

Administrative Policy and Procedure Manual

Remote Work Program Policy

Effective Date: June 1, 2021

Scope: Organization wide

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I. Purpose

The purpose of this policy is to define accepted practices, responsibilities and procedures for employees authorized by Children's Hospital of Chicago Medical Center or an affiliate (collectively, the "Medical Center") to work at home or at an alternative work site ("Remote Work Program"). This policy provides guidance for:

- Eligibility for Remote Work Program
- Terms of the Remote Work Program
- Accountability and program compliance
- Use of and responsibility for remote work equipment and resources
- Establishing and maintaining a suitable workspace
- Security and confidentiality

II. Remote Work Definition

Remote work refers to duties that are performed away from a Medical Center location and instead performed at home or in a remote location on a full-time, part-time, temporary or occasional basis.

III. Scope

Unless otherwise directed by the applicable Chief, participation in the Remote Work Program is entirely voluntary and considered to be a benefit for employees. Remote workers are expected to meet all the responsibilities, perform all the duties and comply with all the policies that apply to employees in similar roles, regardless of the work location.

Remote work is available for employees who have authorization from their leader and have signed a Remote Work Agreement.

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A. Eligibility and Approval for Remote Working

- Employees interested in the Remote Work Program should inform their leader in writing.
- The leader should review whether the job and associated responsibilities can be successfully performed remotely.
- The leader should determine how work performance will be measured and evaluated.
- Except in exceptional circumstances, the employee must have successfully completed their 90-day introductory period in their current role, demonstrated competencies of their job responsibilities and must fully meet standards on performance evaluation ratings.
- It will be at the leader's discretion to allow remote work for employees who have progressive discipline and/or are currently on a performance improvement plan or have a performance rating below an "Achieves Expectations."
- In order to be eligible for the Remote Work Program, the employee's work must not require direct physical presence for interaction with or service to patients, patient-families, visitors, co-workers, study participants, or research resources.
- With respect to requests to work remotely from non-exempt employees, leaders should carefully consider whether all worked time can be accurately tracked.
- The employee must have sufficient experience and skills to work independently without the need of a leader nearby directing and monitoring.
- Leaders should consider the business needs of the department, impact of remote work on other team members and other departments, as well as communication flow.
- The granting of remote work privileges to one employee does not create any expectation that the arrangement will be continued indefinitely for that employee or granted to any other employee; however, leaders should be fair and consistent in how requests to participate are approved or denied.
- The remote worker must maintain an agreed-upon level of performance. If performance declines, remote working privileges may be rescinded.

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- The initial request for remote work must be approved by the applicable Senior Director or, if none, the next leadership level. The approving leader should consult with their respective Chief on the review process and should document all remote work requests in the Manager Worksheet. Before any remote work begins, the approving leader must ensure that the Remote Work Agreement has been signed.
- For leaders who are requesting remote work for themselves, careful attention should be given to their need to be onsite if employees reporting to them are onsite.
- Employees or leaders who believe a request for remote work has been improperly denied may request review by the Chief People Officer.
- Remote work that has not been formally approved through this policy may be permitted by the applicable Senior Director or, if none, the next leadership level on an ad hoc basis for employees in urgent and unexpected circumstances (e.g., civil unrest, weather emergencies, shut down of facilities, etc.). Remote work in these circumstances should be limited to the period that the emergency exists, which would typically be a few days. If the need for remote work lasts one week or longer, the request and approval process set forth above should be followed.

B. Terms of Remote Work Participation

- **Remote work is not an entitlement of any employee, nor is it a company-wide benefit. The Medical Center has the sole and exclusive right to review, modify or terminate the arrangement at any time.**
- Participation in the Remote Work Program will not change salary, benefits or compensation.
- Amount of time spent remote working may vary according to the requirements of the employee's job, specific project requirements, managerial discretion and as agreed to in the remote work agreement between employee and their leader.
- Except when required by the role, employees should have one primary work location, including assigned equipment and technology to be stationed at that primary location. Remote workers that are approved to work remotely three days per week or more (or 60% or more of their time) may not retain an assigned office or workspace onsite; rather, the remote worker may utilize hoteling or "touch down" space when working onsite.

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- Remote work requires the same level of professionalism with colleagues as is expected in an office setting.

C. Accountability and Program Compliance

- Employees must comply with all Medical Center and other applicable policies, procedures, guidelines, practices, instructions, contracts and rules of conduct. Failure to do so may result in ineligibility for the Remote Work Program and/or corrective action, up to and including termination of employment.
- Terms of participation in the Remote Work Program may be changed or revoked based on the remote worker's ongoing performance ratings and/or change in job requirements or role or changed business needs.
- Employees are required to:
 - Have a full understanding of their job responsibilities and how they will be measured for performance
 - Have a conscientious pursuit of high-quality work production
 - Meet established productivity and quality standards as defined by their leader
 - Have an ability to work independently with minimal supervision
 - Honor Lurie Children's values as set forth in The Power of ALL
 - Have an appropriate and dedicated space to conduct their remote work
 - Complete the Medical Center Remote Work Agreement and identify the designated location of their remote work. The work location should be periodically reviewed with their leader.

Work Schedule, Availability and Performance Requirements:

Remote workers are required to adhere to the following:

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- Remote workers will maintain regularly scheduled work hours and will remain on duty and will be accessible by telephone or other communication methods during those hours. Employees should ensure they have sufficient support during their scheduled work hours for childcare or elder care needs.
- Remote work hours may be modified, provided (a) the employee's job duties may be completed without operational difficulties or impact to other team members or departments, (b) the employee's duties can be accomplished without violation of any federal, state or local laws, and (c) the employee's leader has approved any such modification to hours in advance. The leader will make the final decision on daily and weekly work hours.
- Remote workers who are unable to perform work as scheduled, whether in full or in part, for whatever reason, must notify their department leader according to the established call-in procedure for the department. Failure to report any absence according to the call-in procedure may result in disciplinary action, up to and including termination.
- Time in the office may be required, even if on an otherwise scheduled remote work day(s). In that instance, the leader will provide, to the best of their ability, advanced notice to the employee. In such circumstances, the remote worker is not entitled to a different remote work day(s).
- All vacation or other time off (including leaves of absence) must be scheduled and approved in accordance with Medical Center policies.
- Remote workers must provide status updates in the format and frequency agreed upon with the leader.
- Employees must attend all scheduled meetings, training, events, etc. by phone or video conference or in person, when directed by the leader.

Reporting of Time:

- Remote workers who are non-exempt (paid on an hourly basis) will be required to accurately record all hours worked consistent with Medical Center policies. An employee must honestly and accurately maintain a record of all time worked (including any time that may be worked outside of regularly scheduled hours) and follow any Medical Center or departmental

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guidelines on reporting of time. Non-exempt/hourly employees must work in a continuous block of time each day (excluding meal and break periods).

- Remote work does not create an entitlement to overtime. Non-exempt employees must request approval from their leader in advance to work overtime.
- Non-compliance with, or abuse of the Medical Center's time and attendance policies and procedures may result in ineligibility for the Remote Work Program and/or corrective action, up to and including termination.
- The established procedures for approval of overtime, requests for time off, or requests for leaves of absence shall apply to all employees regardless of whether the employee is authorized to work remotely.
- It is the leader's responsibility to monitor their staff member's compliance with this Remote Work Program policy, ensure all worked time is appropriately compensated and utilize the appropriate level(s) of the progressive discipline process when necessary to address any violations of the policy.

Performance Measurement:

- If a leader approves remote work, they are responsible for setting clear expectations and monitoring and adjusting (when necessary) the measurement criteria to ensure timely and quality work product from each remote worker. Each employee is responsible for seeking clarification of those expectations, if needed.
- Performance goals will be set by the leader based on organizational and department needs and in compliance with Human Resources policies and departmental standards. Performance is measured on a regular basis.
- The leader is responsible for the evaluation of each remote worker's compliance with the Program requirements and successful performance. Failure to comply with Program requirements or performance expectations may result in revocation of remote work and /or corrective action up to and including termination.

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D. Use of and Responsibility for Remote Work Equipment and Resources

Necessary Equipment and Expenses:

- Supervisors of remote workers should develop a list of necessary equipment for each remote work position and then reach agreement and understanding with each employee about what equipment will be supplied by the Medical Center and what equipment will be supplied by the employee. If the employee would like the Medical Center to supply additional or specialized equipment, the remote employee should consult with their supervisor, who may exercise discretion to approve or deny the request in accordance with Medical Center equipment standards and policies.
- Employees approved for remote work are eligible for reimbursement of expenses in accordance with the Medical Center Business Expense Reimbursement policy, as applicable.
- Employees who engage in remote work on an ad hoc basis due to unexpected circumstances (e.g., civil unrest, weather emergencies, shut down of facilities, etc.) may request reimbursement of identified expenses as set forth in the Business Expense Reimbursement policy.

Employee Responsibility:

- Any equipment and resources provided by the Medical Center must be used only for Medical Center business purposes. Personal use by employees and non-employees is prohibited.
- Medical Center owned, or licensed software may not be duplicated, shared, or otherwise used in violation of the applicable licensing agreement. Additionally, no unauthorized software may be installed on Medical Center equipment.
- Any equipment or resources taken to a remote work location should be kept in the employee's designated work area and not be made accessible to others. PHI, proprietary or confidential materials may be removed from the Medical Center only upon the express prior approval of the employee's leader.

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- Confidential data (e.g., PHI) may only be stored on Medical Center issued equipment and systems. Downloading or storing confidential information to personal devices, public email (e.g., Yahoo, Gmail) or public file storage (e.g., Dropbox) is prohibited.
- If employee-owned computing, phones and smart devices are used, the remote worker must follow policies for employee-owned devices.
- Generally, remote work is for the employee's benefit; therefore, it is expected that the employee will ensure that all necessary furniture and resources (e.g., phone service, wi-fi, etc.), except as provided above, are in place for working at home.

Asset Protection:

- Equipment provided by the Medical Center remains the property of the Medical Center and should only be used for Medical Center assigned purposes. The Medical Center reserves the right to monitor use of equipment provided including regular audits, and/or comply with a legal obligation to search for or preserve information.
- If technical support cannot be resolved remotely, the remote worker must travel to an assigned location for technical support.
- The remote worker is responsible for protecting the Medical Center's provided equipment from damage, misuse or theft. All equipment must be returned to the Medical Center when the remote working agreement is terminated. In the event of separation of employment from the Medical Center, all equipment must be returned in advance of separation to the remote worker's leader.
- A remote worker may be liable for the costs of replacement of equipment in case of an employee's negligence, misuse, or theft. Items may be covered under the remote worker's homeowner's or rental/lease insurance policy. If a rider listing specific serial numbers is required, the remote worker is responsible for creating the rider and presenting documentation to his or her leader.
- In the event of loss or theft, the remote worker must follow the Medical Center's Lost and Stolen Device Policy which provides information on procedures for immediate reporting and documentation.

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E. Establishing and Maintaining a Suitable Workspace

Employee Workspace Guidelines:

- The remote worker must provide a private, safe and suitable work environment that allows them to perform all job requirements and meets established productivity and quality standards as defined by their leader.
- When identifying a remote work location, the remote worker should consider the following:
 - Ergonomically sound seating, lighting and writing or typing surfaces.
 - Adequate noise control to ensure clear telephone and video conference calls to colleagues and customers.
 - Adequate privacy and security provisions to ensure conversations and materials are kept confidential and secure.
 - Freedom from distractions and interruptions that might affect workplace performance.
- The remote worker should ensure that the physical attributes of the remote worker's office conform to basic safety and privacy standards. An employee should not use a public space as their remote office.
- The remote worker is responsible for determining all income and tax implications of maintaining a home office. The Medical Center will not provide tax guidance, nor assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss any income tax implications.
- Remote work outside of the state is only permitted in the following circumstances: 1) an employee is on an approved vacation in another state and performs work during their trip; 2) the employee resides in a "commuter state" (i.e., MI, WI or IN) and has obtained prior written approval from Human Resources to engage in remote work in their home state; or 3) the employee and leader have requested and received advance approval from Human Resources (note that requests to perform work out-of-state are granted only in exceptional circumstances). Remote work outside of the United States is not permitted.

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Work-Related Injuries:

- It is the remote worker's responsibility to maintain a clean and safe remote working environment. The Medical Center is not responsible for inspecting or maintaining an employee's remote work site. Any work-related injury occurring during work time must be immediately reported in writing to the employee's leader and Employee Health. The Medical Center assumes no responsibility for injuries occurring in a remote worker's alternative work location outside the agreed upon work hours, or for liability or damages to employees' real or personal property.
- The remote worker remains liable for injuries to third parties and/or members of the remote worker's family on the remote worker's premises.

F. Security and Confidentiality

- Remote workers are responsible for maintaining the confidentiality and security of any information created or accessed via remote work and for adhering to Medical Center rules, regulations, policies, and procedures regarding security and confidentiality for any computer equipment, its data and information, including sensitive data such as that protected from disclosure by the Health Insurance Portability and Accountability Act (HIPAA) and other applicable laws, and any other information handled in the course of work. Remote workers shall not maintain hard copies of sensitive data at their home/remote work location unless they have received their leader's written approval. Any destruction of documents must comply with Medical Center policy.
- Employees must take all necessary precautions to protect all Medical Center data. Employees must prevent any unauthorized access to equipment/data by individuals who are not Medical Center employees.
- Conversations involving Medical Center patients, employees, visitors, etc. must remain private and kept confidential.

IV. Related Policies

All remote workers must review, understand and adhere to the following policies and guidelines:

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- [Work Schedules and Overtime](#)
- [Timekeeping, Managing & Approving Time Records](#)
- [Attendance & Punctuality](#)
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- [Record Retention and Disposal](#)

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Date Written: April 2021

Date Reviewed/Revised: N/A

Date of Approvals [as applicable]:

Medical Center Operations Committee: March, 2021

Administrative Policy & Procedure Committee: April, 2021

Additional Resources

- **[Remote Work Guidelines and Agreement](#)**

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