WELCOME ABOARD! NEW EMPLOYEE ORIENTATION

Lahey Health Shared Services

Welcome to New Employee Orientation

Orientation objectives:

- Welcome you to Beth Israel Lahey Health
- Acquaint you with Lahey's history, structure and strategy
- Convey sense of Lahey's culture and values
- Introduce Lahey's Shared Services business model
- Provide overview of Lahey's key policies
- Provide introduction to Lahey Learning
- Provide information on payroll procedures and time reporting
- Educate you on Lahey benefits programs
- Provide you with necessary tools and resources



About us

Beth Israel Lahey Health was established on March 1, 2019. Together, we are creating an integrated health care system that:

- Provides high-quality, lower cost care close to where our patients live and work
- Invests in and strengthens local hospitals and community-based care
- Works to keep our patients healthy and care for them in their communities
- Advances the science and practice of medicine by investing in research and education
- Embraces a new model of care that helps contain rising health care costs
- Creates a workplace that engages and develops the best people

You are the difference

make a difference

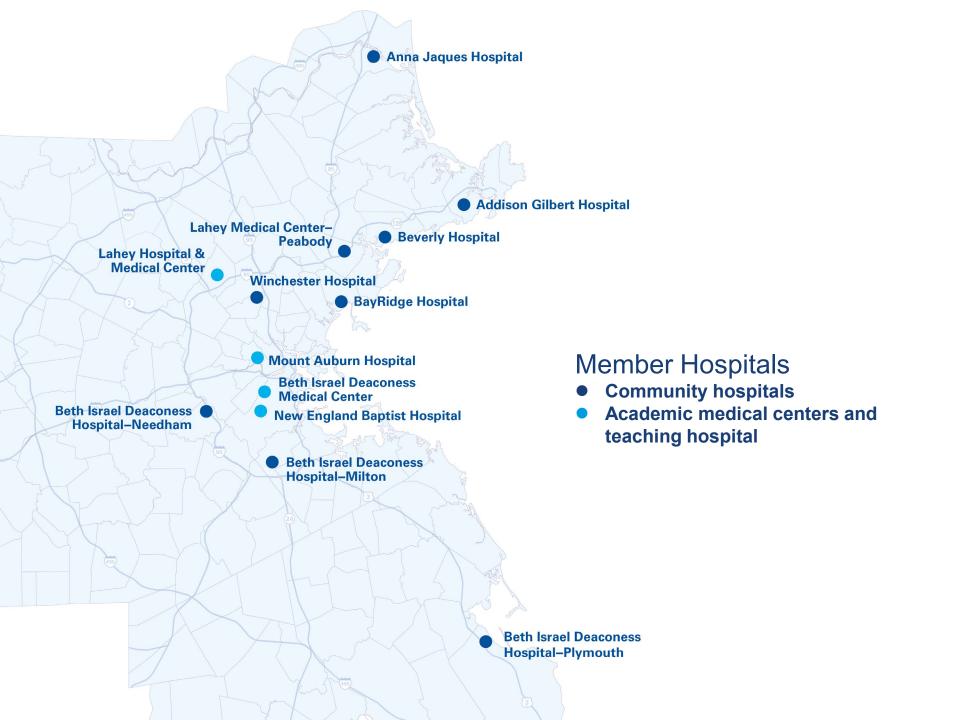


Beth Israel Lahey Health is a comprehensive, geographically distributed network of:

- 8 excellent community hospitals
- 4 world-class academic medical centers and teaching hospitals
- 1 premier orthopedics hospital
- Behavioral health services
- Continuing care services
- 4,300 physicians including 800 primary care physicians
- Nearly 35,000 employees

Regionally and nationally renowned programs in cancer, cardiovascular medicine, gastroenterology, home health, orthopedics, substance abuse treatment, surgery, women's health and more.

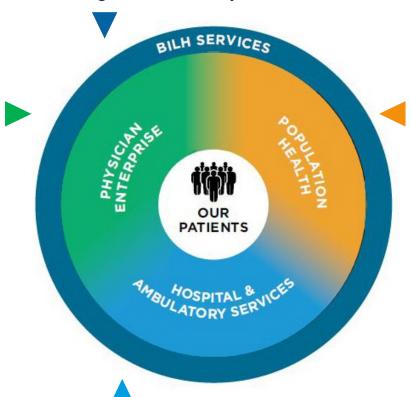




Beth Israel Lahey Health Operating Model

Administrative and operational services and functions that are shared across the system to achieve greater efficiency and effectiveness

System network of employed physicians throughout our region



- Clinically integrated network (BILPN)
- Behavioral health
- Continuing care

- Academic medical centers
- Teaching hospitals
- Specialty hospitals
- Community hospitals
- Ambulatory centers





Beth Israel Lahey Health



Introducing BILH

- The Beth Israel Lahey Health logo represents the three core elements of our vision: care delivery, education/discovery, and integration
- The intersecting nature of the triangles illustrates coordination and synergy
- The placement on the upper right side evokes a feeling of forward and upward motion, conveying our system's vision to make a difference in people's lives
- The color blue communicates the collective expertise and sophistication within our system, while also achieving uniqueness through a combination of novel shades



THE STRENGTH OF OUR SYSTEM:

COORDINATED, INTEGRATED CARE

LET US TELL YOU ABOUT LAHEY AS PART OF BETH ISRAEL LAHEY HEALTH



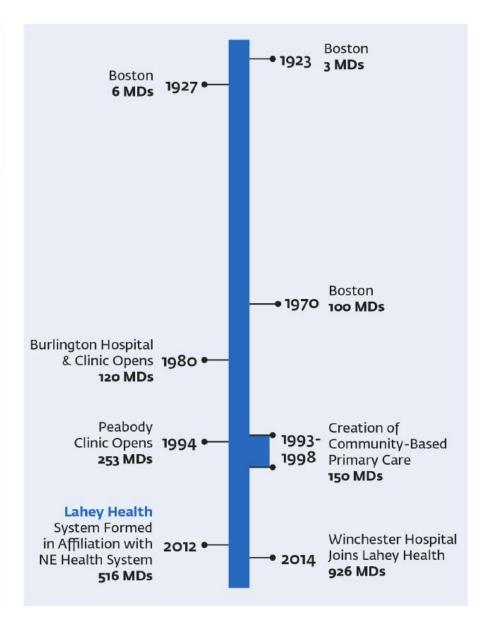
How it all happened

- Formed as Lahey Clinic in 1923
- · Founded by Frank Lahey, MD



Dr. Lahey's vision was unique:

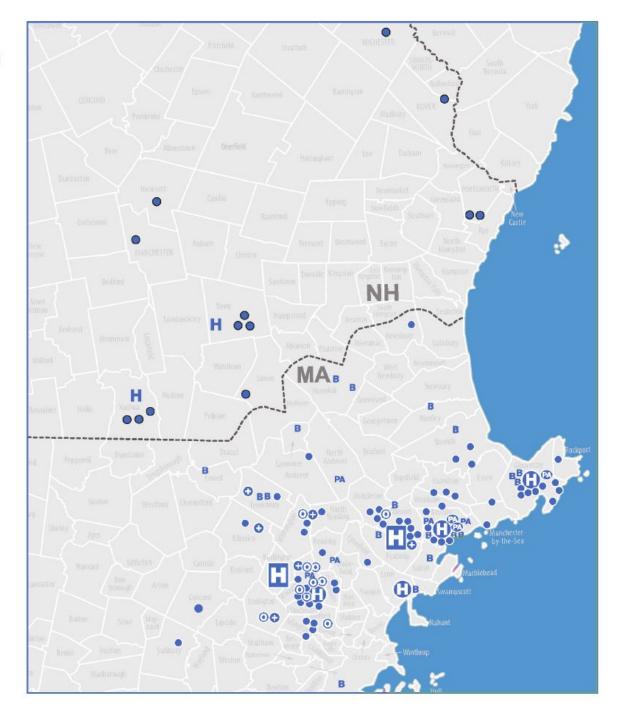
- Every component of a patient's health care would be coordinated under one roof.
- He believed in delivering efficient care.
- He also believed that such a group practice should be a center for research and learning.





A Highly Coordinated Health Care Delivery System

- Tertiary Facility
 Lahey Hospital & Medical Center
 Lahey Medical Center, Peabody
- System Community Hospitals
- Outpatient Centers
- Primary Care Facilities
- Post Acute Facilities
- PA Post Acute Services
- **B** Behavioral Health Services
- Urgent Care/Retail Clinics
- Affiliated (not owned) Hospitals
- NH Specialty Practices





Lahey Health by the Numbers

hospitals (3 licenses)

Addison Gilbert Hospital

BayRidge Hospital

Beverly Hospital

Lahey Hospital & Medical Center

Lahey Medical Center, Peabody

Winchester Hospital

Approximately

1,400

employed and affiliated physicians

921 beds

\$2 billion

15,000 employees across

100

locations, from
Boston into
southern
New Hampshire



TOGETHER WE ACHIEVE



A Few Reasons to be Proud

Beverly, Addison Gilbert
 Hospitals, Lahey Hospital &
 Medical Center and Winchester
 Hospital all received A's in the
 Leapfrog Group's spring and fall
 2018 Ratings



 Beverly Hospital has received the Healthgrades Patient Safety Excellence Award, a recognition that places them in the top 10 percent in the nation for patient safety



The American Nurses
 Credentialing Center (ANCC)
 awarded Winchester Hospital
 with the ANCC Magnet
 Recognition®, its highest honor
 for excellence in nursing.
 Winchester Hospital is one of
 only two hospitals in the state to
 earn this achievement four
 times!



 Lahey Hospital & Medical Center has received certification as a Comprehensive Stroke Center from DNV GL -Healthcare — a designation that reflects the highest level of competence for treatment of serious stroke events



Institute has been selected by the Centers for Medicare & Medicaid Services (CMS) as the only hospital system in Greater Boston to participate in a care delivery model that supports and encourages higher quality, more coordinated cancer care









OUR MODEL



Lahey Health Model Right Care, Right Place, Right Time

- Patients treated in the lowestcost setting appropriate for their care
- More accessible, closer to home
- Competitive savings to payers, consumers and the Commonwealth
- It is working



WELCOME TO LAHEY HEALTH SHARED SERVICES

The "Backbone" of Lahey Health

Lahey Health Shared Services is a streamlined approach to the sharing of administrative and operational services across all Lahey Health entities.





Who We Are











- Business Development
- Corporate Compliance
- Executive Administration
- Facilities & Real Estate
- Finance
- Human Resources
- Information Services
- Legal Services
- Marketing and Communications
- Materials Management
- Patient Financial Services
- Philanthropy
- Supply Chain



POLICIES AND PROCEDURES

Standards of Behavior

- We achieve service excellence by embracing our Standards of Behavior:
 - Respect
 - Caring
 - Teamwork
 - Excellence



Policies and Procedures

- As a new hire it is your responsibility to review all Lahey policies and procedures
- HR policies cover many subject areas including:
 - Employment / EEO
 - Daily Work Life
 - Time Away
 - -Pay and Benefits
 - -Work/Life Balance

Visit MassNet → HR Center for a complete list of policies

HR Center

Who's Who in HR - for a helpful guide, <u>Click here</u>.

All Colleague Center

- Benefits Center
- ▶ Colleague Connection Reference Material
- Earned Sick Time
- ► Employee Assistance Program (EAP)
- ▶ Equal Employment Opportunity
- Employee Health
- Forms Repository
- HIPAA Education @ Lahey
- Holiday Schedule
- HR Policies & Procedures
- LHMC Colleague Referral and Bonus Program
- Lahey Medical Center, Peabody, Colleague Excellence Nomination Form
- Lahey Medical Center, Peabody, Job Shadowing Application
- LHMC Org Chart
- Mandatory Education
- ▶ Overtime Classification Changes 2016
- Physician Time Away
- Reduction in Hours Loss of Benefits
- Standards of Behavior
- ▶ Termination of Employment Information
- COBRA

* Link leads outside MassNet

Manager Center

- ▶ Competence Assessment Tools
- Guideline for Creating Applicant Evaluation Notes
- Job Code Listing
- Lahey Leadership Essentials Toolkit
- Lahey Leadership Essentials Toolkit CGP
- Lahey Leadership Essentials Toolkit Peabody
- Manager's Forms
- Mandatory Education Forms
- Your Time Card & Paycheck

Mission Statement

Lahey Mission Statement

. . .

- Training Center
- Clinic Policies & Procedures

Non-Discrimination

- Lahey prohibits discrimination in the workplace, including the unlawful treatment and/or denial of benefits and privileges to persons because of race, color, religion, gender, national origin, citizenship, age, disability, military or veteran status, marital status, sexual orientation, genetic information or any other classification protected under applicable law
- This policy applies to all areas of employment including hiring, compensation, promotion and termination
- This policy is located on MassNet in the HR Center
- Report any problems experienced or observed immediately to
 - Any member of management
 - Your HR representative
 - SafeSpot via MassNet

Clinical Resources

Colleague Resources Lahey Tools Department Pages

You are here: Home

MassNet

Intranets

Shared Services LinkSS

Beverly NIC

Winchester WinNet

Behavioral Health

Helpful Links

Ask the Coder

Benefits Center

BLS/ACLS Resources

Coding Spotlight

Cattell Library Resources

CE Calendar - Nursing

Central Supply Catalog

CME Tracking Calendar

Colleague Referral

Corporate Compliance

Daily IV/Resp/PT Assignments

Department Directory - Burlington

ECMS

Featured











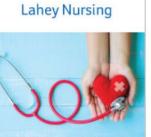
Colleague Resources

SafeSpot









Harassment-Free Environment

- Lahey is committed to respect and caring, and an environment of individual responsibility and excellence. Harassment in our workplace is not tolerated by Lahey.
- Lahey prohibits harassment in the workplace including:
 - Sexual harassment and harassment based on any class status protected by law
 - Hostile work environment based on any class status protected by law
- Report any problems experienced or observed immediately to
 - Any member of management
 - Your HR representative
 - SafeSpot via MassNet

HIPAA and Patient Confidentiality

- Lahey supports a patient's right to confidentiality and accepts responsibility to keep information collected and/or accessed about our patients secure and confidential
- Regulates insurance portability, fraud enforcement and administrative simplification
- "Minimum Necessary" health care providers must make reasonable efforts to limit protected health information to the minimum necessary to accomplish the intended purpose of the use, disclosure, or request

HIPAA and Privacy Compliance

Goal: Protect the privacy and security of our patients' Protected Health Information (PHI).

<u>DO:</u>

- √ Ask yourself, "Do I need to know this to do my job?"
 before looking at protected health information.
- √ Close exam room doors when caring for patients or discussing their health concerns.
- √ Follow Lahey policy for disposing of PHI and patient information make sure to place all paper containing PHI in a Shred-It bin.
- √ Tell your supervisor if you see patient information in an open trash container.
- √ Use strong alphanumeric passwords and secure passwords according to Lahey's IT policies.
- √ Turn computer screens so patients and other individuals can't see information on the screen.
- ✓ Double-check e-mail addresses and fax numbers before sending patient information.
- √ Log off or secure your computer when you are not using it.
- √ Request 2 identifiers (name & DOB) to verify a patient's identity before disclosing PHI.
- Report **ALL** privacy concerns to your supervisor or privacy officer.

DON'T:

- X Talk about patients in public places, such as elevators, hallways or cafeteria lines.
- X Choose computer passwords that can be easily guessed (such as your last name or your child's name).
- X Share your computer password with anyone or log-in for somebody else.
- X Allow faxes or printed e-mails containing PHI to lie around the office.
- X Leave Epic open while you leave the room to care for another patient.
- X Keep materials that connect patients' names with their conditions out in the open where anyone can see them.
- X Leave phone messages containing sensitive patient information on answering machines or voicemail systems.
- Go into patient medical records unless you have a clinical or business need to do so. (inappropriate use audits)

Compliance = Doing the Right Thing

- Compliance is...
 - Behaving ethically
 - Following the law
- Code of Conduct: Integrity at Work
 - List of ethical standards that ALL employees must follow
- Culture of Compliance:
 Federal government
 mandates compliance
 programs for health care
 organizations

Speaking Up is everyone's responsibility at Lahey

Responsibility of all employees to comply with the Code of Conduct and to report any suspected violations to Compliance.

Non Retaliation Policy

 Zero tolerance for retaliation of any sort against an employee who reports a suspected violation



Compliance / HIPAA Question?

Christian Presley	Director, Compliance & Privacy	Christian.Presley@lahey.org	781-744-2888
Tara Sargent	Compliance & Privacy Manager, LHMC & LHSS	tara.m.sargent@lahey.org	781-744-9653

How to Reach Compliance – To ask a Question or Report a Concern

- Lahey Compliance Hotline: 855-392-5782
 - Anonymous reporting option 24/7/365
- Hotline Website
- www.laheyhealth.ethicspoint.com
- Compliance Intranet Site
- SafeSpot
- Privacy@Lahey.org

Safety Tips at Lahey

In case of a fire

- Follow RACER:
 - Rescue, Alert, Contain, Extinguish, Relocate
- Lahey is a smoke-free environment.
- If you receive a threatening phone call, listen carefully, document and call Security x8240.
- In an emergency or large spill, call the emergency number (Burlington x2300, Peabody x2911, all other buildings 911).
- Report all safety events in SafeSpot.

Plain Language Notifications

- Lahey affiliates use plain language notifications for emergency related events instead of codes
- Using plain language improves communication and understanding, empowering patients, visitors and staff during emergencies and disasters
- Examples of language used include:
 - Fire instead of Code Red
 - Infant/Child Abduction or Missing Adult instead of Code Pink
 - Internal or External Disaster instead of Code Green
 - Cardiac/Respiratory Arrest instead of Code Blue
- Posted guidelines regarding Active Shooter/Armed Intruder response policy



Best Practices for Health Care

- Hand washing use of alcohol-based hand or frequent hand washing is an organizational priority
- Annual flu shot required
- Business attire, and as appropriate for each work location
- We value and respect our work environment, protecting patient information
- Focus on quality and safety







Organization Development Programs

Lahey Leadership Academy

- Balance colleague engagement with achieving positive business outcomes
- Diverse course curriculum to build the requisite skills to lead change and take on new challenges

Executive and Leadership Assessment

- Hogan Leadership Assessment and DISC
- Gain awareness of management and communication styles to better inspire and motivate their teams
- Specific coaching and action plans

Programming

- Customized change management
- New leader assimilation
- Executive coaching
- Teambuilding

Leader On-boarding

- Designed to reduce time to productivity in the first 90 days of employment
- Provides role clarity and alignment with key constituents
- Building camaraderie between the new leader and his/her team

Colleague/Physician Engagement

- Regularly surveyed providing colleagues with the opportunity to provide confidential feedback to leadership.
- Identify strengths to leverage and take action to improve the employee experience
- Developing action plans to address and act upon feedback

Lahey Mandatory Education

 Courses are completed by incumbent and new colleagues contributing to Lahey operating within state and federal regulations.





Lahey Learning

- eLearning and registration for in-person activities are in Lahey Learning
- To access, log onto Colleague Connection and select Lahey Learning
- Within Lahey Learning, My Learning, is a good place to start
- Communications will periodically go out about new offerings through Lahey Learning





Mandatory Education

- Shared Services colleagues will have Mandatory Education assigned to them in Lahey Learning (with very few exceptions)
- New Hire Mandatory Education is assigned upon hire and is required to be completed within 30 days. Periodically through the year, additional Mandatory Education is assigned
- Mandatory Education is due by **December 31st** of year assigned unless otherwise stated



Colleague Engagement Model

Designed to guide leaders and colleagues using the principles of:

Leadership

 Leaders solicit participation from colleagues, they are visible and accountable, they set clear expectations for performance and model organizational values

Shared Governance

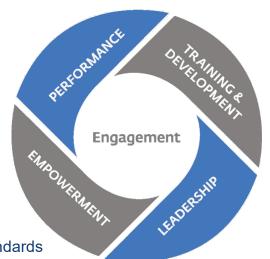
- Colleague decision making structures exist at all levels to:
 - o Staff committees that support safe, efficient and effective operational standards
 - Promote transparent information flow through all levels
 - Make decisions about own work including self-scheduling, interviewing and hiring teams and staff work unit based advisory, quality and process improvement committees

Continuous Development

- Lahey Health supports continued professional development for leaders and colleagues through Workforce development, Lahey Leadership Academy and other programs
- Lahey also supports and encourages colleague participation in community healthcare outreach

Performance Excellence

 Professionalism is defined and modeled by all leaders in the organization, behavioral expectations are constantly applied and colleagues are recognized and rewarded for exemplary performance and contributions



Information Resources

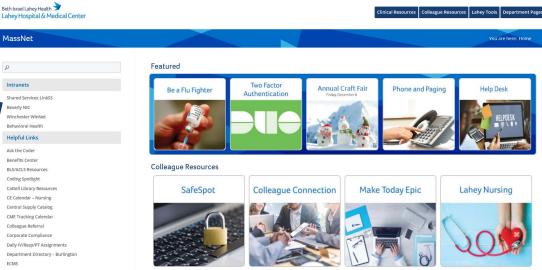
LinkSS is your information portal for:

- New policies and procedures
- Announcements/communications
- HR contact information
- Other LHSS resources

MassNet includes information on:

- General policies and procedures
- Benefits
- SafeSpot / Compliance
- Phone directory
- Lahey Learning Academy
- Other Lahey Health system intranet sites
- Department-specific information



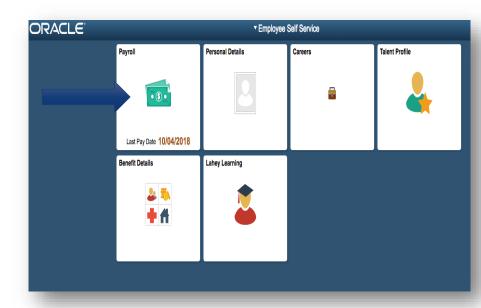




Your Paycheck

Payroll processing:

- You are paid bi-weekly, every other Thursday
- It takes one to two payroll cycles for direct deposit to take effect
- Your W-4 elections may not be reflected on your first paycheck
- You are responsible for reviewing your paycheck to ensure your benefit elections are being deducted as scheduled
 - Via Colleague Connection →Self-Service



Payroll contact information – 781.744.8049 Benefits Helpline – 781.744.3539

Timesheets and Earned Time Tracking

- Colleagues are responsible for understanding and using the time reporting systems appropriately and adhering to the current earned time policies
- Timesheets will be delivered to your department and filled out on a weekly basis
- Managers enter time weekly online
- Ask your manager if you have a question about your time reporting
- Earned time balances appear on your paycheck bi-weekly
- Managers receive bi-weekly ET reports



Sample ET Benefit Plan Based on Colleague Years of Service and Position Grade

EARNED TIME POLICY - EXHIBIT A ET2

EARNED TIME ACCRUALS AND MAXIMUMS

YEARS OF SERVICE 0-4.99 30 DAYS

Regularly Scheduled	Weekly Accrual of ET	Bi-Weekly Accrual of ET	Annual Accrual of ET	Maximum Accrual of ET
Weekly Hours	Hours	Hours	Hours	Hours
40	4.62	9.23	240	360
36	4.15	8.31	216	324
32	3.69	7.38	192	288
30	3.46	6.92	180	270
24	2.77	5.54	144	216
20	2.31	4.62	120	180



Holiday Schedule

Below is the schedule of designated holidays in 2020 for Lahey Hospital & Medical Center colleagues. In addition to the list below, each department's leadership may determine that their offices will be closed for business on select days (e.g., the day after Thanksgiving Day, Patriot's Day, Presidents Day) and may require that staff either use Earned Time (ET) or take the day unpaid.

2020 Holiday Schedule					
HOLIDAY	Wednesday, Jan. 1, 2020	New Year's Day			
HOLIDAY	Monday, May 25, 2020	Memorial Day			
HOLIDAY	Friday, July 3, 2020	Independence Day observed			
HOLIDAY	Monday, Sept. 7, 2020	Labor Day			
HOLIDAY	Thursday, Nov. 26, 2020	Thanksgiving Day			
HOLIDAY	Friday, Dec. 25, 2020	Christmas Day			



Holiday Schedule

Important Reminders

- All scheduling of ET must be pre-approved by your manager
- LHSS colleagues follow the holiday policy based on their physical work location (e.g., if you work for LHSS at Beverly Hospital, you will follow the BH/AGH schedule) and must use your ET accordingly for any holiday time taken
- Bi-weekly paid colleagues must use ET to be paid for any holiday. All non-exempt colleagues who are required to work on a day that is designated a holiday will be paid the holiday premium, i.e. at the rate of time-and-one-half of his/her hourly rate
- Colleagues regularly eligible for shift differential: For the Christmas Day holiday, eligibility for time-and-one-half starts at 3 p.m. on Dec. 24. For the New Year's Day holiday, eligibility for time-and-one-half starts at 3 p.m. on Dec. 31
- If an official holiday falls on a weekend and the preceding Friday or following Monday is designated as the holiday, colleagues are paid at time-and-one-half for all hours worked on the designated Friday or Monday. If colleagues are scheduled to work both the designated Friday and Monday and the official holiday is on the weekend, they are paid time-and-one-half only for the official holiday.

LAHEY HEALTH SECURITY DEPARTMENT

PARKING & ID GUIDELINES



Using your ID for Access into Parking Lots or Doors

- When using your ID either at a door or at the parking lots simply hold your ID up to the reader within 6 inches
 - If it is one of the parking lot gates you are supposed to have access to, the gate will then lift up allowing you access
 - If it is a door reader, the door will click to allow you to open it for access into deptartment or building
- If you do not have your ID and need to get into your designated parking lot, there is an intercom for any access issues. You will be asked for your employee number and name for verification to see if you are supposed to be in that lot. If you are secured for that lot, then Security can open the gate from the computer in their office.



Garage Parking

- Garage parking is for patients and visitors. If you have parked in the garage for orientation or when you got your physical, we will validate your parking ticket for that day only. Garage tickets will not be validated afterwards for any reasons, unless directed by Security.
- If you have a Doctor's appointment here at Lahey on a non workday, you may
 utilize the on-site employee parking lot #8 by simply pressing the intercom and
 notifying Security of your appointment. If you opt to park in the garage for an
 appointment, parking will not be validated, and you must inform Security of
 where your car is to avoid receiving a parking violation.
- If you come to Lahey for any other non-work-related issue, (i.e. visiting a patient or employee etc.) if you'd like free parking, you can park in your designated parking assignment. If you choose to park in the garage, the same rules apply.



Parking Stickers for Burlington Site Main Campus at 29, 31, & 41 Mall Road

- You will be required to obtain a parking sticker for your vehicle(s). This is
 for the reason of contacting you in case something is wrong with your
 vehicle, such as a flat tire, lights left on etc.
- Green, Red, Purple, or White Stickers go on your back windshield, bottom right-hand corner (passengers' side). Gold, black, or yellow stickers go on the front windshield bottom left-hand corner (Drivers Side)





Parking Assignments for Burlington Colleagues at 29, 31 & 41 Mall Rd

For those that receive a Yellow sticker(Front), you will park at 31

For those that receive a **Gold sticker(Front)**, you will park at **The Verizon Lot (51 South Bedford St)**

For those that receive a **Black sticker(Front)**, you will park at **29 Mall Road** (**Black Sticker Section**)

For those that receive a Red sticker(Back), you will park at lots 3, 5, 6, or 8

For those of you with a **Purple sticker(Back)**, you will park in **lots 3, 4, 5, 6, or 8**

For those that receive a **White sticker(Back)**, you will park between 29 and 31 Mall Rd. **(White sticker section)**

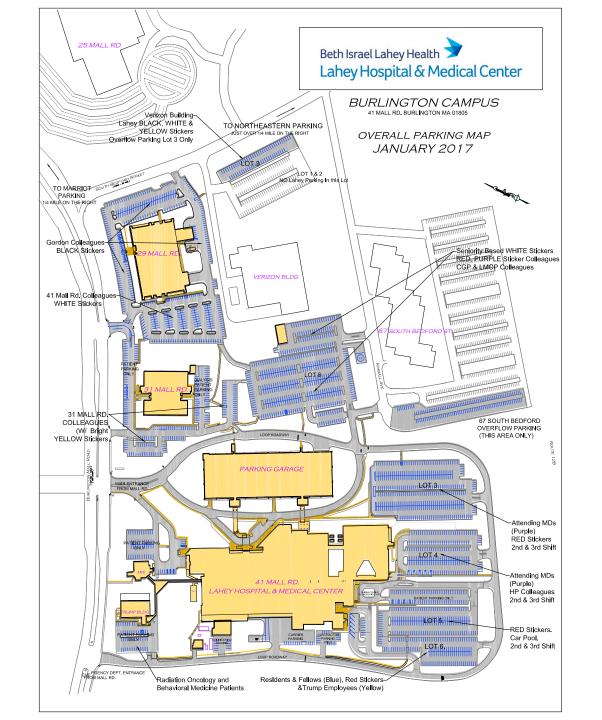
For those receiving the **Green sticker(Back)**, You will park at one of our two off site parking lots depending on what time you arrive











Parking Violations



- If you are caught parking illegally somehow, you may be subject to receiving a parking warning on your vehicle
- If your receive more than 2 tickets, you will be placed on the tow list, and the next time your car could get towed, which could cost you up to \$150, to get your car out of towing
- Parking violations are given for some of the reasons listed:
 - Parking in a fire lane or dock area
 - Your vehicle not displaying your parking sticker
 - Parking in a lot you're not assigned to
 - Parking in a handicap area without a legal HP plate/placard
 - Parking on the roadway or in an ambulance spot.

- Using another colleagues ID to get in a lot you're not assigned to
- Using the carpool lot alone
- Piggybacking another driver trying to get into a lot (following closely behind, to trick the gate into thinking it's a longer car.)



Other Services provided by Security

 For those working late at night, and you don't feel comfortable walking out to your vehicle, you can ask Security for an escort to your car at night. There may be a little wait, for a van to come and get you, but they will be able to provide a ride to your vehicle.



- All lots are well lit, and there are CCTV cameras located on the roof and garage, overlooking all 41 Mall lots.
- Security can offer limited road assistance in the way of tire inflations; jump starts and some lock outs. They cannot change a tire, but they can put enough air in your tire to get you to a station to take care of it.

Security at Lahey Hospital

- Security does report and investigate all Security incidents involving patients, visitors, personnel or property. We do suggest that you lock up your belongings or valuables in a secure locker, desk etc.
- The Security Department is a 24/7 operation and can be reached at all hours by dialing extension 8240, from within the Hospital, or 781- 744-8240 from outside of Lahey. It is suggested to put the Security phone number in your cell phone.
- Please keep an eye out for any parking changes via global emails. If you do not have access to email, your manager will post any parking changes within your department for your viewing.

LAHEY HEALTH

BENEFITS
ORIENTATION
2020



Benefit Enrollment Process



Need assistance?

Call the Benefits Helpline 781.744.3539

OR



See Benefits Summaries on MassNet:

http://massnet/HRCenter/LaheyChoice/OpenEnrollment/2018/LFSummaries.asp



Know Anyone We Should Know?

Help grow our team!

LHSS is always looking for talented people and has an Employee Referral Program with financial incentives.

Regularly check the Careers site for LHSS job openings and send qualified candidate referrals to cassandra.rossini@lahey.org or call 781-744-9146 with any questions.

See complete policy on LinkSS.





Provider Referral Program

While we have many great new providers joining our system, we want to continue recruiting the best and that's where you can help

When you refer a prospective provider to Lahey Health who joins our team, you may be eligible to receive a referral bonus of up to \$10,000

Visit MassNet for more information and to complete the physician referral form

Additional questions?
Contact Ellen Haggerty via email at ellen.haggerty@lahey.org



WE ARE GLAD YOU'RE HERE!

