is working in the ICU. At the end of her morning break, Ude checks her voice mail. Ude finds out an offer for a 2-million-dollar property, from one of her clients, has been accepted! Which of the following actions would be appropriate?

- a. Ude tells the Charge RN she has a severe family emergency and leaves the facility immediately.
- b. Ude excitedly calls the seller's broker back from the Nursing station, and asks him to fax the counter offer to the ICU, so she can fax it to her client right away.
- c. Ude waits until her lunch break to call the seller's broker back. She uses her mobile phone outside of the hospital.
- d. Ude uses the nursing station computer, logs on to the Internet, and prints out pictures of the 2-million-dollar house she just sold. She then borrows another RN's calculator to estimate the commission she expects to earn from the sale.

