

NORTH COUNTRY HEALTH CONSORTIUM, Inc.

EMPLOYEE HANDBOOK

ISSUE DATE: 02-01-00

On behalf of your colleagues, we welcome you to the North Country Health Consortium and wish you every success here.

We believe that each employee contributes directly to our growth and success, and we hope you will take pride in being a member of our team.

This handbook describes your responsibilities as a North Country Health Consortium (NCHC) employee and the policies, programs, and benefits available to eligible employees. Employees should familiarize themselves with the contents of the employee handbook as soon as possible, for it will answer many questions about employment with NCHC.

We hope that your experience here will be challenging, enjoyable, and rewarding. Again, welcome!

The Board of Directors

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INTRODUCTORY STATEMENT

This handbook is designed to acquaint you with the North Country Health Consortium and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the handbook. It describes many of your responsibilities as an employee and outlines the programs developed by North Country Health Consortium to benefit employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

No employee handbook can anticipate every circumstance or question about policy. As the North Country Health Consortium continues to grow, the need may arise and the NCHC Board of Directors reserves the right to revise, supplement, or rescind any policies or portion of the handbook from time to time as it deems appropriate, in its sole and absolute discretion. Employees will, of course, be notified of such changes to the handbook as they occur.

ORGANIZATION DESCRIPTION

The North Country Health Consortium (NCHC) began in 1998 as a vehicle for collaboration among health and human service providers serving Northern New Hampshire. The primary mission of NCHC is:

To serve as a vehicle for inter-agency collaboration to assure accessible, cost-effective and high quality health care services for individuals, families and employers and to support the efforts of its member agencies to implement a coordinated, managed system for disease prevention and health care which benefits the community.

To accomplish this mission, NCHC member organizations are engaged in activities to:

- provide a vehicle for collaborative planning, implementation and evaluation of community-based disease prevention and health promotion activities;
- improve screening, referral and coordination of patient care between agencies for individuals with multiple or chronic service needs;
- increase capacity for community health status assessment and improved patient care outcomes through state-of-the-art technologies for interagency data sharing and case management;
- offer health professional training, continuing education and management services to encourage sustainability of the health care infrastructure;
- achieve greater consumer involvement in development of the health care system; and
- develop coordinated responses to health care financing challenges that is sensitive to maintaining the stability of rural communities and rural economies.

EMPLOYEE ACKNOWLEDGEMENT FORM

The employee handbook describes important information about the North Country Health Consortium, and I understand that I should consult with NCHC Management regarding any questions not answered in the handbook. I have entered into my employment relationship with North Country Health Consortium voluntarily and acknowledge that there is no specified length of employment. Accordingly, either North Country Health Consortium or I can terminate the relationship at will, with or without cause, at any time, so long as there is no violation of applicable federal or state law.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur. All such changes will be communicated through official notices, and I understand that revised information may supersede, modify, or eliminate existing policies. Only the Board of Directors of North Country Health Consortium has the ability to adopt any revisions to the policies in this handbook.

Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

EMPLOYEE SIGNATURE

DATE

NAME (TYPED OR PRINTED)

North Country Health Consortium, Inc.

101 NATURE OF EMPLOYMENT

This handbook is intended to provide employees with a general understanding of our personnel policies. Employees are encouraged to familiarize themselves with the contents of this handbook, for it will answer many common questions concerning employment with NCHC.

However, this handbook cannot anticipate every situation or answer every question about employment. It is not an employment contract and is not intended to create contractual obligations of any kind. Neither the employee nor North Country Health Consortium is bound to continue the employment relationship if either chooses, at its will, to end the relationship at any time.

In order to retain necessary flexibility in the administration of policies and procedures, North Country Health Consortium reserves the right to change, revise, or eliminate any of the policies and/or benefits described in this handbook, except for its policy of employment- at-will. The only recognized deviations from the stated policies are those authorized and signed by the President of NCHC.

102 EMPLOYEE RELATIONS

The North Country Health Consortium believes that the work conditions, wages, and benefits it offers to its employees are competitive with those offered by other employers in this area and in this industry. If employees have concerns about work conditions or compensation, they are encouraged to voice these concerns openly and directly to their supervisors. It is our belief that when employees deal openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive.

103 EQUAL EMPLOYMENT OPPORTUNITY

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at North Country Health Consortium will be based on merit, qualifications, and abilities. North Country Health Consortium does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, sexual preference, disability, or any other characteristic protected by law.

North Country Health Consortium will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor or the Board of Directors. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

North Country Health Consortium, Inc.

104 IMMIGRATION LAW COMPLIANCE

North Country Health Consortium is committed to employing only United States citizens and aliens who are authorized to work in the United States and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with North Country Health Consortium within the past three years, or if their previous I-9 is no longer retained or valid.

Employees with questions or seeking more information on immigration law issues are encouraged to contact the Personnel Committee. Employees may raise questions or complaints about immigration law compliance without fear of reprisal.

105 CONFLICTS OF INTEREST

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which North Country Health Consortium wishes the business to operate. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Management or Board for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of NCHC's business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to an officer of North Country Health Consortium as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which North Country Health Consortium does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving NCHC.

North Country Health Consortium, Inc.

106 OUTSIDE EMPLOYMENT

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with NCHC. All employees will be judged by the same performance standards and will be subject to NCHC's scheduling demands, regardless of any existing outside work requirements.

If North Country Health Consortium determines that an employee's outside work interferes with performance or the ability to meet the requirements of North Country Health Consortium as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with NCHC.

Outside employment will present a conflict of interest if it has an adverse impact on NCHC.

107 NON-DISCLOSURE

The protection of confidential business and client information is vital to the interests and the success of NCHC. Such confidential information includes, but is not limited to, the following examples:

Information considered proprietary or confidential by one or more of the NCHC organizational members

Client Lists

Client Demographic or Medical Information

Employee Personnel Records

Information that might cause unnecessary stress to the agency or one of its employees

Employees who are exposed to confidential information may be required to sign a non-disclosure agreement as a condition of employment. Employees who improperly use or disclose confidential information will be subject to disciplinary action, up to and including termination of employment and legal action.

North Country Health Consortium, Inc.

108 DISABILITY ACCOMMODATION

North Country Health Consortium is committed to complying fully with the Americans with Disabilities Act (ADA) and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

Hiring procedures have been reviewed and provide persons with disabilities meaningful employment opportunities. Upon request, job applications are available in alternative, accessible formats, as is assistance in completing the application. Pre-employment inquiries are made only regarding an applicant's ability to perform the duties of the position.

Post-offer medical examinations are required only for those positions in which there is a bona fide job-related physical requirement. They are given to all persons entering the position only after conditional job offers are tendered. Medical records will be kept separate and confidential.

Reasonable accommodation review is available to all disabled employees, where their disability affects the performance of job functions. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as in job assignments, classifications, organizational structures, position descriptions, lines of progression, and seniority lists. Leave of all types will be available to all employees on an equal basis.

North Country Health Consortium is also committed to not discriminating against any qualified employees or applicants because they are related to or associated with a person with a disability. North Country Health Consortium will follow any state or local law that provides individuals with disabilities greater protection than the ADA.

This policy is neither exhaustive nor exclusive. North Country Health Consortium is committed to taking all other actions necessary for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local law to ensure equal employment opportunities.

North Country Health Consortium, Inc.

201 EMPLOYMENT CATEGORIES

It is the intent of this section to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time.

Each employee is designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws. EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws. An employee's EXEMPT or NONEXEMPT classification may be changed only upon written notification by North Country Health Consortium management.

Salaried exempt employees are paid an annual salary; are not eligible for overtime pay; and are scheduled in one of the work schedule categories listed below. Salaried non-exempt employees are paid on an hourly basis; are eligible for overtime pay; and are scheduled in one of the work schedule categories listed below.

REGULAR FULL-TIME employees are those who are not in a temporary or introductory status and who are regularly scheduled to work NCHC's full-time schedule (40 hours per week). Generally, they are eligible for NCHC's benefit package, subject to the terms, conditions, and limitations of each benefit program.

PART-TIME employees are those who are not assigned to a temporary or introductory status and who are regularly scheduled to work less than 40 hours per week. While they do receive all legally mandated benefits (such as Social Security and workers' compensation insurance), they are subject to proration of other benefits.

INTRODUCTORY employees are those whose performance is being evaluated to determine whether further employment in a specific position or with North Country Health Consortium is appropriate. Employees who satisfactorily complete the introductory period will be notified of their new employment classification.

202 EMPLOYMENT REFERENCE CHECKS

To ensure that individuals who join North Country Health Consortium are well qualified and have a strong potential to be productive and successful, it is the policy of North Country Health Consortium to check the employment references of all applicants.

North Country Health Consortium, Inc.

203 ACCESS TO PERSONNEL FILES

North Country Health Consortium maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of NCHC, and access to the information they contain is restricted. Generally, only supervisors and management personnel of North Country Health Consortium who have a legitimate reason to review information in a file are allowed to do so.

Employees who wish to review their own file should contact the General Manager. With reasonable advance notice, employees may review their own personnel files in NCHC's offices and in the presence of an individual appointed by North Country Health Consortium to maintain the files.

204 PERSONNEL DATA CHANGES

It is the responsibility of each employee to promptly notify North Country Health Consortium of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed notify the General Manager.

205 INTRODUCTORY PERIOD

The introductory period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. North Country Health Consortium uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or North Country Health Consortium may end the employment relationship at will at any time during or after the introductory period, with or without cause or advance notice.

All new and rehired employees work on an introductory basis for the first 90 calendar days after their date of hire. Any significant absence will automatically extend an introductory period by the length of the absence. If North Country Health Consortium determines that the designated introductory period does not allow sufficient time to thoroughly evaluate the employee's performance, the introductory period may be extended for a specified period.

Upon satisfactory completion of the initial introductory period, employees enter the "regular" employment classification.

During the initial introductory period, new employees are eligible for those benefits that are required by law, such as workers' compensation insurance and Social Security. They may also be eligible for other NCHC-provided benefits, subject to the terms and conditions of each benefits program. Employees will receive current information on eligibility requirements for the NCHC benefit program.

North Country Health Consortium, Inc.

206 EMPLOYMENT APPLICATIONS

North Country Health Consortium relies upon the accuracy of information contained in the employment application or resume, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in NCHC's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

207 PERFORMANCE EVALUATION

Supervisors and employees are encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance appraisals are conducted at the end of an employee's introductory period in any new position. Monthly performance plan appraisals provide an opportunity for continuous feedback between the employee and supervisor. These meetings provide an opportunity to discuss job tasks, encourage and recognize strengths, identify and correct weaknesses and discuss positive purposeful approaches for meeting performance goals. The documented outcome from these monthly meetings will be incorporated into the formal yearly evaluation.

Annual performance appraisals for all employees will be completed by October 1.

Special performance reviews may be performed when the supervisor determines that an employee's performance is either much superior to what was expected or for unsatisfactory performance.

At each performance appraisal, the employee will re-certify that he/she has a copy of the Personnel Policies and understands them.

Rev: October 9, 2002

North Country Health Consortium, Inc.

301 EMPLOYEE BENEFITS

Eligible employees at North Country Health Consortium are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, state disability and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. The General Manager can assist in identifying the programs for which you are eligible. NCHC also contracts for benefit plan management and makes available the services of a certified financial adviser to employees.

The following benefit programs are available to all eligible employees:

- Auto Mileage
- Benefit Conversion at Termination
- FICA
- Certified Financial Advisor
- Leave for Family, Medical, Military, Jury, or Bereavement reasons
- Paid Time Off
- Travel & Meal Allowances
- Unemployment Compensation
- Workers' Compensation

Some benefit programs, such as insurance and annuity benefits, are based on contributions from the employee. NCHC offers a Section 125 plan. Employees working 20 hours or more, but less than 40 hours per week are eligible for a pro-rated benefit. Employees working less than 20 hours are eligible to participate in these benefit programs through pre-tax salary reduction. The following benefits are included within the NCHC Section 125 benefit program.

- Dental Insurance
- Dependent Care Assistance
- Health Care Insurance
- Health Care Reimbursement Account
- Tax-Sheltered Annuities

NCHC is an organization focused on improving access to health care and supports providing reimbursement for health care expenditures as a priority benefits for its employees. Each year the NCHC Board will set the percentage amount that NCHC will contribute toward the premium costs of health insurance.

Revised 9/10/04

North Country Health Consortium, Inc.

302 PAID TIME OFF

Paid Time Off (PTO) is an all purpose time-off policy for eligible employees to use for vacation, illness, holidays and personal leave. All employees except for per diem and temporary staff are eligible to earn and use PTO as described in this policy.

The amount of PTO employees receive each year increases with the length of their employment as follows:

VACATION EARNING SCHEDULE

YEARS OF SERVICE	Hours worked (40 max)	Annual Accrual	Hours of PTO
<2 years	#hrs. worked	x .0961538	200
2 to <6 years		x .1153846	240
6+ years		x .1346153	280

The length of eligible service is calculated from the employee's employment anniversary date.

To schedule planned PTO, employees should request advance approval from their supervisors. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

PTO is paid at the employee's base pay rate at the time of absence. It does not include overtime or any special forms of compensation. As an additional condition of eligibility for PTO, an employee on an extended absence for illness or injury must apply for any other available compensation and benefits, such as worker's compensation. PTO will be used to supplement any payments that an employee is eligible to receive from worker's compensation or NCHC-offered disability insurance programs. The combination of any such disability payments and PTO cannot exceed the employee's normal weekly earnings.

Accrual of PTO may not exceed the annual accrual days at any one time. Once the employee has reached this cap, further accrual will stop. When the employee uses PTO and brings the available amount below the cap, accrual will begin again.

Upon termination of employment, employees will be paid for unused PTO that has been earned through the last day of work.

North Country Health Consortium, Inc.

303 DEPENDENT CARE BENEFITS

As a benefit of employment, any employee with dependent care expenses may choose to contribute a part of pre-tax salaries to a dependent care assistance account. This option allows employees to minimize the federal tax they must pay on child care dollars.

For more detailed information, please contact the General Manager.

304 HOLIDAYS

Holiday time off is included in the PTO policy. NCHC supervisors must automatically honor PTO requests for the following holidays.

- New Year's Day (January 1)
- Memorial Day (last Monday in May)
- Independence Day (July 4)
- Labor Day (first Monday in September)
- Thanksgiving (fourth Thursday in November)
- Christmas (December 25)

305 WORKERS' COMPENSATION INSURANCE

North Country Health Consortium provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Employees who sustain work-related injuries or illnesses must inform their supervisor immediately. No matter how minor an on-the-job injury may appear, it must be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

In addition, if any employee is being treated for a work related injury, a prognosis report must be provided to the Managing Director after each doctor's visit.

North Country Health Consortium Inc.

306 TIME OFF TO VOTE

North Country Health Consortium encourages employees to fulfill their civic responsibilities by participating in elections. Generally, employees are able to find time to vote either before or after their regular work schedule. If employees are unable to vote in an election during their nonworking hours, North Country Health Consortium will grant unpaid excused absence time to vote.

Employees should request time off to vote from their supervisor at least two working days prior to the election day. Advance notice is required so that the necessary time off can be scheduled at the beginning or end of the work shift, whichever provides the least disruption to the normal work schedule.

307 JURY DUTY

North Country Health Consortium encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees may request paid jury duty leave.

While on jury duty primary compensation is provided by the Court. After receiving payment from the court the employee may request additional daily compensation from the agency. This compensation will not exceed the difference between the court payment and the employee's normal daily compensation.

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

Either North Country Health Consortium or the employee may request an excuse from jury duty if, in NCHC's judgement, the employee's absence would create serious operational difficulties.

North Country Health Consortium will continue to provide health insurance benefits for the full term of the jury duty absence.

PTO will continue to accrue during jury duty leave.

308 BEREAVEMENT LEAVE

Up to 3 days of paid bereavement leave (i.e. in addition to PTO leave) will be provided to employees due to the death of an immediate family member.

North Country Health Consortium, Inc.

309 BENEFITS CONTINUATION (COBRA)

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under NCHC's health plan when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation; and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at NCHC's group rates plus an administration fee. North Country Health Consortium provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under NCHC's health insurance plan. The notice contains important information about the employee's rights and obligations.

North Country Health Consortium, Inc.

401 TIMEKEEPING

Accurately recording time worked is the responsibility of every nonexempt employee. Exempt employees are also expected to keep accurate records of time worked in consideration of the need for fiscally responsible project management. Federal and state laws require North Country Health Consortium to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties. Overtime work must always be approved before it is performed.

It is the employees' responsibility to sign their time records to certify the accuracy of all time recorded. The supervisor will review and then initial the time record before submitting it for payroll processing. In addition, if corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

402 PAYDAYS

Most employees are paid bi-weekly, however some groups of employees, such as exempt employees, may be paid monthly at their request. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

In the event that a regularly scheduled payday falls on a day off such as a weekend or holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

If a regular payday falls during an employee's vacation, the employee may receive his or her earned wages before departing for vacation if a written request is submitted at least one week prior to departing for vacation.

403 PAY ADVANCES

North Country Health Consortium does not provide pay advances on unearned wages to employees.

404 ADMINISTRATIVE PAY CORRECTIONS

North Country Health Consortium takes all reasonable steps to ensure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of the Managing Director so that corrections can be made as quickly as possible.

North Country Health Consortium, Inc.

405 DEDUCTIONS

The law requires that North Country Health Consortium make certain deductions from every employee's compensation. Among these are applicable federal income tax. North Country Health Consortium also must deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base". North Country Health Consortium matches the amount of Social Security taxes paid by each employee.

North Country Health Consortium offers programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their pay checks to cover the costs of participation in these programs.

If you have questions concerning why deductions were made from your pay check or how they were calculated, your supervisor can assist in having your questions answered.

406 EMPLOYMENT TERMINATION

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

RESIGNATION - voluntary employment termination initiated by an employee.

DISCHARGE - involuntary employment termination initiated by the organization.

LAYOFF - involuntary employment termination initiated by the organization for non-disciplinary reasons.

RETIREMENT - voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

North Country Health Consortium will generally schedule exit interviews at the time of employment termination.

The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to NCHC, or return of NCHC-owned property. Suggestions, complaints, and questions can also be voiced. Employees will receive their final pay in accordance with applicable state law.

Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

North Country Health Consortium, Inc.

501 SAFETY

To assist in providing a safe and healthful work environment for employees, customers, and visitors, North Country Health Consortium has established a workplace safety program. The Office Manager has responsibility for implementing, administering, monitoring, and evaluating the safety program. Its success depends on the alertness and personal commitment of all.

North Country Health Consortium provides information to employees about workplace safety and health issues through regular communication channels such as staff meetings, bulletin board postings, memos, or other written communications. The North Country Health Consortium Safety Program contains all information about the safety program and can be reviewed by contacting the Office Manager.

Employees and supervisors receive periodic workplace safety training. The training covers potential safety and health hazards and safe work practices and procedures to eliminate or minimize hazards.

Employees with ideas, concerns, or suggestions for improved safety in the workplace are encouraged to raise them with their supervisor or bring them to the attention of the Managing Director. Reports and concerns about workplace safety issues may be made anonymously if the employee wishes. All reports can be made without fear of reprisal.

Each employee is expected to obey safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe condition to the Managing Director.

In the case of accidents that result in injury, regardless of how insignificant the injury may appear, employees must immediately notify the Office Manager and their supervisor. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

North Country Health Consortium, Inc.

502 WORK SCHEDULES

Routine office hours are 8:30am to 5:00pm; Monday through Friday. Work schedules for employees may vary throughout our organization. Supervisors will advise employees of their individual work schedules. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week.

It is understood that the agency will try to provide work for the hours scheduled for each employee with reasonable additional time requirements when necessary. It is further understood that employees will maintain good attendance with only reasonable absences.

Supervisors may grant an unpaid excused absence to employees with good attendance records. Excused absence may not exceed 4 days, and any period of non-paid absence which exceeds 4 days is considered a leave of absence.

503 SMOKING

In keeping with NCHC's intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace. The use of smokeless tobacco is also prohibited.

This policy applies equally to all employees, customers, and visitors.

Smoking is allowed outside the facility during non-work time provided entrances/exits are not blocked and the area is maintained in a neat manner.

504 MEAL PERIODS

All full-time regular employees are provided with one meal period of 30 minutes in length each workday. Meal periods can be scheduled to accommodate operating requirements, but the meal period must be within the first 5 hours of an employee's daily work schedule. There will be a 10 minute paid break for each employee working 5 hours or more each day.

North Country Health Consortium, Inc.

505 OVERTIME

When operating requirements or other needs cannot be met during regular working hours, employees will be given the opportunity to volunteer for overtime work assignments. All overtime work must receive the supervisor's prior authorization. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime is voluntary, but when overtime becomes necessary due to workload and staffing needs, it is expected that employees will understand the overtime necessity and volunteer as needed.

Overtime compensation is paid to all nonexempt employees in accordance with federal and state wage and hour restrictions. Overtime pay is based on actual hours worked. Time off on vacation, holidays, jury duty, sick leave, bereavement leave, or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

The North Country Health Consortium week is defined as the 168 hour period starting at 0001 A.M. on Saturday and ending at 1200 midnight on Friday. All non- exempt employees are paid time and one-half for all hours worked over 40 hours per week.

North Country Health Consortium, Inc.

506 BUSINESS TRAVEL EXPENSES

North Country Health Consortium will reimburse employees for reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance by the immediate supervisor. Employees whose travel plans have been approved are responsible for making their own travel arrangements.

When approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by NCHC. Employees are expected to limit expenses to reasonable amounts. NCHC uses the meals and lodging per diems as published in the Federal Register as the benchmark for reasonable amounts.

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased, or rented by North Country Health Consortium may not be used for personal use.

Employees should contact their supervisor for guidance and assistance on procedures related to travel arrangements, expense reports, reimbursement for specific expenses, or any other business travel issues.

507 VISITORS IN THE WORKPLACE

To provide for the safety and security of employees and the facilities at NCHC, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

Employees are responsible for the conduct and safety of their visitors. If an unauthorized individual is observed on NCHC's premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the reception area.

508 INFORMATION POLICY

Security and confidentiality of agency information are matters of utmost concern to clients and staff alike. Individuals who have access to agency information are in positions of trust relative to this information and must recognize the responsibilities entrusted to them in order to maintain the confidentiality of clients and the integrity of the agency. Similarly, individuals with access to agency equipment and technology are also entrusted with the appropriate use of these resources. For these reasons, North Country Health Consortium has adopted this Information Policy to establish standards for the use of agency information, equipment and technology.

Definitions

- A. “Client Information” includes all information which tends to directly or indirectly identify a client, any and all health care records, any and all financial information, and any other information obtained from or about a client in which the client has an expectation of privacy.
- 2. “Information which tends to directly or indirectly identify a client” includes, but is not limited to, name, social security number, address, telephone number, age, date of birth, race/ethnic status, and any other identifying characteristics.
- C. “Proprietary Information” means any information which is used in the Agency’s business which, if disclosed, would be detrimental to the Agency, its employees, or clients. For example, this includes agency personnel and financial records.
- D. “Agency Information” means any information within the possession, care, custody or control of the Agency.
- E. “Agency Equipment and Technology” means any equipment or technology within the possession, care, custody or control of the Agency, or created with Agency funds.

Purpose

The purpose of this Policy is to establish standards to govern the collection, maintenance and use of Agency information and to ensure that client and proprietary information will be used only as necessary and appropriate to accomplish the Agency’s mission. In addition, the Policy establishes standards for the use of Agency equipment and technology.

Applicability of Policy

This Policy applies to all employees, contractors, subcontractors, volunteers, students, interns, fellows, or any other person who has access to Agency information, equipment or technology. Each such person must read and sign the Confidentiality Agreement in which he/she agrees to follow the terms and conditions of this Policy. This acknowledgment form must be executed as soon as practicable upon the adoption of this Policy by the Agency. Individuals who become employed by or provide services to the Agency subsequent to the adoption of this Policy must read and sign the

acknowledgment form as a condition of their employment or their provision of services to the Agency.

Scope of Policy

This Policy applies to all information within the Agency's possession regardless of the format in which it is obtained, maintained, or transmitted. This includes, but is not limited to, the following formats: hard copy documents; any and all electronically stored or transmitted information, including e-mail; oral information; information conveyed by telephone and facsimile machines, and; voice mail. This Policy also applies to all Agency equipment and technology.

Use of Agency Information, Equipment and Technology

Agency information, equipment and technology shall only be used for official Agency purposes. All persons with access to Agency information are prohibited from disclosing any proprietary or client information to third parties without receiving appropriate Agency approval. Persons making authorized disclosures must exercise significant caution when transmitting proprietary and client information in order to maintain its confidentiality.

Agency information, equipment and technology shall not be used in any way that may be deemed illegal, fraudulent, embarrassing, intimidating, disruptive or offensive to others, which includes, but is not limited to the transmission of sexually explicit messages, ethnic or racial slurs, or any other comment or message that offensively addresses someone's age, gender, sexual orientation, religious or political beliefs, national origin, disability, veteran's status, or anything else that may be construed as harassing, discriminating, or disparaging to or of others. Users encountering or receiving such material should immediately report the incident to management. Use of Agency information, equipment and technology in violation of this Policy, or in a way that will damage the reputation of the Agency, or use for solicitations, advertisements or promotions (whether for charitable, political, religious or other reasons) is prohibited unless prior approval from management is obtained. Users of the Agency's computer system may not install software onto their individual computers or the network without first receiving prior approval from management.

Non-Discrimination

No information obtained, maintained or transmitted to the Agency, or Agency equipment and technology shall be used to discriminate against or harass any individual.

Ownership of Information, Equipment and Technology

All information, which is obtained, created or maintained, as part of the Agency's official business remains the exclusive property of the Agency. All equipment and technology within the Agency's possession, care, custody and control or created with Agency funds remains the exclusive property of the Agency.

Return of Agency Information and Property

Upon termination of association with the Agency, each individual must return all Agency information, equipment, technology, and property, including any and all passcodes, keys or other devices by which the individual accessed Agency information.

Security of Information, Equipment and Technology

All Agency information, equipment and technology shall be maintained in a secure manner and shall be protected by reasonable and appropriate administrative, technical and physical safeguards. It is the responsibility of each person with access to Agency information to ensure that proper security of Agency Information is maintained at all times. Agency information stored or transmitted in an electronic format shall be accessible only through individual unique passcodes, which are routinely changed. The integrity of any Agency computer network must be maintained by firewall and other similar mechanisms to prevent the wrongful disclosure of Agency Information. All persons subject to this Policy are prohibited from taking any action, which may compromise the security or integrity of any Agency information, equipment or technology.

Access to Information, Equipment and Technology

Employees and others who have access to Agency equipment and technology should not expect an absolute right of privacy in their use of such equipment or technology. The Agency maintains the right to access any information stored or transmitted on Agency equipment or technology, when in the Agency's judgment, it is necessary and appropriate to do so for legitimate purposes.

Violation of Agency Policy

Any person who violates this Policy may be subject to disciplinary action, including but not limited to, termination of employment or association with the Agency. Each violation of the policy must be documented in a written format. All violations of the Policy must be reported to the General Manager who serves as the Agency Information Security Officer. The Agency shall have all of the rights and remedies available under law, or in equity, to enforce this Policy. The Agency may obtain attorneys' fees and costs associated with enforcing this Policy.

Modification of Agency Policy

The Agency reserves the right to modify this Policy at any time at its sole discretion.

North Country Health Consortium, Inc.

600 LEAVES OF ABSENCE

Any absence of five days or more is considered a leave of absence and requires documentation and approval.

601 MEDICAL LEAVE

North Country Health Consortium provides medical leaves of absence without pay to all employees who are temporarily unable to work due to a serious health condition or disability. For purposes of this policy, serious health conditions or disabilities include inpatient care in a hospital, hospice, or residential medical care facility; continuing treatment by a health care provider; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions.

Eligible employees may request medical leave only after having completed the initial introductory period of service. Exceptions to the service requirement will be considered to accommodate disabilities. Eligible employees should make requests for medical leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

A medical leave starts when a medical doctor has certified that an employee is unable to perform his /her job and it ends when the employee is certified as able to work. Medical leaves will be for a maximum of 6 months. A health care provider's statement must be submitted verifying the need for medical leave and its beginning and expected ending dates. Any changes in this information should be promptly reported to NCHC. Employees returning from medical leave must submit a health care provider's verification of their fitness to return to work.

Eligible employees are normally granted leave for the period of the disability, up to a maximum of 26 weeks within any 12 month period. Any combination of medical leave and family leave may not exceed this maximum limit. If the initial period of approved absence proves insufficient, consideration will be given to a request for an extension. Employees will be required to first use any accrued paid leave time before taking unpaid medical leave.

Employees who sustain work-related injuries are eligible for a medical leave of absence for the period of disability in accordance with all applicable laws covering occupational disabilities.

Subject to the terms, conditions, and limitations of the applicable plans, North Country Health Consortium will continue to provide health insurance benefits for the full period of the approved medical leave. Benefit accruals, such as vacation and sick leave will not continue during the approved medical leave period.

So that an employee's return to work can be properly scheduled, an employee on medical leave is requested to provide North Country Health Consortium with at least two weeks advance notice of the date the employee intends to return to work. When a medical leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

If an employee fails to report to work promptly at the end of the medical leave, North Country Health Consortium will assume that the employee has resigned.

602 FAMILY LEAVE

North Country Health Consortium provides family leaves of absence without pay to all employees who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child; or to care for a child, spouse, or parent with a serious health condition. A serious health condition means an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility; or continuing treatment by a health care provider.

Eligible employees may request family leave only after having completed their initial introductory period of service. Eligible employees should make requests for family leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

Employees requesting family leave related to the serious health condition of a child, spouse, or parent may be required to submit a health care provider's statement verifying the need for a family leave to provide care, its beginning and expected ending dates, and the estimated time required.

Eligible employees may request up to a maximum of 12 weeks of family leave within any 12 month period. Any combination of family leave and medical leave may not exceed this maximum limit. Employees will be required to first use any accrued sick leave time before taking unpaid family leave. Married employee couples may be restricted to a combined total of 12 weeks leave within any 12 month period for childbirth, adoption, or placement of a foster child; or to care for a parent with a serious health condition.

Subject to the terms, conditions, and limitations of the applicable plans, North Country Health Consortium will continue to provide health insurance benefits for the full period of the approved family leave.

Benefit accruals, such as vacation, and sick leave benefits will not continue during the approved family leave period.

So that an employee's return to work can be properly scheduled, an employee on family leave is requested to provide North Country Health Consortium with at least two weeks advance notice of the date the employee intends to return to work. When a family leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

If an employee fails to report to work promptly at the end of the approved leave period, North Country Health Consortium will assume that the employee has resigned.

North Country Health Consortium

603 PERSONAL LEAVE

North Country Health Consortium provides leaves of absence without pay to all employees who wish to take time off from work duties to fulfill personal obligations. Eligible employees may request personal leave only after having completed their initial introductory period of service. As soon as eligible employees become aware of the need for a personal leave of absence, they should request a leave from their supervisor.

Personal leave may be granted for a period of up to 30 calendar days every 3 years. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than 15 calendar days. With the supervisor's approval, an employee may take any available vacation leave prior to or immediately after the approved period of leave.

Requests for personal leave will be evaluated based on a number of factors, including anticipated work load requirements and staffing considerations during the proposed period of absence.

Subject to the terms, conditions, and limitations of the applicable plans, North Country Health Consortium will continue to provide health insurance benefits for the full period of the approved personal leave.

Vacation and sick leave will not continue to accrue during the approved personal leave period.

When a personal leave ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. However, North Country Health Consortium cannot guarantee reinstatement in all cases.

If an employee fails to report to work promptly at the expiration of the approved leave period, North Country Health Consortium will assume the employee has resigned.

605 MILITARY LEAVE

A military leave of absence will be granted to employees, except those occupying temporary positions, to attend scheduled drills or training or if called to active duty with the U.S. armed services.

Employees will receive partial pay for two-week training assignments and shorter absences. Upon presentation of satisfactory military pay verification data, employees will be paid the difference between their normal base compensation and the pay (excluding expense pay) received while on military duty. The portion of any military leaves of absence in excess of two weeks will be unpaid. However, employees may use any available paid time off for the absence.

Subject to the terms, conditions and limitations of the applicable plans for which the employee is otherwise eligible, health insurance benefits will be provided by North Country Health Consortium for the full term of the military leave of absence for drills and training.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon the employee's return to active employment.

Employees on two-week active duty training assignments or inactive duty training drills are required to return to work for the first regularly scheduled shift after the end of training, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with all applicable state and federal laws.

Every reasonable effort will be made to return eligible employees to their previous position or a comparable one. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service, such as the rate of vacation accrual and job seniority rights.

607 PREGNANCY-RELATED ABSENCES

(See 600,601 and 602)

North Country Health Consortium will not discriminate against any employee who requests an excused absence for medical reasons associated with pregnancy. Such absence requests will be evaluated according to the medical leave and family leave policy provisions outlined in this handbook and all applicable federal and state laws.

Requests for time off associated with pregnancy and/or childbirth, such as bonding and child care, not related to medical disabilities for those conditions will be considered in the same manner as other requests for unpaid family or personal leave. Upon return from medical leave (maternity) the employee will return to her previous job.

North Country Health Consortium

701 EMPLOYEE CONDUCT AND WORK RULES

To ensure orderly operations and provide the best possible work environment, North Country Health Consortium expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including termination of employment:

Theft or inappropriate removal or possession of property

Working under the influence of alcohol or illegal drugs

Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment

Insubordination

Fighting or threatening violence in the workplace

Disrespectful conduct toward other staff members or clients

Violation of safety or health rules

Sexual or other unlawful or unwelcome harassment

Unauthorized disclosure of confidential information

Unsatisfactory performance or conduct

Employment with North Country Health Consortium is at the mutual consent of North Country Health Consortium and the employee, and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.

North Country Health Consortium

702 DRUG AND ALCOHOL USE

It is NCHC's desire to provide a drug-free, healthful, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

While on North Country Health Consortium premises and while conducting business-related activities off North Country Health Consortium premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Violations of this policy may lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.

Employees with questions or concerns about substance dependency or abuse are encouraged to discuss these matters with their supervisor or the General Manager to receive assistance or referrals to appropriate resources in the community.

Employees with drug or alcohol problems that have not resulted in, and are not the immediate subject of, disciplinary action may participate in a rehabilitation or treatment program through NCHC's health insurance benefit coverage.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the General Manager without fear of reprisal.

North Country Health Consortium, Inc.

703 SEXUAL AND OTHER UNLAWFUL HARASSMENT

North Country Health Consortium is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated. As an example, sexual harassment (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee should immediately contact the General Manager or any other member of management. Employees can raise concerns and make reports without fear of reprisal.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment should promptly advise the General Manager or any Board member who will handle the matter 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.

704 RETURN OF PROPERTY

Employees are responsible for all property, materials, or written information issued to them or in their possession or control. Employees must return all North Country Health Consortium property immediately upon request or upon termination of employment. Employees will sign a statement at the time of property receipt that North Country Health Consortium is granted permission and may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. North Country Health Consortium may also take all action deemed appropriate to recover or protect its property.

705 RESIGNATION

Resignation is a voluntary act initiated by the employee to terminate employment with NCHC. Although advance notice is not required, North Country Health Consortium requests at least two weeks' written resignation notice from all employees and would prefer 4 weeks notice from all exempt employees.

Prior to an employee's departure, an exit interview will be scheduled to discuss the reasons for resignation and the effect of the resignation on benefits.

North Country Health Consortium

706 SECURITY INSPECTIONS

North Country Health Consortium wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, North Country Health Consortium prohibits the possession, transfer, sale, or use of such materials on its premises. North Country Health Consortium requires the cooperation of all employees in administering this policy.

Desks, lockers, and other storage devices may be provided for the conveniences of employees but remain the sole property of NCHC. Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of North Country Health Consortium at any time, either with or without prior notice.

North Country Health Consortium likewise wishes to discourage theft or unauthorized possession of the property of employees, NCHC, visitors, and customers. To facilitate enforcement of this policy, North Country Health Consortium or its representative may inspect not only desks and lockers but also persons entering and/or leaving the premises and any packages or other belongings. Any employee who wishes to avoid inspection of any articles or materials should not bring such items onto NCHC's premises.

707 PROGRESSIVE DISCIPLINE

The purpose of this policy is to state NCHC's position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

NCHC's own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Although employment with North Country Health Consortium is based on mutual consent and both the employee and North Country Health Consortium have the right to terminate employment at will, with or without cause or advance notice, North Country Health Consortium may use progressive discipline at its discretion.

Disciplinary action may call for any of four steps -- verbal warning, written warning, suspension with or without pay, or termination of employment -- depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment.

If a supervisor feels that termination of employment is the appropriate disciplinary action, then the supervisor will suspend the employee, advising the employee that discharge is going to be recommended and immediately notify the General Manager of the situation. After a review of the circumstances by the General Manager, the suspended employee will be notified of the results of the review.

North Country Health Consortium recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps. While it is impossible to list every type of behavior that may be deemed a serious offense, the EMPLOYEE CONDUCT AND WORK RULES policy includes examples of problems that may result in immediate suspension or termination of employment. However, the problems listed are not all necessarily serious offenses, but may be examples of unsatisfactory conduct that will trigger progressive discipline.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and NCHC.

708 PROBLEM RESOLUTION

North Country Health Consortium is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from North Country Health Consortium supervisors and management.

The Problem Resolution system would be available to all employees after their initial introductory period of service.

North Country Health Consortium strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism.

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized, formally or informally, for voicing a complaint with North Country Health Consortium in a reasonable, business-like manner, or for using the problem resolution procedure.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure everyone's job security.

North Country Health Consortium

801 LIFE-THREATENING ILLNESSES IN THE WORKPLACE

North Country Health Consortium will encourage and support employees with life-threatening illnesses, such as cancer, heart disease, and AIDS who wish to continue their normal pursuits, including work, to the extent allowed by their condition as long as these employees are able to meet acceptable performance standards. As in the case of other disabilities, North Country Health Consortium will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. North Country Health Consortium will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact the General Manager for information and referral to appropriate services and resources.

802 RECYCLING

North Country Health Consortium supports environmental awareness by encouraging recycling and waste management in its business practices and operating procedures. This support includes a commitment to the purchase, use, and disposal of products and materials in a manner that will best utilize natural resources and minimize any negative impact on the earth's environment.

North Country Health Consortium encourages reducing and, when possible, eliminating the use of disposable products. Source reduction decreases the consumption of valuable resources through such workplace practices as:

- communication through computer networks with E-mail posting memos for all employees
- two-sided photocopying
- computerized business forms
- reusing paper clips, folders, and binders
- reusing packaging material
- turning off lights when not in use

Whenever possible, employees of North Country Health Consortium are encouraged to purchase products for the workplace that contain recycled or easily recyclable materials. Buying recycled products supports recycling and increases the markets for recyclable materials. By recycling, North Country Health Consortium is helping to solve trash disposal and control problems facing all of us today. If you have any questions or new ideas and suggestions for the recycling program contact the Office Manager.