

EMPLOYEE HANDBOOK



Beautiful dentistry, comfortably done.®

Edition 2.2
Updated 3/24/2020

About This Employee Handbook

This employee handbook was designed to summarize the most significant policies, practices, and procedures established in our practice. It outlines the most frequent situations in the normal course of operations; it is not intended to be inclusive of all of the practice policies. This handbook is intended to give you a clear understanding of what is expected from you as an employee and what you may expect from the practice with regard to our employment practices. The common sense understandings that usually exist between an employee and an employer may not be described herein, but they are in force as if they were defined explicitly. I hope these policies and procedures promote a safe, equitable, friendly, effective and enjoyable working environment that is in compliance with Federal and State laws and regulations.

As a dynamic and evolving organization, I reserve discretion to add to, modify, or delete information contained in this handbook, or the policies and procedures on which they may be based, at any time without advance notice. However, I will make every effort to notify you as soon as possible of significant changes and provide you with an updated Employee Handbook.

It is the responsibility of each employee to keep informed of any changes to the manual and read any updated material. Updates will be issued with varying frequency. All updates will have dates of revision listed on them, and shall supersede all previously adopted policies. Only the latest version of the policy shall be considered to be in effect. All other versions of the policy shall be considered to be obsolete. It is recommended that each employee review this entire manual on at least an annual basis.



Alex Rodriguez, DMD
President and owner of "Alex Rodriguez DMD, PC."
DBA, "Inman Park Dentistry"

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Introduction and Objectives

1.1 Introduction

Inman Park Dentistry is dedicated to providing the best dental care possible to our patients in the most pleasant and stress-free environment possible. Our continued success depends upon making patients feel comfortable in our office and upon their trust in our abilities and commitment to their dental health. All employees are members of a team, and that team will function best when all employees are simultaneously aiming at the same goal and working as a team.

As your employer, I will do everything I can to provide you the tools and the training you need to do your job. I will be happy to pay you for your work. I promise to not yell or belittle you in front of patients or other staff. I trust you to be here on time every day, ready to work, and to be familiar with your schedule at least a day in advance. Be professional in appearance, and never use a cell phone in front of patients. Never steal, never take supplies without approval or without paying for them, and if in doubt, always ask! Be honest with me, and you will keep my respect. And most importantly, KEEP PATIENT INFORMATION CONFIDENTIAL!

-Alex Rodriguez DMD

1.2 Employee Relations Philosophy

Our primary resource is our people and the knowledge and skills they possess. Professional commitment, integrity and cooperation are the qualities that our practice demands from its employees. I encourage our employees to work as a team, while at the same time providing great latitude in individual creativity and decision-making responsibility. I would like to encourage each employee to advance his or her skills and technical knowledge through academic and practical training, which at times may be paid for by the practice.

1.3 Patient Relations Philosophy

Satisfied patients are the most valuable assets of our dental practice. They are the only people who can assure us of continued success and continued employment opportunities for current and prospective employees. All employees contribute to making our patients either satisfied or dissatisfied with the services of our practice.

Satisfaction is a composite of many things; a smile, a neat and professional appearance, a friendly atmosphere, and a genuine concern for the patient – things that cost little, but are so important to patients. Therefore, it is the responsibility of every employee to always create a positive atmosphere and thereby consistently maintain maximum satisfaction for all of our patients.

1.4 Business Ethics and Conduct

The successful business operation and reputation of our practice is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

Our office will meet or exceed all applicable laws and regulations and expect its employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and prevailing traditions and to refrain from any illegal, dishonest, or unethical conduct both inside and outside the practice.

Compliance with this policy of business ethics and conduct is the responsibility of every employee. Disregarding or failing to comply with this standard of business ethics and conduct will lead to disciplinary action, up to and including possible termination of employment.

You are expected and required to work diligently at all times. Staff members are encouraged not to bring their personal issues to work. If there is a severe problem that affects a staff member's ability to perform their job duties and assigned tasks in an acceptable manner, it is to be discussed with the doctor or Office Manager. The staff member can expect to find understanding and help toward creating a solution that is in the best interest of all concerned parties. Under no circumstances will these discussions be held in front of other staff members, patients, or visitors to the practice. If necessary, arrangements can be made for a meeting to take place at another location outside of normal work hours. As a matter of course, staff members' privacy and confidentiality will be respected and strictly observed.

You are expected and required to maintain competency in your field by regular participation in continuing education, personal study, and self motivation. Continuing education is strongly encouraged. As such, fees and costs associated with continuing education may be paid at the discretion of doctor. The determination of whether or not these fees and costs will be eligible to be paid or reimbursed by the practice will be made on an individual, case-by-case basis. See Section 6.8 for additional details.

Conditions of Employment

2.1 Terms of Employment – Year Defined

All benefits and other aspects of employment in this manual are based upon a calendar year that begins on July 1st, and ends on June 30th, of every year. Any and all instances within this handbook that refer to the “year”, “per year”, “a year”, “calendar year”, etc., all refer to the July 1st – June 30th year.

Employees hired on any date after July 1st will have all benefits prorated. For example, an employee whose employment starts on January 1st will be eligible for only half of the normal vacation days until the “year” ends on July 1st.

2.2 Equal Employment Opportunity Policy

The practice believes in providing equal employment opportunity, and does not and will not discriminate against its employees or applicants because of race, color, religion, sex, pregnancy, national origin, ancestry, age, marital status, sexual orientation, veteran status, physical or other handicap or medical conditions. Equal employment opportunity will be extended to all persons in all aspects of the employer-employee relationship, including recruitment, selection, hiring, compensation, benefits, training, promotion, transfer, educational opportunities, social and recreational events and programs, discipline, layoff, termination, and all other conditions and privileges of employment in accordance with applicable federal, state, and local laws.

Applicants for employment will be evaluated and employees promoted based on attitude, qualifications, and ability to meet the requirements of the position and ability to perform the required tasks in a satisfactory manner.

2.3 Employment Eligibility Verification

A federal law, the Immigration Reform and Control Act, makes it unlawful to knowingly hire an individual who is not authorized to work in the United States, or to continue to employ an individual after becoming aware that he or she is not authorized to work in this country. Our practice must verify the employment status and the personal identification of all new hires by examining certain documents.

For purposes of knowing that a new employee is eligible for employment, the practice may rely on a card showing the social security account number (unless the card states that its issuance does not authorize employment in the United States). A U.S. birth certificate or any other document approved by the Attorney General for purposes of legal verification under this Act will also be acceptable as proof of employment eligibility.

While documents authorized by the Immigration and Naturalization Service such as a birth certificate or social security card may be proof of employability, the practice must also confirm that they belong to the person presenting them and not to someone else. Personal identification may be made from a document that contains a photograph of the individual or any other comparable government-issued identification document, such as a valid driver’s license or government-issued identification card.

In the event that an employee's unauthorized status becomes known after the employee is hired, it would be unlawful for the practice to retain that employee, and that person's employment will be immediately terminated.

For all employees hired, the practice must state on a special federal form (I-9) that the employee's right to work status has been verified, and the employee must attest to their lawful right to work in the United States.

2.4 Disabled Employees and Job Applicants

The employment-related provisions of the Americans with Disabilities Act (ADA) apply to all employees and job applicants seeking employment with the practice. The ADA is intended to protect "qualified individuals with a disability" from discrimination in job application procedures, hiring, advancement, discharge, compensation, training and other employment practices. A qualified individual with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the employment position that such individual holds or desires.

Our practice will attempt to provide reasonable accommodation for known physical or mental limitations, if a job applicant or employee is otherwise qualified. Reasonable accommodation may require making existing facilities accessible and usable and/or job restructuring with regard to work schedules, equipment, training, or changing marginal/nonessential job functions. The practice will make reasonable accommodations whenever and wherever necessary for all employees and applicants with disabilities, provided that the individual is otherwise qualified to safely perform the duties and assignments connected with the job and provided that any accommodations made do not require significant difficulty or expense.

All members of the staff have the responsibility for assuring that their personal actions are fair to everyone. And management is primarily responsible for seeing that the equal employment opportunity policy is implemented. Any employee, including supervisors, involved in discriminatory practices will be subject to immediate discharge.

2.5 Licenses, Credentials, and Forms

Employees and Independent Contractors hired to carry out specific tasks requiring a license must keep their licenses and credentials current and in good standing. Proof of such license or credentials must be provided to the management at the start of employment or contract and resubmitted when the license is renewed. It is each employee's responsibility to keep licenses current and provide necessary documentation without delay. The practice will not be responsible to provide any notification or reminders to licensed individuals prior to the renewal date of such licenses or credentials.

Employees with suspended, outdated or incomplete licenses will be relieved from some or all of their job duties and may be temporarily suspended until such licenses and credentials required to fulfill individual job responsibilities are obtained. Should an employee fail to provide necessary licenses within a reasonable and specified amount of time, such employee will be terminated with cause and without unemployment benefits.

Each employee is also required to complete and sign the following forms as their first task upon employment:

1. Staff Non-Solicitation and Non-Disclosure Agreement (Appendix 7)
2. Emergency Contact Information (Appendix 6)
3. IRS form W-4 for the purposes of payroll and tax filings
4. Staff Acknowledgement of Receipt of Handbook and Key (Appendix 8)

2.6 Policy Against Harassment

Our practice 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, sexual orientation, or any other legally protected characteristic will be not tolerated.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to management. Employees should feel free to raise concerns and make reports without fear of reprisal. All complaints will be handled in a timely and confidential manner. Confidentiality will be maintained to the greatest extent possible; however certain information may need to be disclosed during any investigation in order to make that investigation thorough, effective, accurate, and complete.

Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

While employees' conduct can be regulated, patients' behavior and conduct are not subject to the same scrutiny. If any employee feels uncomfortable, threatened or harassed by a patient, that employee should immediately make management aware of the situation so that appropriate action can be undertaken. Remedies to these types of situations may include but are not limited to: asking the patient to refrain from the offensive behavior, removing the employee from areas where interaction with said patient can be reasonably anticipated, and ultimately asking the patient not to return to the practice.

2.7 Policy Against Defamation

All employees are expected and required to refrain from making statements or spreading rumors that may possibly be damaging to the reputation of the owner, other employees, patients, the practice as a whole, and the dental profession in general. Any employee suspected to be involved in the spread of such rumors or making negative and damaging statements will be disciplined up to possible termination of employment.

2.8 Categories of Employment

You have taken your job with our practice because you expect to find certain satisfactions and rewards. Unless otherwise stated, the practice has hired you fully expecting you to become a regular member of our organization. Your eligibility at the outset of employment for the various practice benefits is determined by the following employment categories. All employees are assigned to one of these categories at the time they are hired.

2.8.1 Full-Time Employees

Full-time regular employees are those employees hired to work on a regular basis for 30 or more hours a week. They are eligible for all practice benefits applicable to employees in their classification. They have successfully completed their period of probationary employment. They are eligible for the dental benefit.

2.8.2 Part-Time Employees

Part-time employees are those employees hired to work on a regular basis less than 30 hours a week. They are not eligible for insurance or other benefits except coverage under workers compensation. They are eligible for the dental benefit.

2.8.3 Temporary Employees

Temporary employees are those employees who are hired on a temporary basis, on a full or partial workweek to last no longer than the completion of a specific task or project. They are not eligible for insurance or non-insured benefits except coverage under workers compensation. They are not eligible for the dental benefit.

2.8.4 Associate Dentists

Associate Dentists are hired with their own specific contracts, and unless prohibited by law, they are not eligible for the various benefits outlined throughout this employee manual (such as sick days, vacation, 401(k), etc.). They are however, expected to abide by all of the same rules, regulations, and expectations that apply to any employee of the practice.

2.8.5 Outside Worker Categories

Certain individuals working with the practice may not be practice employees. These workers are classified as outside workers and are not eligible for practice benefits. Outside workers include but are not limited to consultants, contract associates, subcontractors, and independent contractors.

2.9 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. Management uses this period to evaluate the employee's capabilities, work habits, and overall performance. Either the employee or the management 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 three months after their date of hire. Any absence will automatically extend an introductory period by the length of the absence. If management 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 an additional three months.

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

During the introductory period, new employees are eligible for those benefits that are required by law, such as worker's compensation insurance and Social Security, but they are not eligible for any benefits that are not required by law, including the dental benefit and any bonuses that may be given during their period of probationary employment. During the introductory period, employees will accrue vacation/personal days, but are not eligible to use any *paid* days of vacation or personal leave (see Section 6.3).

After becoming regular employees, new employees may also be eligible for other benefits provided by the company, subject to the terms and conditions of each benefits program. Employees should read the information for each specific benefits program for the details on eligibility requirements.

2.10 Personnel Records

Your personnel file contains forms you filled out or provided in applying for employment and being hired, copies of licenses, promotions, pay, raises, any commendations or reprimands that you have received, copies of performance evaluations, a record of employment verification, and similar information that may be accumulated during your employment with the practice.

Employees are required to update their personnel file information when their personal information changes. Such information may include but not be limited to: legal name, residential and mailing address, home telephone number, emergency contacts, marital status, military status, W-4 information, and similar information.

2.10.1 Employee Confidential Information

Your personnel records are confidential and your right to privacy is respected. Access to your records is strictly limited to those who need to know, and access to them is carefully controlled. You have the right to inspect the contents of your personnel file at any time. You are not permitted to view the contents of any other employee's personnel file, unless legitimately necessary due to your position and job responsibilities. Any breach of this policy is grounds for immediate termination with cause.

2.10.2 Response to Outside Inquiries

When outside inquiries come in about you such as credit checks, employment verification, etc., only the fact that you are or were employed by this practice, your dates of employment, and your job position or title are released. The only exceptions to these rules are information required to be furnished to government agencies, subpoenaed by a court, or required by auditors. At the discretion of management, your information may be released to law enforcement personnel at their request. Employees may request that their employment information be released to parties of their choice. Such a request must be in written form and include a detailed list of what information is to be released, to whom, and for what period of time.

2.10.3 Confidentiality of Salary Information

Salary information is strictly confidential. Your salary or anyone else's should not be discussed with other employees or other unauthorized persons, on or off the job. Failure to adhere to this policy may result in immediate termination of employment at discovery of the first offense.

2.11 Emergency Contact

Employees are required to provide us with the name, address, and telephone numbers for an emergency contact (see Appendix 6).

2.12 Company Confidential Information

In the course of your work, it is likely that you will have access to information and material that is considered to be confidential, and is not to be discussed or given to people outside the practice, including your spouse or significant other, your family members and your friends and acquaintances. This may include but not be limited to patient lists, fee listings, patients' medical, dental and personal history as well as patients' personal and financial records, habits, and tendencies. All practice materials or information should be considered as confidential, unless specific instructions are given otherwise. This confidentiality must be maintained not only while employed by this practice, but for the remainder of your life, even after you are no longer employed by this practice for any reason. Failure to maintain this confidentiality may result in legal ramifications. In the case of a breach of confidentiality with a criminal element (for example, obtaining and using a patient's or coworker's credit card information or social security number), criminal charges will be filed.

All matters relating to our patients and the office are confidential and are never to be discussed outside the office or within the hearing of another patient. All clinical and financial patient records may not be removed from the premises or duplicated without authorization.

As dental care professionals, we often have access to personal information about our patients. We respect our patients' right to privacy. Information about patients, their treatment, or their personal lives must be kept completely confidential. Here are some guidelines to confidentiality:

1. Speak softly or privately with patients so that other patients do not overhear.
2. Keep the computer screen, chart notes, case histories, health histories, and other confidential papers where patients cannot see them easily.
3. Use the HIPAA privacy feature of Eaglesoft on all computers in the front office and operatories at all times ("Ctrl + H" feature).
4. Do not give advice to patients on personal matters, even if they ask.
5. Do not reveal information about a patient to family members, including the patient's spouse, unless you are speaking to the parents of a minor.
6. Do not discuss the dental treatment or personal information of patients outside of the practice.
7. Provide patient information to other health care professionals only in an appropriate manner and in an appropriate form.

2.13 Outside Employment, Conflicts of Interest, and Hobbies

Any outside employment or other activity that interferes with your job performance or makes you unavailable for work or which constitutes a conflict of interest is looked upon with disfavor. Such interference or conflict may result in termination.

2.14 Job Abandonment

Any employee who does not arrive to work as scheduled without reporting or calling and without a good cause will be considered to have abandoned his or her job and to have voluntarily resigned unless the employee provides a reasonable and acceptable justification.

2.15 Drug-Free Workplace

We are dedicated to providing a safe, healthy, and efficient workplace for our employees, which is free of illicit drugs and drug/alcohol abuse. Employees who use, possess, or sell any illegal drugs or who consume excessive amounts of alcohol, either on or off the job, potentially endanger their own safety, the safety of their co-workers, and the safety and welfare of the community. All employees must understand that we intend to comply with all required and applicable regulations covering illegal drug use and the maintenance of a drug-free workplace and work force.

Any employee suspected of using or distributing drugs or convicted of a criminal drug offense occurring on or off our premises or while conducting business is subject to disciplinary action, up to and including termination of employment with cause.

2.16 Employee Privacy Notice

Although each employee has a reasonable expectation of privacy in private areas such as restrooms and changing areas, the employer reserves the right to monitor the activities of any employee, at any time, by any means while on company property. You are hereby given notice that any activity and/or conversation, including telephone conversations conducted on company property and conversations between employees may be monitored either in person or electronically, and may be video taped or audio taped and used for purposes of discipline or commendation.

It is our responsibility and goal to ensure that patients are properly handled, that they are at all times treated with dignity and respect, and that they are always given correct information. Monitoring of employees assists in achieving that goal, either by revealing a need for additional training or the need for disciplinary action.

2.17 Employment at Will

Your employment is "at will", meaning that during the course of employment, both you and the practice have the right to terminate employment at any time, with or without advance notice, and with or without cause. However, employees who wish to terminate their employment in good standing with the company must provide two weeks written notice of their intent to resign (see Section 8.4).

General Rules and Regulations

3.1 Attendance and Punctuality

To maintain a safe and productive work environment, all employees are expected to be reliable and punctual in reporting for scheduled work. Absenteeism and continual tardiness place a burden on other employees and on the practice. All employees are expected to be in attendance, in proper attire and prepared for the day no later than fifteen minutes prior to the appointment time of the first scheduled patient of the day and be completely ready to start working at the designated time (see Section 4.1).

All personal matters must be taken care of prior to the start of the work day. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled they should notify management as soon as possible in advance of the anticipated tardiness or absence. If the employee cannot reach the doctor or manager, he or she should notify another employee as soon as possible. If the employee cannot reach any other employee, he or she should call the office and leave a voicemail.

Being sick is inevitable but an unscheduled absence is very hard on the entire team. Poor attendance and excessive tardiness are disruptive, and either may lead to disciplinary action, up to and including termination of employment. If you have more than five unscheduled absences for any reason within any period of twelve consecutive months, you will receive a verbal warning and reminder of the attendance policy (see Section 6). Additional unscheduled absences may be grounds for dismissal.

To report that you will be absent or late, call or text message the doctor or Office Manager as soon as possible prior to the beginning of your shift. Give the reason for the absence and when you expect to return, so that proper arrangements can be made during your absence. Failure to notify us in time and/or excessive absenteeism or tardiness may be grounds for disciplinary action up to and including termination.

3.2 Dress Code

In order to promote and maintain a professional atmosphere, we expect a clean and tidy appearance on the part of all of our employees. Every employee should be dressed as appropriate for professionals in this position, with subdued makeup, hair, nails, jewelry and fragrance. For clinical staff, hair must be either cut short or tied back in such a way that it will not fall into the employee's field of vision or a patient's face. Conservative neck chains and rings will be permitted. Overly revealing or suggestive clothing is inappropriate and prohibited. Excellent dental hygiene is required in order to convey your dedication to your chosen field. You are expected to brush, floss, and use mouth rinse as appropriate throughout the course of the day. We reserve the right to establish and promote standards of dress and appearance that are and are not judged appropriate.

3.2.1 Clinical Personnel Dress Code

1. All clinical personnel should wear clean scrubs approved by the management.
2. Clean, comfortable tennis shoes or medical-grade shoes are approved for wear with scrubs.
3. Lab coats or disposable jackets with long sleeves must be worn for personal protection.
4. Protective eyewear, mask and gloves must be worn during all clinical and sterilization procedures.

5. Personal protection items must be removed when entering non-clinical areas of the office.

3.2.2 Front Office Personnel Dress Code

1. All Front Office Personnel must wear appropriate business attire.
2. For men, business attire means a business suit with tie, although blazers or dress shirts with slacks are also be appropriate. For women, it includes business suits, slacks, blouses or skirts. In general, clothing should not be too revealing or flashy, and should be on the conservative side.

3.3 Use of Company Property or Services for Personal Needs

Personal use of company property and services such as computers, copiers, internet, telephone, television and other amenities during working hours is neither fair to other employees nor the employer who is paying for the services and your time. Personal use of these amenities must be limited to unpaid time and be kept to a reasonable minimum. Abuse of such privileges and use during working hours will be disciplined appropriately, up to possible termination.

3.3.1 Use of Computers and Internet

Personal use of computers and internet should be limited to unpaid breaks and lunch period or completed before or after working hours. Authorization must be obtained from management prior to personal use of such services. If an employee's personal use of our office computers becomes excessive, or if employee personal use of our office computers results in a virus or other harm, this privilege will be rescinded.

Downloading or installing unapproved files or documents into the office computer system is expressly prohibited to prevent spread of virus and/or slowing down of computer network. If our computer network or any individual computer is infected with a virus that can be traced to any employee's unauthorized use of a DVD/CD, from a download or similar activity, that employee may be responsible for all costs associated with removal of the virus, repair or replacement of damaged or irreparable equipment, lost income that results, etc.

Viewing websites with adult or otherwise inappropriate, discriminatory, or derogatory content is strictly prohibited and is grounds for immediate termination of employment.

3.3.2. Use of the Office Telephone

Occasional use of the office telephone for personal reasons during working hours is permitted but must be kept to a reasonable minimum. Such privilege should not be abused and cannot interfere with your job performance. Prolonged and frequent use of the telephone will not be tolerated. Incoming personal phone calls disrupt not only you, but require the attention and interruption of the front desk and possibly the clinical procedures in progress at the time, and should be kept to an absolute minimum.

3.3.3 Use of Fax, Printer and Copier

Employees may occasionally use the practice fax, printers and copier for personal needs. Such use must be limited to personal time and not interfere with the practice operation. Any use of fax or copier must be within reason and kept to a minimum. Abuse of this privilege will be disciplined up to a possible termination of employment.

3.3.4 Use of Games, Television, Magazines, and Newspapers

Televisions are for patient use and entertainment only. Occasional use of television by employees is permitted but must be limited to the employee's break or lunch, be out of view of patients, and must not interfere with operation of the practice. Likewise, use of magazines and newspapers that have been provided for patient use is to be limited only to the employee's break or lunch, be out of view of patients, and must not interfere with operation of the practice.

3.3.5. Use of Staff Amenities

Staff amenities including kitchen appliances, restroom, break room, utensils, and plates are provided for your comfort and can be used by all employees. Every employee is responsible for cleaning up after himself or herself immediately following the use of such amenities. In addition, all employees are responsible to maintain common staff areas clean and in working condition. Gross or repeated violations of this policy by any employee will result in loss of these amenities for all employees, or appropriate individual discipline, up to possible termination.

3.3.6 Personal Use of Supplies

Employees may use office supplies for their own oral hygiene use, such as toothpaste, manual toothbrushes, and floss in reasonable quantities. Electric toothbrushes are not included.

All other personal use of office and dental supplies is considered theft, and is not permitted. Dental products can be purchased for home use from the office at the office cost. Gross or repeated violations of this policy by any employee will result in discipline, up to possible termination. In addition, employees may be required to repay the office for supplies, as well as face criminal prosecution for theft.

3.4 Visitors

People visiting with employees are not permitted beyond the reception area of the practice unless escorted by a practice employee. This is necessary for security and safety reasons.

3.5 Food and Drink in the Office

Eating on the job is not permitted. Eating must be limited to lunch or break times and take place in the designated break room only. Drinking coffee, tea, water or other non-alcoholic beverages at the front desk is allowed but all liquids must be kept away from computers or other electronic equipment. Responsibility for any damages to equipment or paperwork due to spilled liquids will be shared by the employee who had the beverage and the employee who caused the accident.

Drinking alcoholic beverages while on the job is not permitted.

There will be no food or drink of any kind in the clinical, sterilization, or laboratory areas, including the dental supply refrigerator. Likewise, no dental materials are to be stored in the break room refrigerator.

The break room refrigerator will be cleaned out on a monthly basis, and employees will be asked to remove any items that they want to keep before this is done. Any unclaimed items that remain in the refrigerator after employees have been asked to identify items that they would like to keep, will be disposed of. Employees will not be reimbursed or otherwise compensated for any items or property that they might lose. Management may assign a rotating calendar of kitchen cleaning duties.

3.6 Employee Parking

Employees are not to park in spaces immediately in front of the office as to maintain convenient parking for patients. Please lock your vehicle at all times. Our practice cannot be held liable for losses or damages involving an employee's vehicle or personal property. Bicycles must be parked outside of the office, either secured to a dedicated bicycle rack, or to the railing outside the office, as long as the front door is not impeded for pedestrians.

3.7 Personal Property

Employees keeping personal property on our premises should make adequate provisions to ensure safety of their property. Place valuables in your locker (if provided one) and do not share your key. Do not leave your purse or wallet in plain view. Our practice cannot be held liable for any theft or damage to any personal property of the employees. Please place identifying marks on your personal belongings. If you lose your locker key (or fail to return the key upon termination) a key replacement fee of \$35 may be deducted from your paycheck.

3.8 Use of Personal Communication Devices

Employee use of personal communication devices should be limited to unpaid break or lunch periods. Cell phones, personal tablets, and other such devices should be kept in silent mode or turned off and stored along with other personal items during the work day. In the case of a family emergency an employee may be allowed access to such devices during working hours but only with prior approval from management. Such use should be discrete as to not interfere with patient care, work flow, or co-worker job duties. **CELL PHONES ARE NOT TO BE USED IN SIGHT OF PATIENTS AT ANY TIME.** Gross or repeated violations of this policy by any employee will result discipline, up to possible termination.

3.9 Forms and Communications

Employees are expected to utilize forms available for office communications to ensure proper passage of information from one employee to another and from an employee to a patient. All employees must familiarize themselves with the forms and communications available in the office and make copies as the need for a form arises.

- Expense Report - for reimbursement of a business-related expense by an employee (see Appendix 4).
- Time Off Request – for formally requesting days off and use of vacation days (see Appendix 5).
- New Patient Paperwork – for patients to communicate their basic personal, demographic, health & dental history data.

3.10 Office Cleanliness

Every employee will be responsible for keeping his or her working area clean, fully stocked, and organized. In addition, all employees should contribute to the overall cleanliness of the office by keeping the common staff and

patient areas clean and tidy. In the event of an accident caused by a patient, accident or malfunction, any spills are to be cleaned by the employee(s) working in the vicinity of the accident. Front office employees will be responsible for any such accidents occurring in the front portion of the office including the patient restroom. Back office employees will be responsible for back office areas and staff break room. It is every staff member's responsibility to keep work areas neat and clean and to correct or report any conditions that detract from the professional image of the facility.

3.11 Expense Reports/Supplies

Only those purchases preapproved by the management qualify for expense reimbursement. Supplies purchased without prior approval are considered the employee's responsibility. Submit the Expense Report (Appendix 4) for proper reimbursement in a timely manner.

Work Schedules

4.1 Work Schedules

Work schedules for employees will vary depending on the office needs. Hourly employees are required to clock out when your work is done for the day. For clinical employees, this means when you are completed with your last patient of the day, the operatories for which you are responsible are cleaned, stocked, and set for the first patient of the next work day, and all dirty instruments have been processed in the sterilization area. For administrative employees, this means when you have completed all of your assigned tasks for the day. An employee may continue to work after their last patient or after the completion of their assigned tasks for the day. However, “riding the clock” is not only unacceptable, it is also unfair to other employees and is damaging to the financial health of the practice. Hours may be adjusted if you engage in such unethical conduct. Repeated incidents of this nature are subject to the standard disciplinary protocol, including termination.

Work schedules are subject to change at management’s discretion. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that you may be scheduled each day and week. As much notice as possible will be given to the employee when a change of work schedule is anticipated, however the nature of our business requires that employees be aware that they may be asked or required to start earlier than normal or to work late on very short notice.

Normal hours of operation are Mondays, Tuesdays, Wednesdays, and Thursdays from 7 AM until 5 PM, and Fridays 7 AM until 3 PM. No patient is to be scheduled outside of these hours without the prior approval by the doctor. All employees are required to be in uniform and prepared for the day 15 minutes prior to the scheduled time of the first patient of the day.

Although all efforts will be made to run on time, occasionally treatment demands will cause employees to work into lunch or stay past scheduled time. Employees must understand that they are expected to comply with this policy to accommodate patient’s needs and may be allowed or required to leave early if the patient treatment is completed and all daily chores are done earlier. When we run past our scheduled closing time for the day, all employees are expected to stay until everyone is finished, unless otherwise allowed by management. Child care arrangements, if applicable, should take this into consideration.

4.2 Rest and Meal Periods

The office will close for lunch between 12:00-1:00 PM, however there will be times when scheduling conflicts prevent all staff from taking a lunch break during the normal designated hour. Front office staff should stagger their lunch breaks so that the front desk is staffed during the lunch break.

If any employee is late in returning from a meal period, the amount of time that the employee was late may be deducted from his or her time sheet and pay. Repeated tardiness may be subject to discipline, up to and including termination of employment.

Staff members are encouraged to be respectful of the possessions of other staff members and are asked not to eat or drink other staff members' food or drinks unless the food or drink has been set aside for everyone's enjoyment. If you are uncertain as to whether the food or drink is meant to be shared, ask before consuming it. Repeated violations of this common courtesy shall be considered to be theft and will result in disciplinary action up to and including termination of employment.

An employee break room has been provided for your use. All food and drink is to be consumed in this room. No food or drink is permitted in any clinical areas of the facility.

4.3 Employee Meetings

Attendance and participation at all scheduled employee meetings are considered part of your responsibilities as an employee. You are expected not only to be present, but also to be attentive and contributory, and open to new ideas. You are expected to contribute to the meeting until its conclusion.

Regular meetings will be scheduled as demanded by the needs of the practice. Dates and times of the meetings will be announced with adequate notice whenever possible. During these meetings, general operations of the practice will be discussed. Your suggestions for improvements in any area of our business are encouraged. Also be advised that impromptu meetings may be called without prior notice.

Team meetings are NOT meant to be, for lack of a better term, "bitch sessions." If you have a complaint or have identified a problem, be prepared not only to describe the complaint or problem but also to propose a realistic and reasonable solution. Also be prepared to discuss potential alternative solutions that may be proposed by other team members. Specific complaints may be more appropriately dealt with by talking to the specific person, or your superior.

Team meetings are held with the purpose of identifying and discussing problem areas and to help each other resolve problems. Teamwork is encouraged and no individual staff member will be singled out whenever it can be avoided. Other goals for team meetings are to educate the staff on new products, policies, procedures, and ideas. Each staff member is encouraged to take a turn participating in the meeting.

4.4 Daily Huddle

Daily huddles are necessary to ensure smooth daily operations. This time is allotted to discuss the schedule of the day, including particular concerns about patient care delivery and assignment of individual duties and responsibilities of each employee for the day, along with other business concerns of the practice. Currently, no regularly daily huddles are scheduled, though that may change in the future and employees will have to adjust their commute times accordingly to be present for the huddles.

4.5 Interruption of Work Due to Weather, Natural Disaster, or Unforeseen Events

If the office will not be able to open, the start of the day's work will be delayed, or the office closes early, due to weather, natural disaster, or any other unforeseen event, the doctor will attempt to notify each employee as soon as possible about the closure, or about when to report to work. As described below, employees will receive partial

compensation for days that are cancelled with less than one business days' notice, for up to five non-consecutive days per year. And an employee may elect to use a half or full vacation day for any non-covered days/events:

- For full days that are cancelled *before* the start of the day, employees will be paid for a half-day (4 hours for hourly employees and half-day for salary employees).
- For delayed-opening partial days, salary employees will be paid will be paid for a half-day if the day is less than 4 hours or a full-day if the day is greater than 4 hours. Hourly employees will be paid for a minimum of 4 hours or hours worked, whichever is greater.
- For full days that must be cancelled *after* the start of the day, employees will be released to go home and salary employees will be paid will be paid for a half-day if the day is less than 4 hours or a full-day if the day is greater than 4 hours. Hourly employees will be paid for a minimum of 4 hours or hours worked, whichever is greater.

For purposes of this section, "weather, natural disaster, or any other unforeseen event" shall include but not be limited to actual or in-progress excessive snowfall, actual or in-progress severe icing of roadways, extended periods of severe cold, power failure, earthquake, tornado, fire, flood, etc.

Salary and Payroll Policies

5.1 Wages and Salaries

We will attempt to maintain a competitive wage rate giving consideration to business conditions in our industry and to prevailing rates in our area for similar jobs performed under similar conditions. If warranted, increases may be granted as determined on an individual basis from time to time. Decreases in pay rate may become necessary dependent upon business conditions, but all reasonable efforts to avoid this will be exhausted first.

5.2 Performance Reviews

At least once per year, or more often if necessary, a performance review will be held privately with each employee. Performance reviews may be held monthly during the employee's introductory period.

Strengths and areas needing improvement will be discussed during these reviews. Matters regarding the performance of your assigned duties will be discussed, as will matters of overall office conduct, relations with other staff members, relations with patients, etc. You may be assigned new or additional duties at this time, and some of your existing responsibilities may be removed. This will allow you continual opportunities for growth and advancement. This is also another opportunity for you to bring up any matters that you would like to discuss.

Employees will be advised approximately one week in advance when a performance review is scheduled. Employees should be prepared to discuss any significant contributions that they have made to the overall well being of the practice since their last performance review. Employees are encouraged to keep a continuous log of contributions and improvements that they have developed and implemented in order to ensure their preparedness for this discussion.

5.3 Paydays

All employees are paid every other Wednesday, for the previous two weeks of work, up to and including that Wednesday. Paychecks typically arrive the very next day (Thursday), but are not guaranteed by the payroll company until Friday. Pay will be directly deposited to your bank account if you authorize direct deposit. Hourly employees are required to sign and turn in their time sheet to the Office Manager by the end of the day on payroll Wednesdays.

5.4 Payroll Policies

You are entitled to all the compensation and benefits commensurate with your position. If you should note a discrepancy in your pay or if there is a problem in your deductions, you must notify management immediately to resolve any differences. In the event that you are overpaid or an administrative error has occurred, it is to your advantage to report it immediately, inasmuch as your failure to do so could result in a financial hardship when the error is corrected and your pay deducted accordingly.

5.5 Overtime Pay

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 prior authorization. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

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 sick leave, vacation leave, or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

Starting prior to your scheduled time or staying in the office past your scheduled time will not be considered towards payment of overtime unless expressly authorized.

5.6 Timekeeping

Accurately recording time worked is the responsibility of every hourly employee. Federal and state laws require the company 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.

It is your responsibility to accurately record the time that you start working at the beginning of each shift, and to accurately record the time that you finish working at the end of each shift by using the time clock within Eaglesoft. Waiting until the end of your shift to record both starting and ending times is unacceptable. You should “clock in” only after you are ready to begin work for the day, and you should “clock out” at the end of your shift.

All employees are considered to be honest and trustworthy. However, spot checks of the accuracy of time worked during a pay period are necessary and are conducted routinely. A violation of accurate time keeping, including “forgetting to clock in/out”, shall result in a verbal warning. Repeated or gross violations are subject to disciplinary action, up to and including termination.

Altering, falsifying, tampering with time records, or recording time on another employee’s record may result in disciplinary action, up to and including termination of employment. Tardiness will not be tolerated and may result in punitive action up to termination.

5.6.1 Disputing Time Sheets

In the event that you feel that the amount of time for which you have been paid is not accurate, you must bring this to management’s attention upon receipt of the pay in question. Failure to bring your concern to the attention of management prior to the next payroll date will negate any claim that you may have.

5.7 Payroll Deductions

Several payroll deductions, which are required by law, are made before you receive your check. Deductions required by law include:

- Federal Income Tax (FIT): Your deduction for this tax will vary with the number of exemptions and the marital status you claim for this purpose on your W-4 form.
- State Income Tax (SIT): This tax, required by the State of Georgia, will vary with the number of exemptions and marital status you claim for this purpose on your W-4 form.
- Social Security and Medicare Tax (FICA): This is the social security tax required by the Federal Government. The office matches the tax you pay. These contributions may not exceed a set percentage of the wage base limit in any given year. The government periodically increases the tax rate and/or the wage base limit.

Additional deductions may occasionally be taken from your paycheck. Such deductions may include reimbursement to the practice for any money owed by the employee to the practice, contributions to employee insurance accounts (AFLAC), contributions to retirement account, etc. Such deductions must be authorized by the employee in writing and will be made from the net amount payable to the employee unless otherwise appropriate.

5.8 Garnishments

Attaching a part of an employee's wage for debts owed to others because of garnishment proceedings is an unpleasant duty of a practice. Repeated garnishments for multiple issues of personal indebtedness may subject an employee to disciplinary action.

5.9 Advances

We do not advance money for payroll wages or other pay or benefits.

Benefits

6.1 Health Insurance

The office does not offer an employer-sponsored health insurance program. Employees are expected to have their own private health insurance.

6.2 Dental Benefits

All full-time and part-time employees of the practice and their families are eligible to receive dental care from our practice at a discounted rate.

Employees can receive dental services at $\frac{1}{4}$ the office's UCR fees for the specified procedure, plus laboratory costs. Immediate family (children, parents, siblings, and spouse) of employees may receive dental services at $\frac{1}{2}$ of the office's UCR fees for the specified procedure, plus laboratory costs.

Payment for services provided for the employee or the employee's family are expected in-full at the time of service. Failure to pay for services within 30 days will result in regular deductions from the employee's paycheck in increments of \$100 until the balance is paid in full.

Any employee or eligible family member may use dental insurance to cover part or all of the cost of treatment. Insurance will be billed according to the fee schedule provided by the insurance company. The employee's discount shall thus be used to offset the co-payments and deductibles established by the insurance company. All insurance payments shall be paid to the office. Failure on the part of the employee to immediately forward any payments that they receive from an insurance company shall be considered theft and is grounds for immediate termination.

Hygienists may provide limited free hygiene services to their friends or family members at our office, not during business hours. The intent is to benefit those friends and family who may not be able to afford such services. Verbal authorization is required and arrangements should be made with the doctor because the doctor must be on the premises. The hygienist must clock-out and will not be paid for time spent working on relatives or friends under this condition. Abuse of this provision shall result in discipline and/or prohibition of such services.

Any employee wishing to receive dental work must schedule an appointment during regular office hours and will not be paid for time spent in the office as a patient.

Dental benefits do not cover dental care provided in other dental offices or by a provider who is affiliated with but not employed by the office.

All employees are encouraged to get a routine prophylactic cleaning twice a year. The hygienist performing the treatment must be clocked-in (and thus paid for their time), but no fees will be charged to the employee for the cleaning and exam, and the procedure will not count towards the hygienists' monthly production. Such treatment should not interfere with regularly scheduled patients or normal business operations, and should be only be done when allowed by a cancellation or other break in the schedule.

These benefits are not extended to employees during their period of probationary employment.

6.3 Vacation and Personal Leave

Our company recognizes that our employees need to take time off occasionally, to rest and relax, to enjoy a vacation, or to attend to personal matters. Employees must schedule their vacations in advance with management. We will try to grant every vacation request. However, we must have enough workers to meet our day-to-day needs, and not all leave requests can be approved. All vacation day requests must be submitted in writing to the manager for review, and approval by the doctor.

SPECIFICS:

- Full-time employees accrue up to twelve (12) paid vacation days per year, unless agreed to otherwise as part of an employee's specific compensation package.
 - Hourly employees: one vacation day is equivalent to 8 hours.
 - Salary employees: one vacation day is equivalent to 1/8 of a pay period.
- Part-time employees accrue vacation days on a pro-rated basis depending upon the relative hours they work, the details of which are outlined in that employee's Compensation and Benefit Package Agreement.
- The "year" for these purposes begins on July 1st, and ends on June 30th each year.
- Desired vacation days must be submitted to management for approval a minimum of 14 days in advance. Approval requested with less than 14 days notice is done on a case-by-case basis, and is discouraged.
- All vacation days are available immediately, even if not yet accrued (except for probationary employees).
- For full time employees, for each month of employment beginning on July 1st, one (1) day of vacation accrues. For employees with different compensation packages, for each month of employment a pro-rated amount of vacation days accrue so that after 12 months, the full amount of vacation days are accrued.
- If an employee leaves the company for any reason, the number of vacation days used above the number of vacation days accrued will be deducted from their final paycheck.
- No more than ten (10) vacation days may be taken consecutively (equivalent to two full weeks).
- If an employee uses more than twelve (12) vacation days in a year, those additional days will not be paid.
- Unused vacation days do not roll over from year to year.
- Unused vacation days are not transferrable to another employee.
- Two (2) of the available twelve (12) vacation days may be used with limited or no notice in case of personal emergency. Additional absences without sufficient notice will be unpaid, even if unused vacation days are available (unused vacation days may not be used for unapproved absences).
- On June 30th, unused vacation days are paid to the employee as a bonus equivalent to half the remaining vacation days. It is to the employee's advantage to use their vacation days during the year.

6.4 Sick Leave

Sickness is inevitable, and sick employees are encouraged to avoid the office, and thus avoid possibly spreading illness to staff or patients. Full-time employees are eligible for five (5) paid sick days each year. Employees should make every attempt to notify management of their absence as soon as possible so that arrangements can be made for their replacement. Sick days are only to be used for a true illness. Abuse of the sick day policy will result in discipline, loss of paid sick day(s), and possible termination.

SPECIFICS:

- Full-time employees are eligible for five (5) paid sick days per year.
 - Hourly employees: one sick day is equivalent to 8 hours.
 - Salary employees: one sick day is equivalent to 1/8 of a pay period.
- Part-time employees are eligible for sick days on a pro-rated basis depending upon the relative hours they work, the details of which are outlined in that employee's Compensation and Benefit Package Agreement.
- The "year" for these purposes begins on July 1st, and ends on June 30th each year.
- All sick days are available immediately (except for probationary employees).
- Unused sick days do not roll over from year to year.
- Unused sick days are not transferrable to another employee.
- Unused sick days may not be used for unapproved absences.
- Unused sick days have no monetary value and are not paid to the employee as a bonus.
- If an employee is sick beyond the five days, those additional sick days are unpaid or vacation days may be used upon approval by the doctor.

6.5 Leaves of Absence

It is the practice policy to grant a leave of absence without pay to those employees requiring time away from work for compelling reasons such as extended temporary physical disability, personal reasons, or for civic or military responsibilities. Such leave of absence will be granted on an individual basis after reviewing the length of requested leave of absence and personal reasons. Should leave of absence be granted for a specified period of time, every effort will be made to replace the employee in the original or similar position when returning from leave of absence.

Vacation, benefits and other pay will not accrue during any leaves of absence.

Leave of Absence requests must be in writing at least 1 month prior to the requested departure with exception of those times when leave of absence is needed for emergency and unexpected reasons.

6.5.1 Medical Leave of Absence

Every effort will be made to place an employee granted medical leave of absence due to pregnancy into her previous position upon her return, provided that leave of absence does not exceed 3 months. If it is not possible to place her in her previous position, the employee will be placed in a position with comparable status, pay, and

responsibility, as required by laws governing maternity leave of absence applicable to companies of our size and structure. (See also section 6.5.8).

The practice will also attempt to permit employees on medical leave of absence for reasons other than pregnancy or those on pregnancy-related medical leaves exceeding 3 months, to return to their positions unless it is necessary to fill the employee's position on a full-time basis during the leave of absence. In that event, a reasonable effort will be made given business requirements, to place the employee in a comparable position or other position for which he or she is qualified, subject to available openings.

If we are not able to replace an employee in the original or similar position following extended leave of absence, such employee will not be eligible to collect unemployment benefits due to forfeiting his or her job voluntarily.

6.5.2 Personal Leave of Absence

A lengthy leave of absence for personal reasons is discouraged by the practice. Approval of the management is required and may or may not be granted pending review of the length of requested leave of absence and personal reasons as well as the needs of the practice. Abuse of this benefit may lead to termination if the practice interests are compromised.

6.5.3 Bereavement Leave

A maximum of 5 consecutive working days of unpaid leave is allowed to a full-time employee who loses a friend or family member. Additional time may be granted only if patient care and practice operations are not compromised. An employee may request to use available paid vacation days for some or all of their bereavement leave.

6.5.4 Family Care Leave

Under Georgia law, Family Care Leave is available only to companies with fifty or more employees. Our practice, however, will try to accommodate employees with this request when the practice's daily operations and patient care are not compromised by such leave.

6.5.5 Armed Services Leave

Regular employees who leave the practice to enter the U.S. armed services may be granted leave without pay. Armed Services Leave is effective for the period of service and for up to 30 days from the date of release from active duty.

In accordance with federal law, all employees who leave regular employment with the practice to serve in the U.S. Armed Forces and who received an honorable discharge will be reinstated, unless the practice's circumstances have so changed as to make it impossible or unreasonable to do so.

In addition, employees who are members of Active Reserve Units of the U.S. Armed Forces will be granted up to two weeks of unpaid leave per year for active duty training. Reservists should notify their supervisors at least one month in advance of the training period.

6.5.6 Workers' Compensation Leave

Workers' Compensation Leaves without pay are granted for situations in which there is a physician's written statement that a leave is required because of "work related" illness, injury or other physical disability. The physician's statement must provide details acceptable to the practice regarding the nature of the disability and the anticipated length of absence from work. Leaves involving work-related disabilities, as permitted by prevailing state and federal laws may receive special attention from the practice and the workers' compensation insurance carrier.

An approved leave for "work-related disability" generally will be extended for the duration of the disability until an employee is released for either full or partial duty or is determined to be permanently disabled and unable to return to work.

Prior to returning to work, an employee must obtain and provide a physician's written release. The release must include specific restrictions, if any, that affect the employee's ability to return to work, and their anticipated duration. Failure to provide such physician's releases may result in termination. In some cases, another medical release at the expense of the practice may be required from a physician appointed by the practice.

6.5.7 Returning from a Leave of Absence

If you should be unable to return from your leave within the approved time, please notify management and request an extension. If you do not return to work on or before the end of your leave, or if you accept or commence employment elsewhere during the leave, you will be considered to have voluntarily terminated your employment with the practice and you will not be eligible for unemployment benefits.

Benefits based on continuous employment do not accrue at any time during leaves of absence lasting more than 30 calendar days. Employee performance and wage and salary review dates will also be adjusted by the total amount of time taken for such leaves when they exceed 30 calendar days.

A physician's statement verifying the employee's ability to return to work must be presented prior to returning to work. The statement (release) must include specific restrictions, if any, that affect the employee's ability to return to work, and their anticipated duration. An employee returning from pregnancy-related disability leave will be returned to her original position or a substantially similar position. If the original or a substantially similar position is not available, the employee will be subject to layoff.

6.5.8 Pregnancy Related Disability and Maternity Leave

An employee who is pregnant will be permitted to work during her period of pregnancy as long as she is able to perform the normal duties of her position in a safe and effective manner.

Leave due to pregnancy-related disabilities will be granted, without pay, for a total of up to six weeks prior to the anticipated birth of the child, and maternity leave will be granted, without pay, for a total leave time of up to three

months. An employee requesting a pregnancy-related disability leave of absence must first provide the practice with a statement from her physician confirming:

1. The date her physician recommends she discontinue work.
2. Any restrictions with regard to the employee's work that the physician may recommend before beginning a leave of absence.
3. The estimated date the employee will be released to return to work.

Employees who require additional pregnancy-related disability leave or maternity leave due to medical reasons should request this additional leave as soon as they become aware that it is needed. These requests must be accompanied by a statement from their physician stating the reason that additional leave is necessary, the date that the employee will be able to return to work and any restrictions that will be placed on the employee with regard to their normal work responsibilities and functions. Such requests will usually be granted, with the understanding that the employee may be subject to termination or layoff without unemployment benefits as a result. You must understand that this may be required in the best interest of the practice, and that every reasonable attempt to preserve the employee's position will be made. This will be handled on a case-by-case basis.

6.5.9 Jury Duty

Employees wishing to serve on jury duty may do so, however, the practice does not provide jury duty pay. You are required to notify management upon receipt of the jury summons. If you are chosen to sit on a jury you must inform management how long the trial is expected to last. You must also check in periodically during your jury service so the office can anticipate your return. You may use available paid vacation days for jury duty.

6.5.10 Mandated Appearance in Court as a Witness

If you are required to take part in a court proceeding as a witness, unpaid leave shall be granted for the duration of your required participation. Written verification of the necessity of your presence must be provided prior to this leave, and must provide an estimated date that you will be available to return to work. If you are unable to return to work by or on this estimated date, written notice of the dates of your appearance must be provided upon your return to work. Available paid vacation days may not be used for such situations, unless sufficient notice is provided and approved.

6.5.11 Mandated Appearance in Court as a Defendant

If you are required to appear in a court proceeding as a defendant, unpaid leave will be granted for the duration of your trial or other court proceedings. In the event that you become incarcerated before or after a trial, unpaid leave will be granted for not more than one week. After one week, your employment will be terminated. If you are being held for trial, please understand that the practice must continue to perform its business and clinical functions, and you will be replaced. If you are subsequently released from custody and your former position or a similar position is available, you will be considered for re-employment, but not be guaranteed a position. This applies whether you have been released after serving a sentence or if you are found to be not guilty at a trial. Available paid vacation days may not be used for such situations, unless sufficient notice is provided and approved.

6.5.12 Mandated Appearance at a Hearing or Other Official Proceeding

If you are required to appear at a hearing or any other official proceeding, unpaid leave will be granted until you are again available for work. Available paid vacation days may not be used for such situations, unless sufficient notice is provided and approved.

6.6 Holidays

Our practice recognizes seven holidays each year:

1. New Year's Day
2. Martin Luther King, Jr. Day
3. Memorial Day
4. Independence Day
5. Labor Day
6. Thanksgiving
7. Christmas

The office will be closed for each of these holidays, and occasionally may also close a day (or more) before or after the holiday as well. Employees will be notified in advance of any practice closure. Salaried employees will not have their pay deducted or prorated for the holiday. Hourly employees are not paid for these holidays, but may request to use a paid vacation day, if available.

6.7 Continuing Education and Dental Conventions

Under certain conditions, the practice may direct an employee to participate in continuing education in order to enhance his or her job performance at the practice. Only directed and approved education will be reimbursed. Mandated attendance of dental conventions and seminars when requested by the practice will be paid at a regular hourly rate for all employees.

Employees are required to fulfill all the continuing education requirements mandated by the Dental Board of Georgia to maintain licenses in good standing. Employees will not be reimbursed for tuition or time involved in fulfilling those continuing education requirements with exception of particular classes or seminars directed and required by the practice.

6.8 Unemployment Insurance

The practice pays into a state unemployment compensation fund account. The employee does not make any contributions for this benefit. Unemployment compensation provides a weekly benefit for a specified period of time should employment be terminated through no fault of your own. These benefits change periodically and are established by state law. Unemployment insurance benefits are not available to employees who voluntarily quit without good cause or who are terminated for misconduct or for violation of stated or generally understood policies and procedures.

6.9 Workers' Compensation Insurance

All employees are covered by workers' compensation insurance, effective the first day of employment. Workers' compensation insurance provides you or your beneficiaries with certain benefits in the event of job-related illness, injury or accidental death. The practice pays the full cost of this insurance.

If you sustain a job-related illness or injury, **you must report the illness or injury the same day.** Failure to do so could result in a delay or denial of benefits by the insurance carrier. Failure on your part to notify management of a job-related illness or injury that results in delay or denial of benefits by the insurance carrier shall be deemed intentional and will release Inman Park Dentistry from any and all further responsibility and liability.

6.9.1 Fraudulent Claims

Employees and former employees may be encouraged by outside persons, including attorneys or other professionals, to file fraudulent workers' compensation claims. Thus, for your protection, you should know that the Insurance Frauds Prevention Act provides that claim forms contain the following statement:

“Any person who knowingly presents a false or fraudulent claim for the payment of a loss is guilty of a crime and may be subject to fines and confinement in state prison.”

A person convicted of filing a fraudulent workers' compensation claim may be sentenced to state prison for two to five years, fined up to \$50,000, or both. Under some circumstances, the fine can exceed \$50,000. It is practice policy to investigate all questionable workers' compensation claims and to refer them to the Bureau of Fraudulent Claims if they appear to be fraudulent.

6.10 401(k) Savings Plan

The practice offers a 401(k) savings plan for its employees. Established in 2017, this plan is available to all employees who have worked 1000 hours in the last 12 months. Additional details about the plan, including eligibility, matching contributions, profit sharing contributions, vesting schedule, etc. are available from the plan administrator, “Thomas, Wirig, and Doll” (TWDAvisors.com).

Workplace Safety

7.1 General Safety Rules

Safety on the job is of concern to all practice employees, and is the responsibility of every employee. Disregard for these safety rules and other common-sense precautions affect not only yourself, but also those who work with you. We can all contribute to a safety record we can be proud of by following a few fundamental guidelines:

1. Observe and strictly follow posted safety regulations. These regulations are for your protection, and they have been proven to prevent injury.
2. If you are taking any prescribed medication that may interfere with your performance on the job, or pose a possible hazard to yourself or others do not work under the influence of this medication. You must notify management for a possible temporary alternate assignment. Correspondence from your physician or other treatment provider will be necessary and must include possible manifestations of your medication and any recommended limitations on your activities.
3. Do not operate any dental or office equipment or machinery unless you have been instructed regarding its safe and proper operation.
4. Do not start up equipment or machinery without first checking its condition and making sure any moving parts are free from foreign objects.
5. Notify management immediately in cases of equipment malfunction or disrepair that could lead to potential danger.
6. ALL INJURIES, NO MATTER HOW MINOR, must be reported at once!
7. Know the location of the building exit, firefighting equipment, eye-wash station and other emergency equipment.
8. Exercise Universal Precautions while treating patients or sterilizing instruments and carrying out other tasks that have a potential for infection, contamination or exposure to harmful chemicals or biohazardous materials.

Disregard for these safety guidelines, common sense practices, and other safety rules specified by management may be grounds for disciplinary action up to and including termination.

7.2 Universal Precautions

The following precautions are recommended by OSHA and the ADA and are strictly enforced in our practice. Disregard of the following precautions may cause disciplinary action up to and including termination.

1. All employees are required to complete annual training for safety and injury prevention.
2. All clinical personnel will be given the option of being immunized against Hepatitis B, or to provide documentation of current vaccination. If the employee chooses to receive this immunization, the cost shall be paid by the practice if the employee receives the immunization from a physician, healthcare provider, or facility that is approved by the management. If you decline to receive the immunization, but later change your mind and decide that you would like to get the immunization, the cost of receiving it will be paid by the practice.
3. All clinical personnel must have a current CPR card, and are required to maintain current certification at their own cost.

4. All clinical personnel must be certified and licensed for the duties they wish to perform. Copies of updated licenses and malpractice coverage when applicable should be made available to the practice on the day of hire and thereafter as necessary.
5. All employees involved in care of patients must wear clinical gowns or scrubs which are never to be removed from the premises, worn from the building, or taken home for any reason.
6. During patient care, employees must wear gloves, masks and protective eyewear.
7. All protective clothing must be removed when leaving the premises.
8. Gloves, masks, and protective eyewear should not be worn in non-clinical areas.
9. Utility gloves, masks and protective eyewear must be worn when cleaning and sterilizing instruments to prevent punctures and other injuries. This protection must also be used when handling biohazardous or chemical materials and waste.
10. Needles should be recapped using a one-handed technique.
11. Instruments, soiled items and surfaces should not be touched with bare hands.
12. No food or drink is permitted in the clinical areas, or in the laboratory or sterilization areas.
13. In the event of an injury or exposure to infectious material, the injured or exposed area should be washed with water and soap if possible.
14. All injuries and exposures should be immediately reported to management.
15. Exposure log will be maintained for all employees as mandated by OSHA.

7.3 OSHA and EPA Compliance

Our Practice will meet or exceed all Occupational Safety and Health Administration (OSHA) and Environmental Protection Agency (EPA) requirements. The practice will also cooperate with all reasonable OSHA or EPA inspections and compliance reviews.

Our practice will periodically hold meetings to review safety procedures and emergency response drills. All employees are required to participate. Documentation regarding such participation will be filed in each employee's file and made available on request to appropriate authorities. Refusal to participate in such meetings and training exercises may lead to termination if such training is not completed within a reasonable amount of time.

7.4 Employee Safety in the Event of Robbery

We all hope that we will never be faced with the situation of being robbed or being faced with violence from any visitor to our office. However, should a situation like this occur, protect yourself from harm using any means possible including leaving the area, screaming, calling other employees for help, etc. In an event such as this it can be difficult to think. Try to remain as calm as possible.

In the event of robbery, willingly surrender all cash, checks, credit card slips, etc. that the offender demands. Your life and your safety are more important than any amount of money. Do not attempt to use any delay tactics or phone the police while the offender is in the office. Try to keep them calm and get them out of there as quickly as you can. If the offender demands that you accompany him or her during their escape let your own judgment guide

you in your actions. Likewise, if the offender attempts to rape or touch you in a sexual or violent manner, let your own judgment guide your actions.

Try to remember as much about the offender as possible, including clothing description, sex, race, height, hair color, presence or absence of facial hair, any accent to their voice, eye color, tattoos, scars, birthmarks, moles, description of vehicle, license plate number, state of registration, direction of travel, anything distinctive or unique about the vehicle, whether they left on foot or in a vehicle, size, style, color, and type of any weapon that they may have displayed, what they said, etc. If the offender writes anything or leaves anything in the office, do not touch it, even with gloves on, and keep everyone else away from it. When the police arrive direct their attention to the item. As soon as the offender has left the office and you feel safe, write down as much information as you can remember. Bear in mind that in a situation such as this, time may seem to stand still and yet everything may seem to happen so fast, weapons may appear larger and more threatening than they would in another situation, individuals may appear to be taller or more muscular than they actually are, etc. Once the offender has left the office, notify management immediately and call 911 to report the crime. The office will close immediately and will remain closed until the police have arrived and we all feel safe to continue to work.

If a patient is in the waiting room when a robbery occurs or walks in on a robbery in progress, try to get them to cooperate with the demands of the offender and not resist in any way.

If you arrive for work and find that the building has been burglarized or broken into, **DO NOT ENTER THE BUILDING!** The perpetrator(s) may still be inside. Go to a safe place and call 911 immediately, then contact and notify management.

7.5 Employee Safety in the Event of Visitor Violence

Violence on the part of a patient or other visitor to the office may be directed at you, another employee, another visitor, or involve destruction of or damage to the physical plant or furnishings.

In the event of violence directed at you from a patient or other visitor to our office, defend yourself to the best of your ability while calling for help from coworkers. If you find yourself in a situation where you need immediate help, call out, "HELP!" If you hear another person, call out for help, respond immediately to give aid if you feel that you can safely do so.

In the event of violence directed at a coworker or another visitor to our office, let your judgment guide your actions. Attempt to end the violence immediately and protect the victim(s) from harm or additional harm, and call to your coworkers for assistance.

In the event of violence involving destruction of, or damage to, the physical plant or furnishings, remove yourself from the area (and, if you can do so safely, anyone else who is in the vicinity of the offender). Do not attempt to fight back or stop the offender's actions. Inanimate objects can be repaired or replaced.

In any of the above scenarios, call 911 as soon as you feel that you can safely do so. Again, try to remember as much about the offender as possible, and write down as much of this information as you can as soon as possible.

ABOVE ALL ELSE, protect yourself. If any of these recommendations fail to appease or stop the offender, do whatever you have to in order to protect yourself.

Additional Rules and Procedures

8.1 Standards of Conduct

We expect employees to be passionate about their role and have a willing, cooperative attitude toward all coworkers, projects and initiatives. There will be zero tolerance for immature gossip. Whispering or going “behind closed doors” to have a conversation with another employee about a patient or coworker or any topic is strictly forbidden, except when necessary to be in compliance with our confidentiality policy.

Please leave your personal problems at home. The office is not the place to discuss these matters. Additionally, disparaging or derogatory remarks about others serve only to tear down the relationships that we work so hard to build – either with patients or other staff, and cannot and will not be tolerated. No good can come from these types of remarks. If you are experiencing a severe personal problem, the owner will make himself immediately available to privately discuss the issue with you, and you can expect understanding and an offer to help you in any reasonable way. Additionally, you may request or be required to take a leave of absence until the issue is resolved.

You are expected to be courteous and professional in your interaction with staff, the doctor, and especially our patients. Patients are to be referred to in the manner that they prefer, either by first name, nickname, or by last name preceded by the appropriate title (Mr., Mrs., Miss, Dr., etc.) or as “Sir” or “Ma’am”. If you are uncertain as to how to address a patient, always err on the side of caution and address them with appropriate respect (again, Mr., Mrs., etc.). The doctor is always referred to as “Dr. Rodriguez”, “Dr. A-Rod”, “Doc”, or “the doctor”. In the event that another dentist should join the practice, he or she should be addressed as he or she prefers, but always as “Doctor”.

Conversation in the office should be professional in nature, both with patients and other staff members. Please remember that sounds carry easily throughout the office, and anything that you say can be easily overheard. NEVER WHISPER! A patient overhearing a whisper may easily believe that there is gossip going on about them.

You must realize that personal phone calls disrupt not only your work, but also of the front desk personnel, and may result in getting behind on the schedule. Please have enough respect for our patients to not keep them waiting for you to finish a personal phone call. Therefore, personal phone calls or visits should be limited to your rest and break periods. Since we often work through lunch, personal phone calls are permissible, but please keep them to a minimum in both frequency and duration, with a maximum duration of 5 minutes. Please advise your friends and family to limit calls to urgent business, and to leave a message for you when possible. You can return a call more easily than we can interrupt the daily schedule. There is no tolerance for social interruptions. You will always be permitted to take personal phone calls when the situation is a legitimate emergency.

Discussions or comments regarding sex, religion, or politics can cause passionate dissension between coworkers or workers and patients, and have no place in our practice. If a patient makes a political or religious comment, try to steer the conversation away from these topics, whether you agree or disagree with their comment. Simply stating “The doctor prefers that we don’t discuss religion or politics at the office” should be sufficient. Likewise, it is

inappropriate and can be embarrassing to coworkers and patients to discuss their sexual habits, preferences, orientation, and/or physical attributes. Comments and discussions of this nature are to be avoided.

Conversations or comments involving prejudicial or racist attitudes towards race, religion, sexual orientation, or ethnic background, or profanity, vulgarity, sexually explicit, lewd, or offensive language are not appropriate. Harassment of any sort is grounds for immediate termination.

8.1.1 Personal Productivity

You are expected to make a positive contribution to the overall success of the practice by being as productive as you possibly can be in the performance of your job duties. You have a specific set of job duties and responsibilities for which you are accountable. After you have satisfied your immediate duties, you are expected to further contribute by assisting others in the performance of their duties. There is always something that needs to be done. If you cannot find anything to do, see management for an assignment.

8.1.2 Outside Business Interests and Fund Raising

Staff may not promote or discuss during office hours any outside business or fundraising activities in which they might be involved. Staff should not consider patients or other staff members as prospective clients for their outside interests, and are not to solicit them in or outside of the office. Examples of prohibited discussions include such business ventures such as Amway, Mary Kay, Avon, selling Girl Scout Cookies, etc., and also include any multilevel or network marketing scheme. Our patients come to us for professional dental care and are not to be put on the spot by such matters. Patients should not feel uncomfortable in returning for future dental visits for fear of being confronted by such activities.

If a patient or visitor to the office asks you if you would like to buy a product or become involved in such an activity, feel free to use your own judgment, but please do not feel obligated to make a purchase or become involved. Browsing catalogs or receiving information must be done on your own time, and are not to detract from your job performance. If you decline such a solicitation or invitation and the patient or visitor persists, politely ask them to stop. If they continue, advise the management of the situation, and it will be dealt with directly.

8.2 Eaglesoft

Our practice uses Eaglesoft as its practice management software. All employees are expected to become competent in its use. You are expected to take advantage of Eaglesoft support available over the phone or in online tutorials and FAQs. Hourly employees will clock-in and clock-out using the time clock within Eaglesoft.

8.2.1 Password

In order to access and use Eaglesoft, you need to have a user name and a password. While your user name will be common knowledge (usually your first name or your initials), you should protect your password with the same diligence that you use to protect your ATM code or your online passwords.

8.3 Disciplinary Procedure

Unless otherwise stated, violation of any policy or procedure contained in this manual or other practice manual or which is considered to be common knowledge will result in disciplinary action against the employee.

Disciplinary action will progress as follows:

First offense:	verbal warning
Second offense:	written warning
Third offense:	termination of employment.

Variations from this progression may occur at the discretion of management, and may include suspension from work without pay or other disciplinary actions, including termination, as deemed appropriate by management.

Be advised that if your actions or failure to act violate any office policies in a criminal manner, that law enforcement authorities will be made aware of the situation and you may be subject to civil and criminal charges and/or penalties.

8.3.1 Examples of Impermissible Conduct

While continuation of your employment is at the mutual consent of you and the practice in accordance with the policy of “at will” employment, it may be helpful to identify some examples of the types of conduct that are not permissible and may lead to various forms of disciplinary action. Although it is not practical or possible to provide an exhaustive list of all types of impermissible conduct and performance, the following are some examples:

1. Insubordination, including improper conduct toward a supervisor or refusal to perform tasks assigned by a supervisor in a timely and appropriate manner.
2. Working while intoxicated or under the influence of drugs or reporting to work while intoxicated or under the influence of drugs.
3. Possession, distribution, sale, or use of illegal drugs while at work.
4. Inappropriate release of confidential information about the practice or its patients.
5. Theft or unauthorized removal of practice property.
6. Falsifying or making a material omission in an employment application, or in any other information provided to management.
7. Falsifying any other practice records or documents.
8. Neglect in the performance of duties or in the care or use of practice property.
9. Willful or negligent destruction of practice property or any negligent conduct leading towards loss, theft or destruction of practice property.
10. Fighting on practice property or while on practice business.
11. Violating safety or health rules, or engaging in conduct that creates a safety or health hazard.
12. Engaging in inappropriate conduct towards others, including patients, visitors, and other employees.
13. Sexual or other unlawful harassment of another employee, a patient, or any other visitor to the office.
14. Bringing on to practice property dangerous or unauthorized materials, such as explosives, firearms, weapons, or other similar items.
15. Conviction of a felony while an employee, whether the offense occurred at work or elsewhere.

16. Unexcused and persistent tardiness or absence.
17. Unauthorized personal use of practice property.
18. Practicing without current license or providing care beyond the scope of your license or certificate.
19. Disrespect to supervisors, coworkers, patients, visitors, and affiliated persons.
20. Participation in spreading rumors about practice owners, other employees, patients or affiliates.
21. Violation of any rules or regulations outlined in this handbook or other practice manuals.
22. Unsatisfactory work.
23. Inability to perform work at an acceptable level of competence.
24. Inability to get along with fellow workers.
25. Poor attitude.
26. Sabotage of equipment, supplies, or financial success of the practice as a whole or of any member of the dental team personally or individually.
27. Using outside computer disks, programs, or downloading anything into the office computer system.
28. Other situations that may arise from time to time at the discretion of management.

8.4 Termination

There may come a time when you leave us and we want that separation to be on the best possible terms. If your employment is terminated by the office, no advanced notice is required of your termination (see Section 2.17), and any termination shall be immediate upon notice, unless otherwise directed. In some situations, employees in good standing may receive a traditional two-week notice as a courtesy.

If an employee wishes to resign their position, a signed and dated two-week written notice is required to resign in good standing. The doctor will not issue a letter of recommendation or provide a positive reference without good standing status.

Whether the separation is voluntary or involuntary, the employee will be compensated for all money due to them. Unused vacation days will be paid to the employee as a bonus, equivalent to half of their remaining vacation days (only if employee has accrued more vacation days than he or she has used).

The employee will also be required to repay any money you may owe the practice. The number of vacation days used above the number of vacation days accrued will be deducted from their final paycheck at the rate of a full-day's pay for each day used beyond those accrued.

In the event that an employee is in the midst of dental treatment at the time of the cessation of their employment, their dental treatment will be continued subject to policy 6.2 (Dental Benefits) until they are in a stable condition of dental health. No new work will be started after their notice of intent to leave their employment, unless other arrangements have been made for payment.

Employee's personal property must be removed from practice premises on the last day of employment and all practice property must be turned in on the same day.

A final check will be sent to the employee's address or made available for pick up within 3 business days following return of all practice property.

8.4.1 Change of Address

If you change your address after your termination date, please notify management to ensure that annual W-2 statements or other important correspondence can be properly routed to you.

8.4.2 Exit Interviews

Generally, we will arrange an exit interview with employees who resign from employment with the practice. The interview affords employees an opportunity to communicate their views and comment on their work experience at the practice. It is also an opportunity to turn in all materials and property of the practice. Arrangements for clearing any outstanding debts with the practice are also made at this time.

8.4.3. Unemployment Benefits

Only those employees terminated without cause or laid off due to slow down in business will be eligible to collect unemployment benefits. Employees who voluntarily surrender their jobs or who are terminated with cause will not be eligible to collect unemployment benefits.

8.5 Rehire

Our practice will consider former employees for re-employment except those discharged for cause, who meet the qualifications of an existing job opening.

8.6 Suggestions and Questions

Work-related questions or suggestions can best be presented by frank and prompt discussion. Accordingly, our practice promotes the following "Open Door" practices:

1. We are always looking for better ways of operating our business and serving our patients. Therefore, free and open communication is not only expected, but is required. If you have any ideas for improving our services or doing a job more simply and/or economically, please feel free to share your suggestions with management.
2. You are encouraged to express your views on our policies to management, either verbally or preferably in writing. You should express such views in a calm, reasonable, constructive, and adult manner.
3. Suggestions and questions will be answered as quickly as possible.

Appendix 1

Mission Statement

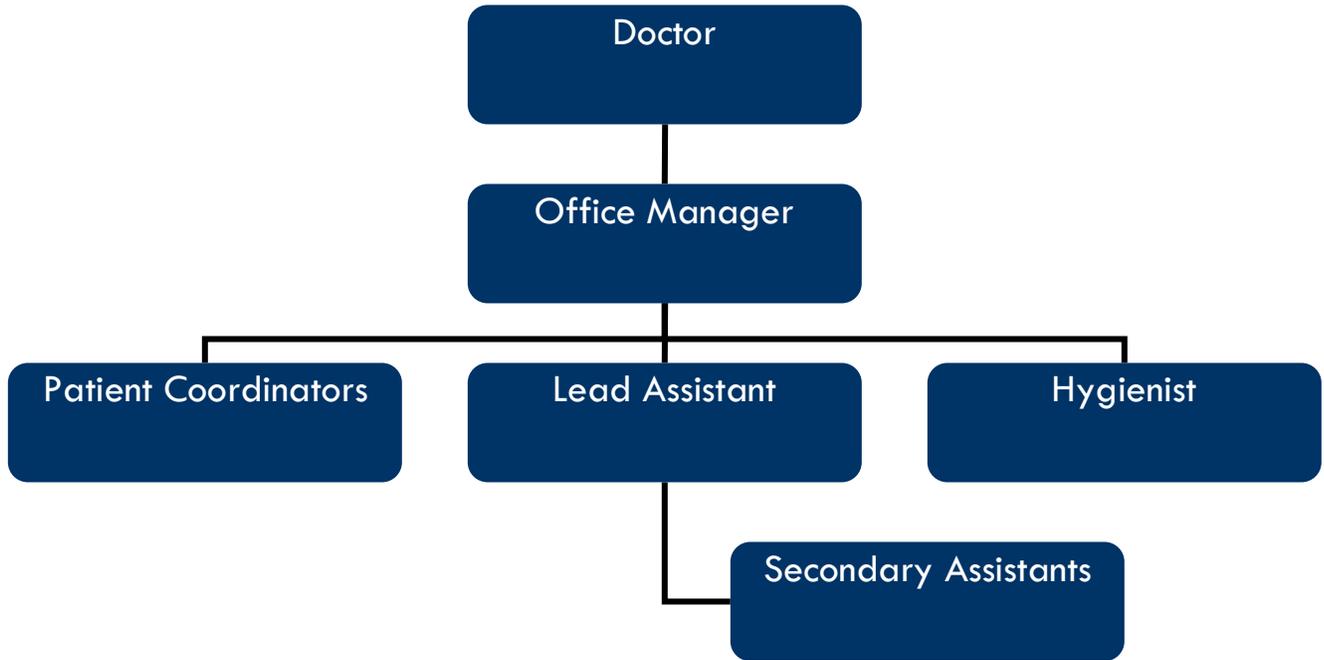
Our mission statement is:

- To work together as a team to provide compassionate and complete oral care to every patient who walks through our doors.
- To treat every patient with a level of service and attention similar to a five-star resort or restaurant.
- To thoroughly educate patients on oral health and preventative care.
- To use the latest dental advances to make dental visits as comfortable and worry-free as possible.
- To foster a sense of team spirit between patients, staff, and community.
- To have every patient leave our practice with a healthy, beautiful smile.

Dr. Rodriguez spent many years working in “corporate” dentistry, where the emphasis is all about the bottom line. But here at Inman Park Dentistry we are not simply in the *business* of dentistry, we are in the *profession* of dentistry. There is a difference! Always do the best work for your patients, and always treat them with respect. Do not be afraid of recommending ideal treatment just because it may be expensive. Our job is NOT to save the patient money! Our job is to provide them the best service we can and let the patient decide what they can afford. You are highly trained and highly skilled, be proud and confident!

Appendix 2

Organizational Hierarchy



Appendix 3

Your Role at Inman Park Dentistry

We are building a tradition of care and service at Inman Park Dentistry. We will expect no less than 100% from you as a team player and office member.

We accomplish this by:

- The entire team individually or collectively participating in continuing education programs two or more days each year.
- Purchasing and utilizing quality materials.
- Comprehensive and thorough patient exams, charting, and treatment planning.
- Maintaining sterilization standards in a clean office environment.
- Maintaining equipment for optimal use.
- Taking accurate radiographs necessary for comprehensive and thorough care.
- Efficient and organized systems.
- Having fees that reflect the quality of our care.
- Having a pleasant and comfortable environment for our patients and team.
- Setting and achieving professional goals.
- Learning more about personality styles and communication.
- Having a team willing to go the extra mile and to live the practice purpose.
- Reserving time to focus on team goals and objectives.
- Each team member actively participating in setting and achieving team goals.
- Printing and utilizing quality support materials for patient education and motivation.
- Operating at a profit.

Appendix 3.1

Office Manager Job Description

The primary objective of the *Office Manager* is to facilitate the duties of everyone else in the office. They oversee the operations of the office and assist the *Patient Coordinator* in front-office duties. All office personal are subordinate to the *Office Manager*, except the Doctor.

DUTIES:

- FRONT OFFICE
 - When needed, assist the *Patient Coordinator* with his/her duties (answer phones, schedule appointments, verify insurance, etc.). Note, these tasks are the primary responsibility of the *Patient Coordinator*, and are secondary tasks of the *Office Manager*.
- EMPLOYEE MANAGEMENT
 - Assist the doctor in areas of employee performance and discipline, including suggestions for action as necessary, up to and including termination of an employee.
 - Manage the time clock for the hourly employees. Verify employees are clocking in and out daily. Review the time sheets for each pay period with each employee, and reconcile any discrepancies prior to presenting payroll information to the doctor.
 - Track vacation/sick/personal days for all employees. Process time-off requests by all staff, for approval by the doctor.
 - Coordinate staff vacation/absences, and ensure coverage for absent staff.
 - Maintain the call list for part-time hygienist/assistant help.
 - Assist the doctor in implementing employee benefits.
 - Track all hours worked by temporary staff.
 - Supervise staff in general operations, and advise staff and/or doctor of areas that may need more training/improvement, and identify under-utilized skills or personnel.
- END OF DAY
 - Collect signed day sheets from all clinical staff at the end of the day. Have each employee verify that all charges are correct, including correct patient, tooth number, etc.
 - Prepare daily summary of charges, payments, credits, and adjustments for review with the doctor. Work with the *Patient Coordinator* to reconcile any discrepancies prior to final review with the doctor.
 - Break down deposit summary for the doctor into: cash/checks, Visa & M/C, Amex, Discover, and CareCredit.
- OFFICE MEETINGS
 - Assist with regular office meetings (See sections 4.3 & 4.4).
 - Have staff review issues from the previous days, and discuss upcoming patient appointments.
 - Ensure the staff is prepared for the appointments today and tomorrow (is it a pre-med patient, do we need nitrous, is the case back from the lab, etc.).
 - Review the monthly financials/production numbers with the staff.
 - Discuss any other office and staff issues/notes.
 - Check with the doctor about other points to discuss.
 - Schedule regular “mini-clinic” training meetings with doctor/staff once a month.
- SUPERVISE BUSINESS OPERATIONS
 - Track all staff licenses & certifications (dental/hygiene licenses, CPR, etc.), including expiration dates.
 - Maintain all business licenses and certifications, ensuring the office is current and in compliance with city/county/state/federal regulations.

- Ensure all necessary paperwork is posted/displayed in a professional manner (licenses, OSHA posters, etc.).
- EQUIPMENT (non-clinical)
 - Maintain a clean, organized, and professional appearance of the front office and lobby.
 - Maintain a schedule for replacement/maintenance of non-clinical equipment (air filters, refrigerator filter, toilet paper, paper towels, etc.).
 - Maintain stock of front office supplies (paper, ink/toner, envelopes, business cards, appointment cards, Rx paper, pens, staples, etc.).
 - Follow up on vendors as needed on service or equipment orders.
- OFFICE FINANCES
 - Collect bills/invoices/packing slips from the mail/shipments. Help the *Lead Assistant* to verify all packing slips/invoices match what we ordered.
 - Compile office bills weekly for review with the doctor, and sort by due date.
 - Follow up with doctor to ensure bills are paid.
 - Maintain & track petty cash. Collect and verify receipts from the staff for eligible office expenses. Reimburse the staff as needed from petty cash for minor expenses, or have the doctor write a check for larger staff expenses.
 - Assist *Patient Coordinator* in mailing out bills to patients regularly.
 - Maintain Collections ratio at 98% or better.
 - Manage all Accounts Receivable and contract with a collection agency as needed.
- GENERAL OFFICE ADMINISTRATION
 - Assist the *Patient Coordinator* as needed.
 - Maintain master office calendar.
 - Help with personal tasks of the doctor as needed.
 - Coordinate lunch plans on days we decide to order/pick-up food.
 - Assist in developing and managing marketing efforts.
 - Schedule staff outings/events.
 - Look for opportunities for the office to participate in community events.
 - Work with the doctor to develop office procedures & forms.
- OSHA Coordinator
 - Keep office in compliance with all OSHA regulations, including, but not limited to:
 - Maintaining OSHA manual
 - Making sure all necessary posters properly displayed
 - Ensure warning/caution signs are properly displayed (fire extinguisher, eye-wash station, laser safety, etc.)
 - Assign tasks to staff members as appropriate, to ensure monthly sign-off of required check points
 - Review OSHA regulations and policies with new staff.
 - Organize, schedule, and run an annual safety update meeting.
 - Maintain records of staff OSHA training

Appendix 3.2

Patient Coordinator Job Description

The *Patient Coordinator* is the primary point of contact for ALL patient interactions (phone, email, and in person). This person is the “face” of the practice, and is to serve as the head of customer relations. The *Patient Coordinator* is subordinate to the *Office Manager*.

DUTIES:

- PATIENT INTERACTIONS
 - Answer phone calls.
 - Check and respond to all patient voice mail messages.
 - Respond to patient emails.
 - Collect & process patient paperwork, including New Patient forms, copies of ID & insurance card, etc.
 - Review treatment plans with patients, especially after a New Patient Exam and prior to scheduling any treatment.
 - Collect fees for treatment on the day of service.
 - Process patient payments in EagleSoft.
 - Call on overdue balances.
 - Develop a schedule to send out bills regularly. Every patient with a balance must get a bill every month.
 - Work with the *Office Manager* as needed to complete front office tasks.
- SCHEDULING
 - Oversee the clinical schedule of the office.
 - Monitor the schedule as the day progresses to identify if we are running behind and take steps to inform patients and/or direct clinical staff to remedy the situation.
 - Set/confirm appointments for the doctor and hygiene.
 - Fill schedule voids and manage a short call list.
 - Enlist all other staff (especially hygienist) to help with scheduling as needed.
 - Oversee digital scheduling interface (i.e. Demand Force). Advise the doctor on recommended changes or adjustments to that service.
- INSURANCE
 - Verify insurance coverage for all patients.
 - Review co-pays with patients before treatment, and make sure patients are aware of the amount due.
 - Contact insurance companies about unpaid balances.
 - Process claims.
 - Reconcile any discrepancies between claims and services rendered.
 - Provide x-rays, narratives, or other information as needed for insurance claims.
 - Ensure fee schedules are correct and updated.
 - Manage in-network vs. out-of-network plans.
 - Maintain all EOB's as needed (filed/scanned?).
 - Help doctor in evaluating fee schedules and determining how/when to adjust fees.
 - Help doctor to assess which insurance plans to accept or drop.
- CHARTS
 - Scan and then shred New Patient paperwork once entered into the system.
 - Maintain notes in charts for all non-clinical patient interactions (phone calls, emails, etc).
 - Properly scan or import all patient-specific paperwork into charts.
 - Ensure clinical staff is “charging” or “walking-out” the correct codes for the services provided.
- REPORTS
 - Assist the *Office Manager* in reconciling the daily summary of charges, payments, credits, adjustments and deposits (the *Office Manager* is then responsible for reviewing all end-of-day reports with the doctor).

Appendix 3.3

Lead Assistant Job Description

The *Lead Assistant* shall facilitate the job of the clinical staff (doctor & hygienists), and shall oversee customer service in the clinical areas. The *Lead Assistant* shall be the shepherd of the patients and their treatment. The *Lead Assistant* is superior to the *Secondary Assistant*, but subordinate to the doctor and *Office Manager*, and at an equivalent level as the *Patient Coordinator* and *Dental Hygienists*.

DUTIES:

- **CLINICAL SUPPLIES**
 - Responsible for ordering and maintaining stock of all clinical supplies.
 - Responsible for organizing storage room and operatories.
 - Check all order packing slips/invoices against the order.
 - Compile invoices and bills for the *Office Manager*.
 - Seek out supply discounts/deals, without sacrificing quality.
- **EQUIPMENT**
 - Supervise equipment maintenance, and schedule service calls with vendors as needed.
 - Maintain the office Emergency Medicine Kit, and ensure all medications are current.
 - Maintain nitrous equipment and keeping tanks stocked.
 - Be knowledgeable in the proper ways to maintain all clinical equipment (handpieces, specialty equipment, etc.), and be able to train other clinical staff on proper equipment maintenance.
- **PATIENT CARE**
 - Directly assist the doctor with patient treatment.
 - Before the end of the day (if the schedule allows), call all patients from that day that had surgery, crown & bridge treatment, endo treatment, or a lengthy filling appointment. Follow-up with the patient on any post-operative discomfort and any questions they may have. Forward any questions that you cannot answer to the doctor.
 - Review, correct (as needed), and turn in a signed daily summary of charges to the *Office Manager*. Ensure all charges, tooth numbers, surfaces, fees, etc. are correct.
 - Review the planned treatment for the day with the doctor at morning meetings.
 - Keep patients on track with their treatment, and ensure they are properly scheduled for their next appointment.
 - Ensure thorough documentation of all procedures, and advise other clinical staff if their notes are insufficient or need other attention.
 - Track all lab cases in a proper log, recording patient name, date sent, date received, lab used, etc. Ensure lab cases have arrived *prior* to patient's appointment!
 - Make the lab log available to the *Office Manager* for reconciling lab bills.
 - Track implant cases (brand, parts, tools needed, etc.), and ensure patients are seen in a timely manner, and that all necessary tools and parts are present *prior* to the patient's arrival.
- **COMPLIANCE**
 - Serve as the primary OSHA Officer for the office. Ensure the office is compliant with all OSHA and other guidelines.
 - Maintain the appropriate MSDS sheets and safety protocols.
 - Train all staff in proper infection control procedures.
 - Set up and track annual training for safety and injury prevention.
 - Seek assistance from the *Office Manager* in managing all clinical compliance issues.
- **STERILIZATION**
 - Supervise all sterilization procedures, and ensure all equipment is properly maintained.
 - Supervise and train all clinical staff in using proper sterilization and cleaning techniques.
 - Notify the doctor immediately of any problems with the sterilizing equipment, as well as coordinate repair and/or replacement of the equipment immediately.
- **SECONDARY ASSISTANT**
 - *Lead Assistant* is superior to and can delegate duties to the *Secondary Assistant*.
 - *Lead Assistant* shall supervise all duties of the *Secondary Assistant*, and train him/her as needed.

Appendix 3.4

Secondary Assistant Job Description

The *Secondary Assistant* shall facilitate the job of the clinical staff (doctor & hygienists), and shall take direction primarily from the *Lead Assistant*. The *Secondary Assistant* is subordinate to all other office staff.

DUTIES:

- GENERAL DUTIES
 - Perform any and all tasks that are needed, as directed by any of the other office staff. Typical duties include (but are not limited to):
 - Chair-side assisting of the doctor.
 - Chair-side assisting of the hygienists.
 - Taking X-rays on any patient.
 - Cleaning and sterilizing instruments.
 - Cleaning and disinfecting an operatory.
 - Helping the front desk staff with phone calls.
 - Following up with patients about their treatment.
 - Pouring and trimming stone models.
 - Cleaning of the laboratory.
 - Cleaning of the kitchen (when needed beyond normal janitorial services).
 - Cleaning of the restroom (when needed beyond normal janitorial services).
- CLINICAL SUPPLIES
 - Help the *Lead Assistant* with ordering and maintaining stock of all clinical supplies.
 - Help the *Lead Assistant* organize the storage room and operatories.
 - Help the *Lead Assistant* check all order packing slips/invoices against the order.
- EQUIPMENT
 - Actively maintain all clinical equipment, and notify the *Lead Assistant* of any service needs.
 - Be knowledgeable about the location and contents of the office Emergency Medicine Kit.
 - Be knowledgeable about using and storing the nitrous equipment.
- PATIENT CARE
 - Directly assist the doctor with patient treatment.
 - With the *Lead Assistant*, review, correct (as needed), and turn in daily summary of charges to the *Office Manager*. Ensure all charges, tooth numbers, surfaces, fees, etc. are correct.
 - Review the planned treatment for each day at least one day beforehand.
 - Keep patients on track with their treatment, and ensure they are properly scheduled for their next appointment.
 - Ensure thorough documentation of all procedures by writing notes according to the doctor's preferred format, for every patient interaction.
 - Help the *Lead Assistant* track all lab cases in a proper log, recording patient name, date sent, date received, lab used, etc. Ensure lab cases have arrived *prior* to patient's appointment!
- STERILIZATION
 - Be knowledgeable in all sterilization procedures, and ensure all equipment and operatories are properly cleaned and sterilized prior to use.
 - Notify the *Lead Assistant* immediately of any problems with the sterilizing equipment.

Appendix 3.5

Dental Hygienist Job Description

DUTIES:

- ADMINISTRATIVE
 - Clock in and out appropriately, including for lunch breaks. Every payday you must review your time sheet with the *Office Manager*, correct any errors, and sign your time sheet.
 - Review, correct (as needed), and turn in your daily summary of charges to the *Office Manager*. Ensure all charges, tooth numbers, surfaces, quadrants, fees, etc. are correct.
 - Schedule your own recall appointments before the patient leaves the operatory.
 - During down times in your schedule, you are expected to work on scheduling your own patients.
 - You are encouraged to maintain a “short-call list”, of patients that may be available to come in for an appointment anytime you have a cancellation. You may work the *Patient Coordinator* to maintain such a list.
 - Be familiar with office policies and the location of safety equipment.
- PATIENT CARE
 - Review the planned treatment for the day at least one day early.
 - Take responsibility for your patients’ care and serve as the supervisor of your patients’ oral health needs.
 - Make detailed and thorough notes of the procedures you perform, as well as any notes, observations, or conversations the doctor has with the patient. Make note of areas that need more attention from the patient, or problem areas that need special focus in the future, etc.
 - Use the intraoral cameras to document and monitor the progression of problem areas.
 - Keep patients on track with their treatment, and ensure they are properly scheduled for their next appointment.
 - Recall patients should get 4 bitewing radiographs on a yearly basis, as well as PA films of any specific problem area at each appointment. For patients with excellent homecare and minimal restorative history, 4 bitewing films every 2 years are appropriate. Full-Mouth series of radiographs are recommended every five years on established patients.
 - For prophylaxis patients, periodontal probings shall be done at least once every 2 years.
 - For periodontal maintenance patients, probings shall be done at least yearly, with spots probings (or PSR) at every visit.
- NEW PATIENTS
 - Perform a full periodontal probing on each new patient. Be sure to notify the doctor of any significant probings, bleeding, furcations, etc.
 - Take X-rays as needed. To enable full diagnosis, a Full Mouth Series of films is recommended for all new patients, and then once every five years thereafter. In some situations, 4 bitewing radiographs, two anterior PA films (#8/9 & #24/25 area), and a panoramic radiograph is sufficient (especially for patients in their 20’s with minimal restorative history, and retained wisdom teeth). If unsure, check with the doctor for what radiographs are needed for any given patient.
 - Chart all existing restorations. Make notes of the history of any significant crown and bridge work.
 - Take thorough intra-oral photographs of any areas of concern, areas that need better oral hygiene attention, and areas that you feel the doctor may want to look at closely.
- CLINICAL SUPPLIES & EQUIPMENT
 - Notify the *Lead Assistant* in a timely manner of any supply needs.
 - If you have a need for more expensive supplies or equipment, discuss it with the doctor. This includes loupes, headlights, ultrasonic equipment, etc.
 - Maintain your operatory in a professional and organized manner. Personal items are allowed, but clutter is discouraged.
 - Change the powder in your prophy-jet daily.
 - Maintain the sharpness of your scalers.
 - Be knowledgeable in the proper ways to maintain all your clinical equipment (handpieces, cameras, cavitron, specialty equipment, etc.).
 - Let the *Lead Assistant* know immediately of any service needs in your operatory.

- **STERILIZATION**
 - Ensure proper cleaning and disinfection of your operatory between patients.
 - Scrub, clean, and sterilize all instruments as appropriate.
 - Manage instrument sterilization during the day to ensure that clean instruments are always available.
- **ASSISTANT USE**
 - Hygienists are expected to operate independently and without assistance.
 - When available, a *Secondary Assistant* can assist hygiene as needed.
 - The *Secondary Assistant* can help clean your operatory, instruments, etc.
 - The *Secondary Assistant* can help take radiographs, record periodontal probings, suction during procedures, etc.
 - The *Secondary Assistant* is not to scale or polish teeth.
 - Hygienists must share the help from a *Secondary Assistant*, and not dominate the *Secondary Assistant's* time in consideration of the other Hygienists.
- **LICENSING & CONTINUING EDUCATION**
 - Ensure your dental hygiene license with the State is in good standing, including completion of CE courses as needed. Licensing fees and CE course expenses are your responsibility, except when your attendance is required by the doctor.
 - The office will occasionally cover some limited CE expenses, including in-office training.
 - You are encouraged, but not required, to attend the Hinman meeting every March, and your registration and tuition fees will be covered by the office. You will not be paid to attend the meeting.
 - Other CE course expenses may be covered on a case-by-case basis.

Appendix 4

Expense Report

Expense Report



INMAN PARK DENTISTRY
DOCTORS of DENTAL MEDICINE

Beautiful dentistry, comfortably done.®

Name: _____

Date: _____

Date of Expense	Place / Purpose / Item	\$ Amount
TOTAL		\$0.00

All expenses must be preapproved by the dentist or office manager AND supported with a receipt.

This section to be completed by the office manager.

Accounting Code: _____

Check #: _____

Date: _____

Copies provided by the office manager.

Appendix 5

Time Off Request



Beautiful dentistry, comfortably done.®

Vacation Request

Employee Name: _____

Today's Date: _____

(Minimum two week notice required for vacation days)

Date(s) Requested: _____

Reason: _____

All requests must be approved by the dentist or office manager.

Employee Signature: _____

Authorization: _____

Dr. Alex Rodriguez

I WISH TO USE _____ NUMBER OF VACATION
DAYS FOR THIS ABSENCE (if available)

Copies provided by the office manager.

Appendix 6

Emergency Contact Information

Name: _____ **Date:** _____

It is extremely important that you keep this information up to date! Old contact information is of no help in an emergency, and is actually harmful due to wasting time. It is YOUR responsibility to keep this information current!

PRIMARY EMERGENCY CONTACT:

Name: _____

Relationship: _____

Home phone: _____

Work phone: _____

Cell phone: _____

Other: _____

Appendix 7

Staff Non-Solicitation and Non-Disclosure Agreement

- a) **Covenant.** Employee hereby covenants and agrees to not (other than as an employee of Employer or its affiliates), directly or indirectly, actively or passively, for himself or any other person or entity for any reason:
- i) for a period beginning on the date hereof and ending two (2) years after the termination of Employee's employment with Employer or any of its Affiliates for any or no reason, Participate in any firm, group, practice, business or entity engaged in the practice of Dentistry or operation, management or administration of a dental practice, at any location within a two (2) mile radius from the Office (or any new location thereof);
 - ii) solicit, induce or attempt to influence any present or former employees or contractor of Employer (or any of their Affiliates) to terminate, modify or reduce his or her employment or engagement with Employer or become employed or engaged by either of them or any entity with which either of them is directly or indirectly related or in which any of them has any interest;
 - iii) solicit or induce for dental treatment any current or former patients of Dentist or any of the dentists or hygienists employed or engaged by either of them or any entity with which either of them is directly or indirectly related or in which any of them has any interest;
 - iv) solicit or encourage any patients, customers, clients, Purchasers, distributors, manufacturers, insurance companies, HMO's, PPO's, governmental agencies or bodies or other persons or entities doing business with Employer or its Affiliates to cease doing business with Employer or its Affiliates or otherwise interfere with Employer or its Affiliates contractual relationships.

For purposes hereof, the term "**Affiliates**" shall mean, with respect to any person or entity, any and all persons or entities directly or indirectly controlling (including, without limitation, all directors and officers), controlled by or under direct or indirect common control with such person or entity, including, without limitation, any member of a person's immediate family or any joint venture to which such person or entity is a party; the term "**Dentistry**" shall have the meaning given such term in (State Statutes, as amended); the term "**Participate**" shall mean any direct or indirect interest or position in, any financial or other arrangement, involvement, relationship or agreement with, any company, business, professional practice, organization, enterprise or undertaking whether as an officer director employee, owner, partner, sole proprietor, associate, joint venturer, agent, representative, consultant, franchiser, franchisee, manager, creditor, contractor or otherwise; provided that the term "Participate" shall not include the ownership of less than two percent of the stock of any publicly-held corporation whose stock is traded on a national securities exchange or in the over-the-counter market; and the term "**Patient**" shall mean (i) any patient of record of any dentist employed or contracted by Employer or any of its affiliates (including, without limitation, any patient of record of Dentist at the Offices) and (ii) any person who has utilized any dental services provided by any employee (including Dentist), agent or contactor of Employer or any of its Affiliates within a period of two (2) years from the time in question.

- b) **Reasonableness.** Employee acknowledges that the restraints set forth in the above paragraph are reasonable and necessary for the protection of legitimate business interests of Employer and that this covenant on the part of the Employee shall be construed as an agreement. It is agreed by Employer and Employee that if any portion of this restrictive covenant is held to be unreasonable, arbitrary or against public policy, these covenants shall be considered to be diminishable both as to time and each square mile shall be deemed a separate geographical area and shall remain effective so long as the same is not otherwise unreasonable, arbitrary or against public policy.
- c) **Claim no Defense.** The existence of any claim or cause of action by Employee shall not constitute a defense to the enforcement by Employer of this covenant. It is understood that in determining the enforceability of the restrictive covenant, the court shall not consider any individual, economic, or other hardships that might be caused to the person or entity against whom enforcement is sought.
- d) **Injunctive Relief.** Employee further understands that this covenant may be enforced by the entering of a temporary or permanent injunction. It is understood that a court of competent jurisdiction shall construe this restrictive covenant in favor of providing reasonable protection to all legitimate business interest established by Employer. It is understood that the courts shall not employ any rule of contract construction that requires the court

to construe a restrictive covenant narrowly, against the restraint, or against the drafter of the contract. It is understood that no court may refuse to enforce this restrictive covenant on the grounds that the contract violates public policy unless such public policy is articulated specifically by the court and the court finds that the specific public policy requirements substantially outweigh the need to protect the legitimate business interest or interests established by Employer. The violation of this restrictive covenant creates a presumption of irreparable injury to Employer. Any breach by the Employee of the provisions set forth in this SECTION, while employed by Employer shall be just cause for termination of the Employee without notice.

- e) Governing Law. The laws of the State of Georgia shall control the interpretation of this restrictive covenant.
- f) Tolling of Period of Restrictive Covenant. In the event that Employer or its successors in interest shall make application to a court of competent jurisdiction for injunctive relief, then and in that event, the period of the covenants contained herein shall be tolled for a period of time from the commencement of the acts by the Purchasers which created the claim for injunctive relief and terminating with the date of final adjudication of the claim for injunctive relief, if granted.
- g) Survival of Covenant. It is further agreed that the applicable above-described covenants and restrictions contained in this section and all provisions relating thereto shall survive the termination of this Agreement in accordance with and subject to the express terms and conditions of this Agreement. It is understood that this contract and Employer's rights hereunder may be assigned by the Employer.

Dated this _____ day of _____, 20_____.

Printed name: _____

Signature: _____

Appendix 8

Staff Acknowledgement of Receipt of Handbook and Key

I, _____, hereby acknowledge receipt of a copy of the Inman Park Dentistry Employee Handbook. I understand that it is my responsibility and duty to read the entire handbook and to keep it updated as policies are amended or changed. I further agree to be bound and governed by all of the policies and procedures contained therein. I understand that this handbook is and shall forever remain the property of Inman Park Dentistry, and must be returned to the practice upon the cessation of my employment with the practice, regardless of the reason for the cessation of my employment. I further acknowledge that my failure to return all copies of this handbook to the practice at the cessation of my employment will result in my separation not being considered to be in good standing, and no positive recommendations or letters of recommendation will be issued on my behalf.

Dated this _____ day of _____, 20_____

Signature: _____

Practice Representative Signature: _____

I, _____, hereby acknowledge receipt of _____ key(s) to the front door of the office, and of this unique code for the alarm system: _____. I understand that I am not to have this/these key(s) copied or duplicated under any circumstances, nor am I to share my code with anyone. I understand that in the event that if this/these key(s) is/are lost or stolen, that I am to notify management immediately, regardless of the day of the week or the time of the day. I understand that I am not to give this/these key(s) to anyone at any time for any reason, and I agree to be held responsible for any loss or damage incurred by the practice or any employee(s) that may result from my breach of these guidelines. I understand and realize that the responsibility and trust being placed in me is to be taken seriously. I understand that this/these key(s) are and shall forever remain the property of Inman Park Dentistry, and must be returned to the practice upon the cessation of my employment with the practice, regardless of the reason for the cessation of my employment. I further acknowledge that my failure to return all key(s) to the practice at the cessation of my employment will result in my separation being deemed to be not in good standing.

Dated this _____ day of _____, 20_____

Signature: _____

Practice Representative Signature: _____