Baptist Health South Florida

POLICY NO.: BHSF-5360

☑ Administrative
☐ Departmental

SUBMITTED BY: Lillian J. LeBlanc
Title: Assistant Vice President, Human Resources Strategy and Culture

APPROVED BY: Corey B. Heller
Title: Corporate Vice President and Chief Human Resources Officer

Responsible Department Human Resources

APPROVED BY: George Foyo
Title: Executive Vice President and Chief Administrative Officer

Creation Date: February 9, 2011
Review Date:
Revision Date: July 14, 2011

POLICY TITLE:
Flexible Work Arrangements

SUMMARY & PURPOSE:
This policy is established to support each employee's unique personal situation and to support the needs of each employee's family. Baptist Health recognizes that family/social support is important and beneficial to every employee. Flexible work arrangements are consistent with the Baptist's Health's caring culture and shared values, including work-life balance. As a result, Baptist Health offers a variety of flexible work arrangements, within the limitations of the needs of the business. All Baptist Health leaders are encouraged to support the use of flexible work arrangements.

Access to or continuation of a flexible work arrangement is never guaranteed. Patient care is our highest priority and the requirements of our 24/7 direct patient care environment may preclude access to certain flexible work arrangements. Any flexible work arrangement that is granted must always take into account the needs of our patients and Baptist Health's business operations. A flexible work arrangement may be terminated by the department leader at any time.

POLICY:
Flexible Work Arrangements fall into three major categories. These are:

- Flexible Scheduling
- Shared Shifts (Job Share)
- Compressed Workweek
- Telecommuting

The entity CEO or Corporate VP will determine which of the above-described flexible work arrangements are appropriate for his/her entity or division. The department leader, in his/her sole discretion, will determine the type and number of flex arrangements that may be accommodated at any time in his/her department.

Flexible work arrangements may, with advance approval from the department leader, be combined, e.g.: telecommuting with a compressed workweek.

The following criteria are considered in the order listed when determining the feasibility, appropriateness and scope of a proposed flexible work arrangement:

- Patient/Client Needs
- Coworker/Department Needs
- Nature of work and position requirements

Flexible work arrangements may be implemented on a short term (e.g.: temporary) basis or for an indefinite duration. A flexible work arrangement may be terminated at any time by the department leader if the leader believes that patient/customer/business needs are or may be compromised.

SCOPE/APPLICABILITY:
Eligibility for any flexible work arrangement is on a case by case basis, as permitted by the entity CEO and as approved at the discretion of the department leader.

PROCEDURES TO ENSURE COMPLIANCE:
A description and standards for each of the major categories of flexible work arrangements is as follows:

1. Flexible Scheduling:
   a. Flexible scheduling allows for a varying start and/or end time within a regular work day.
   b. An employee who desires a flexible schedule may, with advance approval from his/her leader, alter his/her start of end of shift, so long as he/she is present during "core hours" for the position and works for the duration of his/her normally scheduled workday hours (core hours may vary by department and position).
   c. Example:
      i. Regular shift: 7:00 – 3:30
      ii. Core hours: 10 – 2:30
      iii. Flex example A: 8:00 – 4:30
      iv. Flex example B: 6:30 – 3:00

2. Shared Shifts (Job Share):
   a. Shared shifts (job share) allow individual employees to work partial shifts or reduced schedules. Employees may be paired to facilitate communication and continuity of patient care
   b. Example:
      i. One 40 hour position may be split into two 20 hour positions or one 24 hour and one 16 hour position.
      ii. A 12 hour shift may be worked as two six hour shifts or an 8 hour shift and a 4 hour shift.
      iii. An 8 hour shift may be worked as two 4 hour shifts.
   c. Employees working a shared shift or job share, especially in clinical areas, will work closely with leaders to ensure adequate internal reporting, communication and continuity of patient care.

3. Compressed Work Week:
   a. A compressed workweek allows for working a regular schedule in fewer days than is the norm.
   b. An employee who desires a compressed workweek may, with advance approval from his/her leader, adjust the number of scheduled workdays within a week.
   c. To avoid unnecessary overtime and in accordance with federal law, compressed schedules for nonexempt employees are determined on a workweek (not pay period) basis and may not result in more than 40 normally scheduled hours per week.
      i. Examples:
         1) Four 10 hour shifts
         2) Three 12 hour shifts.
         3) Exempt Employees Only: 5 day/4 day: A two-week period consisting of one week of four 9 hour days and one week of four 9 hour days and one 8 hour day.

4. Telecommuting:
   a. Telecommuting allows for an employee to perform all of the essential functions of his/her position from a remote location such as home.
   b. An employee who desires a telecommuting arrangement may with advance approval from his/her leader, perform his/her job functions from a remote location for all or part of his/her regularly scheduled hours.
   c. Telecommuting is, by its nature, limited to positions whose regular job responsibilities do not include patient care or customer service that can only be delivered in person.
      i. Individuals whose job responsibilities involve supervision of staff should limit telecommuting to no more than one day per week, to ensure adequate personal interaction with employees.
   d. Telecommuting employees must ensure:
      i. Security and confidentiality of all data and documents used or produced in a remote location
      ii. Security and confidentiality of all voice and data transmissions while in a remote location
      iii. Availability of adequate equipment to carry out job responsibilities in a timely manner.
      iv. Availability of a private work area with minimal distraction in order to effectively carry out the responsibilities of the position.
   e. Telecommuting employees are responsible for tracking and reporting all hours of work in a timely manner and in accordance with all BHSF payroll requirements. Non-exempt employees must obtain supervisory approval prior to incurring any overtime hours.
   f. Telecommuting employees will be reimbursed for incurred expenses (including mileage for travel by auto) for in-person attendance at required meetings or conferences. Expense reimbursement shall be made in accordance with policy, BHSF 27.00.
   g. Baptist Health will provide all computer equipment necessary to support approved formal telecommuting arrangements.
   h. When a formal approved telecommuting arrangement is approved by the CEO or Corporate Vice President, the department leader will notify the entity HR Director, IT (via B.A. assigned to the department) and the Chief Privacy Officer.

General Guidelines for Leaders:
The determination of the appropriateness of a flexible work arrangement is made on a case-by-case basis. In order to ensure consistent application of this policy, leadership shall observe the following guidelines when considering a request for a flexible work arrangement:

1. Patient Care and Safety:

a. Positions that involve direct patient care must be structured to ensure continuity of care, appropriate patient interaction and management.
b. The leader must first consider patient needs and assure that any flexible work arrangement provides for patient safety and will facilitate the provision of excellent care. Because of the "hands on" nature of patient care positions, certain flexible work arrangements (such as telecommuting) are not feasible. Likewise, very short shifts may not provide sufficient time for a meaningful level of patient interaction.

2. Employee Satisfaction:
   a. A leader must consider the impact of the flexible work arrangement on the work group as a whole.
   b. A flexible work arrangement may significantly increase the satisfaction of the employee directly involved, but should not create additional burden for coworkers in the immediate department or other areas of the organization

3. Employee Performance:
   a. Flexible work arrangements should be considered only in situations where an employee is likely to consistently perform at or above expectations.
   b. An employee whose performance is marginal may not possess the initiative to work without direct supervision (as is the case in a telecommuting arrangement) nor may he or she be able to organize tasks in an efficient manner (as is the case in a flexible schedule.)
   c. Employees who have been counseled for poor attendance or tardiness are not generally good candidates for a flexible work arrangement.

4. Recruitment and Retention:
   a. A flexible work arrangement may be a very powerful recruitment tool especially for hard-to-fill positions.
   b. Leaders are encouraged to consider flexible work arrangements in the hiring process. However, it is extremely important to give priority to existing staff members if only a limited number of flexible work arrangements can be accommodated within a department.
   c. A flexible work arrangement that is offered to a new hire should first be openly discussed with any immediate coworkers to ensure smooth implementation and a positive impact on departmental operations.

SUPPORTING/REFERENCE DOCUMENTATION:
N/A

RELATED POLICIES, PROCEDURES AND ASSOCIATED FORMS:
- BHSF Administrative Policy: 2025 Wage and Salary Administration – HR
- BHSF Administrative Policy: 2300 Overtime – HR
- BHSF Administrative Policy: 214 Reimbursement for Mileage Expense - Financial Services
- BHSF Administrative Policy: 27.00 Travel, Business Meals and Business Entertainment Expense Policy and Reimbursement Procedure - Financial Services

ENFORCEMENT & SANCTIONS:
Violations of this policy may be referred to the appropriate HR leadership level. See HR Policies 5250 and 5300 for applicable sanctions.

Violation of this policy may lead to disciplinary action, up to and including termination of employment.

Enforcement of this policy will be performed by Baptist Health Human Resources.