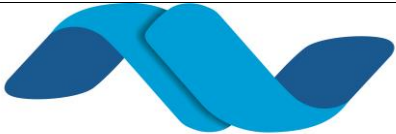
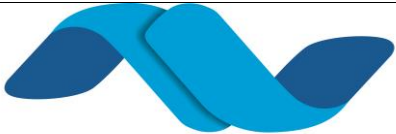
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1) Introduction:

HUMAN RESOURCE DEPARTMENT at NU Hospitals

Human Resource Department at NU Hospitals is not just limited to managing and optimally utilizing human intellect. It also focuses on managing physical and emotional capital of employees. Considering the intricacies involved, the scope of the department is widening with every passing day.

It covers but is not limited to HR planning, hiring (recruitment and selection), training and development, payroll management, rewards and recognitions and grievance handling.

The HR Policy at NU Hospitals can be broadly classified under two categories:

Personnel Management: This typically covers direct manpower management that involves manpower planning, hiring (recruitment and selection), training and development, induction and orientation, discipline, transfer, code of conduct, promotion, compensation, layoff and retrenchment. The overall objective here is to ascertain individual growth, development, effectiveness and optimal functioning which indirectly contribute to organizational development.

It also includes performance appraisal, payroll management, personnel file management, incentives and allowances.

Employee Welfare: This aspect of HR department's policy deals with working conditions and amenities at workplace. This includes a wide array of responsibilities and services such as safety services, health services, welfare measures, social security and medical services. It also covers making the environment and atmosphere worth working, job safety, medical care, sickness benefits, insurance benefits, and maternity benefits and family benefits.

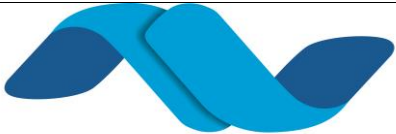
It also involves employee counseling, establishing harmonious relationships with team members, education and training. Employee welfare aspect of HR's policy is about determining team members' real needs and fulfilling them with active participation from the leaders and team members.

2) Working Hours:

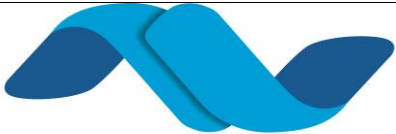
The purpose of this policy is to ensure that adequate staffing is deployed round the clock and also to adhere to statutory requirements in terms of working hours and leave.

Objective:

The Policy specifies the timings to be followed to ensure round the clock availability of Service. The Hospital works 24x7 throughout the year. All team members will be expected to work in shifts based on the department's requirements.

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- ✓ Shift codes are available with HR& in Keka HRMS for the same to be updated in the monthly duty roster by the HOD and the same forms the platform for processing attendance-based payroll every month.
- ✓ Respective HOD should notify to HR about the team members on fixed shift at the time of joining so that Keka HRMS is updated accordingly. The duty roster has to be planned and updated on Keka from time to time by every HOD.
- ✓ Every team member must record his / her attendance in the biometric attendance marker situated next to the emergency gate at the ground floor& basement at NU South and near the IP billing station & basement at NU West, near the OPD area at Shivamogga and Ambur, by showing his/her id proof (face/ pointer access) to the reader. The same procedure should be followed at the time of exit too.
- ✓ In case, a team member is unable to mark his/her attendance in the biometric system due to a technical issue, he/she should inform the IT department immediately and also apply for regularization on Keka HRMS, anyways the team member needs to mark the attendance in biometric as soon as the biometric system is up and running.
- ✓ Team Members going intermittently on duty outside office should record their entry and exit in the biometric unit each time they proceed out on official work. In case of any miss-out, half day's LOP will be processed in the following payroll. All such on-duty visits should be applied and approved through Keka also under the "On-duty" category. BD team members have to log their attendance on Keka by using the web clock in/ out option with geo tagging.
- ✓ Whenever a team member is permitted to work from home by relevant authorities as defined in the work from home policy, he/she should apply work from home permission on Keka for those days and the same must be approved by the HOD.
- ✓ From the third instance of the team member reporting for work 9 minutes and 59 seconds later than the allotted time / shift, half day loss of pay will be levied.
- ✓ A team member can request twice in a month, 1 hour permission either before joining duty for the day or prior to leaving for the day only or intervening time-off during the shift, to be used in case of an emergency or to attend to any urgent personal work. It is the HOD's prerogative to approve/ reject the 1 hour permission request.
- ✓ All Department heads to make sure their team members get two 15 minutes breaks and one $\frac{1}{2}$ hour break during the 9 hours and 12 hours shifts. Only one $\frac{1}{2}$ hour break for 8 hours shift. No breaks will be permitted for the 6 hours shift.
- ✓ No HOD is permitted to compel/ allow any of their team members to work beyond 12 hours at a stretch (for night shifts only). The shift codes available for day shifts to be followed for all day duties.
- ✓ The decision of the Chief People Officer will be considered as final on all matters of dispute/disagreement.

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- ✓ The Statutory guidelines for permissible working hours shall be followed by every department and the primary responsibility shall lie with the respective HOD.

3) **Recruitment Policy& Selection Policy:**

The aim of this policy is to ensure that a transparent and unbiased recruitment and selection process is followed; one that results in the appointment of the best candidate, based solely on merit and best-fit with our organizational values, philosophy, and goals.

Objective: A policy designed to outline the principles and responsibilities for recruitment & selection within NU Hospitals

Purpose: This policy is intended to assist recruiting personnel/ managers/clinicians to:

- ✓ Understand the Hospital's overall approach to Recruitment & Selection.
- ✓ Understand their relevant roles and responsibilities with regards to recruitment and selection.

Scope of the policy:

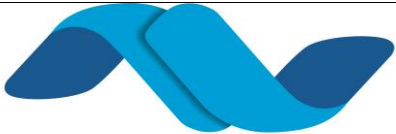
This policy applies to the recruitment of all staff of NU Hospitals and the NU Trust. It applies to all the recruitment activity for all positions identified and approved.

Recruitment and selection should:

- ✓ Focus on attracting and retaining the best suited people into the right roles at the right time.
- ✓ Be fair, transparent and unbiased
- ✓ Comply with legal requirements and
- ✓ Provide equal opportunities.

Responsibilities of the HODs of the department:

- ✓ All manpower requirements will be initiated by the HOD.
- ✓ A mail shall be sent to careers email ID for indenting for manpower, providing all details and justification about the requirement.
- ✓ Job roles and responsibilities have to be well defined in the form.
- ✓ Predefined criteria for the recruitment like qualification, knowledge skills and experience required for every position in the organization is listed and further classified as essential or desirable.
- ✓ Every request for additional manpower recruitment has to be justified by the head of the department in writing and approved by the MD.

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Recruitment will be made through placement agencies / Advertisements/ Employee Referral/ Walk-in/ Campus interviews/ internal references/ Job sites/ Social Networking and Professional Networking sites.

Responsibilities of Human Resource Department:

- ✓ The Human Resources team will be the custodian of this policy.
- ✓ The Human Resources team is responsible for ensuring that day to day recruitment and selection processes are non-discriminatory, efficient and legally compliant.
- ✓ It is the HR team's responsibility to close out the requirement within 45-60 days, based on seniority of position, from receipt of the manpower indent from the concerned HOD.
- ✓ Timely communication on the status of the interview, offer acceptance and date of joining to be communicated to the stake holders.

Recruitment Process: The steps to be followed


- ✓ **Screen:** HR will screen the resume of the candidate to check suitability as per the specifications provided in the indent and suitable candidates are scheduled for interview with the concerned HOD.
- ✓ **Interview:** The concerned HOD will then interview the candidate and also administer a written test and share the assessment report with HR for salary negotiation. The Unit Head or Manager-Operations will also interview all candidates where enterprise HOD is not defined.
- ✓ **Offer:** HR sends out the offer letter to the selected candidate after verifying documents, finalizing the emoluments and date of joining.

Selection: Selection will be based on the full assessment of each candidate's ability to fulfill the listed selection criteria:

- ✓ Aptitude to perform the duties of the position
- ✓ Relevant experience
- ✓ Appropriate Qualifications and Training
- ✓ Suitability to the organization
- ✓ Relevant personal qualities.
- ✓ Reference check from previous organizations (antecedent checks to be initiated on the day of on boarding).
- ✓ Medical fitness certification.

Pre- Employment Medical Check Up:

- ✓ Pre-employment check-ups are required to cover occupational and safety hazards at workplace and ensure that the selected candidate is medically fit for the job. NU Hospitals appoints

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candidates only after ensuring that the selected candidate undergoes a set of pre-defined medical checks, the cost of which is to be borne by the candidate.

- ✓ Pre Employment Checks must be undertaken by all staff appointed to the Hospital.
- ✓ Candidates who fail to provide satisfactory pre-employment checks, or who do not meet the necessary standards, may have the offer of employment withdrawn from them. HODs should discuss the issue with the Chief People Officer prior to withdrawing an offer on the basis of unsatisfactory pre-employment checks.
- ✓ All Health care personnel undergo serology testing for HBsAg by rapid method at recruitment if not vaccinated before; if HBsAg is negative, they will be vaccinated (20 micrograms into deltoid at 0, 1 and 6 months).
- ✓ COVID vaccination is also a mandatory requirement in pre-employment checks.

Monitoring: On at least 6 monthly basis, the HR department will undertake a random audit of personnel files for a sample of new starters, to ensure that the NU Employers Pre- Employment Checks are being adhered to. HR head will from time to time review the process and ensure compliance.

4) Employment Referral Scheme:


The purpose of the Employee Referral Scheme (ERS) is to utilize referrals from current employees. Good employees know other good employees. NU Hospitals aims to create a process that will encourage all of its employees to act as talent ambassadors for the Institution. This program is designed to help source top talent, build diversity, find candidates for hard-to-fill positions, decrease cost per hire, and decrease turnover.

As a reward, the Hospital pays the referring employee a referral bonus on terms as mentioned below. Referral Bonus of Rs. 5000.00 will be paid for every satisfactory referral and complete recruitment and induction process subject to the referee and referrer staying in the Hospitals active employment rolls for minimum period of 6 months. The payment will be made in three slabs viz,

- ✓ At the end of three months referee will receive Rs. 1000.00
- ✓ At the end of sixth months referee will receive Rs. 1500.00
- ✓ At the end of ninth months referee will receive Rs.2500.00

How the process works:

- ✓ All vacancies will be brought to the notice of the HR department.
- ✓ HR Department will consolidate such vacancies and call for ERS only after exhausting the department's employee applications data bank and after trying all other means of recruitment.
- ✓ An internal circular notifying the vacancies in each department will be made by the HR and circulated via email to all users of the hospital.

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- ✓ ERS profiles submitted to HR should be tagged as "ERS" - Name of the referring team member with his/her employee id no. This needs to be done by the referring team member.
- ✓ Usual interview process will be applicable and candidate/s that joins after satisfying all our selection criteria will be inducted into the respective department of the organization.
- ✓ Referral bonus payment reminder after completion of stipulated time period will be put in Google calendar and followed up accordingly by the HR at appropriate time.

5) Equal Employment Opportunity Policy:

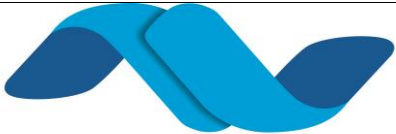
Equal employment opportunity is a sound concept to which NU Hospitals is firmly bound. NU Hospitals will not engage in discrimination against or harassment of any person employed or seeking employment with NU Hospitals on the basis of race, color, national origin, religion, sex, physical or mental disability, marital status, age, or citizenship. It is every management member's responsibility to ensure that all job seekers and employees receive equal employment opportunity which is purely based on merit of the candidate or employee.

This policy applies to all employment practices, including recruitment, selection, promotion, transfer, appraisal, training and development.

- ❖ **Management Responsibilities:** Ensuring that work relationships are free from discrimination, harassment or segregation; promote diversity and equal opportunity in all aspects of employment including recruitment, training, pay, benefits, leaves of absence, performance appraisals, disciplinary actions; participation in NU Hospitals sponsored social and recreational programs; and giving all employees an opportunity to fully apply their job related capabilities. Every member of management is accountable for meeting related performance and compliance responsibilities.
- ❖ **Employee Responsibilities:** Fostering a working relationship of mutual respect, teamwork and cooperation, and exemplifying NU Hospital's values of integrity, compassion, accountability, respect and excellence in all work relationships
- ❖ **Human Resources Responsibilities:** Interpreting and administering this policy to achieve its purpose through sound and nondiscriminatory employment practices, through appropriate employee training, periodic audits, investigation and equitable resolution of fair treatment complaints, and regular or special reports to management.

6) Performance Management Policy:

Performance Management Policy aims to provide a uniform, consistent method of performance evaluation which will fairly evaluate employee performance and provide an established method for identifying improvements needed to achieve satisfactory ratings and take corrective actions.

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The policy provides guidelines to conduct a fair performance review process of team members over a period of stay with NU Hospitals defining the roles and responsibilities of an appraiser.

Written performance evaluations will be completed for each team member in March of every year using a system that evaluates major aspects of job performance. NU Hospitals expects supervisors to provide team members with additional feedback about performance on an ongoing and less formal basis throughout the year and to follow up on performance deficits immediately. Performance appraisal score will form the basis for annual salary increments and promotions.

Definitions:


- ✓ **Appraiser** –the employee's immediate supervisor is the person that prepares the employee's performance evaluation. Employees are generally appraised once every 6 months for the period that has passed.
- ✓ **Appraisee** –the employee who is undergoing the performance evaluation after completion of the Probationary period and annual reviews thereafter.

Responsibilities:

- ✓ Supervisors (Appraisers) are responsible for annually evaluating team member's performance.
- ✓ Supervisors also must allow team members the opportunity to provide a self-evaluation.
- ✓ Team members are responsible for actively engaging in the performance appraisal process.
- ✓ The team member is subjected to a performance appraisal if he or she has completed at least 180 days onboard as on 31st March, in which the Goals and Objectives of the assessment period will be compared with the accomplishments and further goals set for the next appraisal in the following cycle.
- ✓ The Training needs has to be captured by the Appraiser to help the appraisee meet the expectations.
- ✓ HR is responsible for governing of the policy and appraisal system, training and overall control of the process.
- ✓ Performance appraisal is a time bound process. It is an equal responsibility of the appraiser to ensure that the entire process is completed on time.

Procedure:

The Appraisal Process

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- ✓ The performance of each employee who completes atleast 180 days onboard as on 31st March shall be evaluated in that particular cycle. For Ambur & Shivamogga units, the appraisal cycle may be launched in September based on the units' performance.
- ✓ All supervisors who are required to evaluate should be aware of the Performance Appraisal System Policy. It will be HR Team's responsibility to train, guide and supervise the entire process.
- ✓ Prior to beginning the appraisal period, an up-to-date Job Description which accurately reflects the requirements of the position will be reviewed with the employee. Supervisors will ensure all job descriptions are kept current.
- ✓ Evaluation ratings and comments will be completed on the Employee Performance Appraisal Form adopted by the NU Hospitals.
- ✓ Prior to the end of the evaluation period, the appraiser shall rate each category contained in the performance appraisal. Written comments from the appraiser are highly recommended.

After The Appraisal Form Is Completed

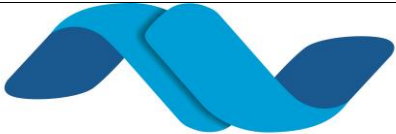
- ✓ The Supervisor (Appraiser) shall discuss the appraisal with the appraisee and ask the appraisee to sign the appraisal document. If the appraisee refuses to sign, a witness other than the Supervisor (HR preferably) shall sign and date the form to acknowledge the appraisee's refusal.
- ✓ The appraisee shall be advised of the right to submit a written rebuttal to the appraisal.
- ✓ The appraisee will be given a copy of the signed appraisal document; the original document will be maintained in the appraisee's personnel file.

Supervisors will forward all completed appraisals to Human Resources for final review, data compilation, and filing. HR will issue the appraisal letter to the employee before 25th of April and process increased salary (as applicable) in April month's payroll. October cycle of appraisal is just a mid-year appraisal cycle with no impact on financial emoluments.

Important:

- ✓ Appraisal and subsequent revision in compensation will be directly linked to the performance based on KRAs and Job Responsibilities predefined for the appraisee. Managing Director reserves the right to decide on the compensation revision and change in designation as deemed fit.
- ✓ All are required to submit a self-appraisal wherein the appraisee submits his/ her career aspirations and evaluates the Institution through his/her point of view. The same needs to be submitted to the appraiser before the appraisal date so that the same can be used as a pre read.

7) Training and Development Policy:

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A policy designed to ensure that NU Hospitals has people with the appropriate knowledge, skills and behaviors to meet the Organizational objectives in both the short and longer term and to allow our people to achieve their potential and career aspirations through constant learning and skill development.

Purpose:

NU Hospitals believes that effective training and development benefits the individual and the organization as a whole, and contributes to the achievement of NU Hospital's objectives. These benefits include:

- ✓ High standards of work performance
- ✓ Greater understanding and appreciation of factors affecting work performance
- ✓ Sharing ideas and dissemination of good practice
- ✓ Effective management and implementation of change
- ✓ Building strong and effective teams
- ✓ Increased motivation and job satisfaction for individuals
- ✓ Professional development

Scope: This policy applies to all the employees of NU Hospitals

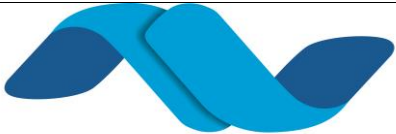
NU Hospitals aims to ensure that:

- ✓ Its stated objectives are met
- ✓ Each member of staff understands what his or her work role involves
- ✓ Each person is developed to enable them to achieve their work objectives
- ✓ Staff are prepared and equipped to deal with changes in NU Hospitals
- ✓ Each individual is encouraged to develop his or her potential, both personally and professionally
- ✓ Lifelong learning is supported and encouraged for all staff.

Key words:

- ✓ **Staff Development:** The process of providing training support to employees and staff which results in the acquisition, improvement and application of performance enhancing knowledge and skills in the workplace.
- ✓ **Training:** The process that facilitates that acquisition of knowledge, skill and competency as a result of vocational or practical experiences.
- ✓ **Training Plan:** The training Plan will reflect the operational and clinical needs assessment, results of performance improvement activities and ongoing training requirement based on acquisition of new equipments and or change or addition of policies and procedures.

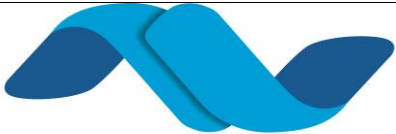
Principles of the training and development policy:

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- ✓ Training and development makes NU Hospitals a more effective organization. Hospital's continued success depends upon meeting the objectives. This will be achieved through staff that is competent in their roles.
- ✓ Training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at training courses, conferences or seminars, visits to other institutions, work shadowing, formal study, coaching and mentoring.
- ✓ NU Hospitals believes that training and development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives.
- ✓ NU Hospital's approach to the provision of training and development is to consider the development needs identified and how these should be met. And it focuses attention on development activities that add value to the organization, enabling Hospital to meet its strategic objectives.
- ✓ The responsibility for identifying training and development needs and carrying out agreed training and development activity is shared between the Head of Department, Unit Head/Ops Manager and team member themselves. Hospital will encourage and support appropriate training and development.
- ✓ HODs are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action can be taken as a result.
- ✓ Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by NU Hospitals. This includes analyzing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.
- ✓ NU Hospital is committed, through its performance review process, to the creation of training and development opportunities for all staff, and will work to ensure equality of opportunity across all training and development activity. Equal opportunities will be monitored specifically by HR and reported monthly to management.
- ✓ HR Team will monitor and evaluate training and development activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of training and development.

The range of training and development opportunities:


- ✓ **Orientation/ Induction:** A formalized program that introduces new employees to the organization and workplace, including the individual employee's duties and responsibilities in specific areas. The Human Resource Department will schedule the orientation/ Induction program which will reflect

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the core content of the Hospital along with the introduction to general policies and processes of the hospital

- ✓ **Extended (Clinical) Orientation Programs:** The hospital will offer an Extended/ Clinical Orientation Program for identified job categories, including all direct care nursing Staff, laboratory and other clinical area staff.
- ✓ **In-Service Training-** Organized training activities specific to the employee's current job assignment, provided in the work area or a hospital training location. May include a combination of instruction, discussion and practice or self - directed learning activities. All in-service training programs will have written objectives and course outline. These trainings are performed to raise the competencies or enhance the environment of care.
- ✓ **Organized Training Activity:** Planned activity generally includes:
 - Established purpose or set of objectivities,
 - A targeted group of employees and a training time frame.
 - A course/program description and a written lesson plan, and
 - A planned method for evaluation of the effectiveness of the training.
- ✓ **On-Site Training-** Training conducted at the employee's place of employment. As opposed to Off-Site training, away from the employee's usual place of work.
- ✓ **On -the-Job Training:** Activities conducted by the supervisor or experienced staff at the place of employment - On Site. This includes demonstrations and work trials relating to the actual work process. And address the when new equipment is purchased or new protocol is formulated.
- ✓ **Off-Site-Training:** Off-Site training activities involve short term, planned learning experiences, including workshops, conferences and professional meetings.
- ✓ **Outsourced Training:** The Hospital may provide financial assistance for employees to participate in off-campus training events. Such support is limited to those organized training activities where the activity involves job related training, and where the skill or knowledge enhancement is considered important to the mission of the hospital. Financial assistance may be limited to approve time only from regular job duties to allow for participation in the out service training, or the assistance may provide for partial or full expense reimbursement of registration fees and travel. Prior approval is required for all forms of financial assistance including cost reimbursements. This is at the discretion of the Managing Director.
- ✓ **Continuing Education:** Organized learning experiences designed to enhance the knowledge and competence of professionals, usually web learning at work. Each professional staff - Doctor or clinician is personally responsible for obtaining the continuing medical education required for sharpening skills and enhancing knowledge which will improve credentials consistent with specifications of their job assignment.

Processes by which people learn:

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Techniques and Strategies employed by the Hospital are as follows:

- ✓ On Job Training,
- ✓ Classroom instruction,
- ✓ Self-directed training,
- ✓ Internet website - based instruction

Responsibilities:

❖ HODs of all Departments

- ✓ Responsibility for the training and development of the entire team.
- ✓ Responsible for the care of their staff's training needs from time to time and evaluating the job performance of subordinate staff subsequent to the training intervention.
- ✓ At least 6 hours of training per annum should be planned and executed for every team member.

❖ Operations Managers& Unit Heads:


- ✓ Must ensure that all employees are qualified, competent and knowledgeable to meet the job responsibilities and performance expectations of their positions.
- ✓ Promote staff competence through effective orientation programs, regular and job specific in-service training
- ✓ Encouraging employees to participate in other performance enhancing, professional developmental training activities.
- ✓ Design, acquire and deliver training programs which addresses the identified needs of the organization and staff.

❖ All Employees:

- ✓ Maintain and develop their knowledge and skills and exercise competence in their jobs.
- ✓ Expected to share their responsibility for their own career development.
- ✓ Remain aware of the available training resources, participating in settling their job expectations and performance goals
- ✓ Practically apply the training received in a manner that contributes the organizational mission.
- ✓ When scheduled to attend the training, employees are expected to attend without fail.

❖ HR:

- ✓ To ensure HODs carry out the training programs as per the training plan and the HODs identify the training needs of the team members from time to time (can be clubbed with the appraisal process too).
- ✓ Evaluate the effectiveness of the training activities and maintain documentation of the employee participation in training activities.
- ✓ Schedule the Orientation/ Induction Programs.
- ✓ Maintain a list of training programs and orientation programs.

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Training Needs Assessment: The process of evaluating both the individual employee's opinion about the need for training, and the opinion of the supervisor or department head's assessment may include direct employee and supervisor surveys, hospital operation data, function team findings or recommendations, customer surveyor performance improvement process information and patient feedbacks.

The training needs assessment process

- ✓ Feedback from within and from patients
- ✓ Repeated failures on the job
- ✓ Identification of programs and objectives for training activities.
- ✓ New equipment or service introduction
- ✓ Evaluation for training needs

Training Evaluations: This process evaluates internal and external training courses. Evaluations include feedback from the employee/participant. The HR department will complete monthly summary reports covering the activities and accomplishments of the hospitals of the hospital's staff training program. The department will utilize a wide range of methods to continuously evaluate the effectiveness of the training programs.

8) Credentialing Policy:

Providing quality care is the primary goal of NU Hospitals and the hospital desires to have processes established to ensure that only appropriately educated and trained personnel provide appropriate patient care services. Here, the priority is given to medical fraternity rather than non clinical recruitments; hence the policy will deal only with clinical category credentialing.

The Policy ensures the availability of appropriately educated and certified experienced staff in the Organization.


The Head of departments and/ or the Medical Director of the hospital are responsible for the verification and evaluation of credentials for clinicians and surgeons.

The HR Team will also get external agency to complete the antecedent checks for the Medical Consultants, Duty Doctors, Physician Assistants and clinical departmental heads which will cover education checks, employment checks and civil/criminal checks.

The credentialing papers will be then handed over to one member of the credentialing committee at every unit for signoff.

There are five core criteria which must be included in the evaluation of recruits and or to be included in the credentialing panel.

- ✓ Appropriate levels of qualification and specialization studies

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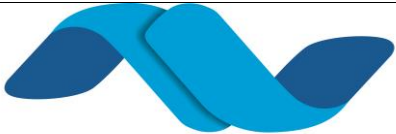
- ✓ Current licenses from recognized statutory body
- ✓ Relevant training and experience
- ✓ Current competence, and
- ✓ The ability to perform the privileges requested.

Every applicant will be verified and Assessed for the disqualifying factors as provided herein:

- ✓ Previously un-successful or currently pending challenges to obtaining license or registration.
- ✓ Voluntary or involuntary termination from other Hospitals
- ✓ Voluntary or involuntary limitation, reduction, or loss of clinical privileges at another hospital
- ✓ Involvement in professional liability actions (at least final judgments or settlements)
- ✓ Input from peers
- ✓ Results of quality improvement activities. Ensuring there is no criminal case pending.

The credentialing of an employee or professional is performed based on the following

- ✓ **Credentialing:** This term is used to describe the process of collecting; verifying; and evaluating the education, training, professional experience, work history, and licensing of an employee. The process also includes making recommendations regarding category of medical staff membership and clinical privileges based upon the information received.
- ✓ **Privilege Delineation:** This term is used to describe the process for evaluating the clinical competence and outlining the specific patient care services he or she may provide in the hospital setting. The privilege delineation process is separate from the credentials process, but privilege delineation usually is accomplished during the initial credentials review of a practitioner. Privileges must be delineated based upon education, training, experience, demonstrated current competence, and ability to perform the privileges requested.
- ✓ **Licensed Practitioner:** A licensed practitioner is a health care provider who is permitted by the Indian law to provide medical or other health care services with or without supervision to a patient.
- ✓ **Medical Staff authorization:** The term used to describe the authorization or permission granted to a provider to utilize the facilities of a health care organization in order to provide care to patients at his earlier employment.
- ✓ **Provisional Appointment:** Provisional appointment is a probationary period applied at the time of initial appointment to the medical staff that will be at a later stage be granted clinical privileges. This provision period usually includes provisions for close monitoring of the care provided by the practitioner. Cases are subject to review; a proctor may be assigned to observe the performance of invasive or surgical procedures.
- ✓ **Proctoring:** Proctoring is the process of observing the work of a provider to assess the care provided and techniques used. Proctor could be the head of an organization or a senior medical member. Proctoring includes observation during surgical or other invasive procedures. Proctoring may be imposed on newly appointed providers as a way for the medical staff to ensure that the provider is competent to perform the privileges to be granted. For non-surgical practices, proctoring

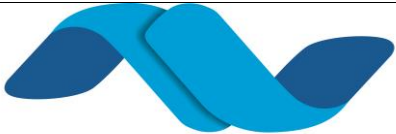
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may require that admissions to the Hospital be reviewed and approved by another member of the medical staff who will periodically review the status of the patient and the plans for care.

- ✓ **Credentials File:** This is the individual file or document filed in the personnel file itself which is maintained in digital form for each member of the medical staff and for those under the banner of clinical privileges. The contents of the credentials file include the application form, all supporting documentation, evidence of verification of professional credentials, evidence of license and insurance, previous employment documents and all supporting documentation. Files also may contain continuing education (CME) documentation, peer references, quality profiles, and miscellaneous correspondence. Credentials files are confidential and should be maintained in a safe, secure environment. Access to the files should be limited.

The Credentials Process: A typical credentialing for clinical privileges includes the following types of information:

- ❖ Demographic information
 - ✓ Full name
 - ✓ Professional degrees;
 - ✓ Addresses and telephone numbers, home and office;
 - ✓ Date of birth
 - ✓ Emergency contacts
- ❖ Chronology of education
 - ✓ Name and address of school or institution b. Dates attended
 - ✓ Type of program (medical school, internship, residency, fellowship)
 - ✓ Degree obtained/certificate/credential
 - ✓ Area of specialty (family medicine, internal medicine, etc.)
 - ✓ Name of program director
- ❖ Chronology of work history - this includes hospital appointments, experience, academic appointments, and other practice experience. This should include complete information regarding name of facility, mailing address, contact person, and department.
- ❖ Professional credentials, includes licensing agencies for all states of practice, board certification, and other local Enforcement bodies.
- ❖ Liability Insurance Information including the names and addresses of all professional liability insurance companies that have provided coverage for the provider, the amounts of the coverage, types of coverage (occurrence/claims made), policy numbers and effective and expiration dates should be obtained.
- ❖ Professional status including questions related to the applicant's health status, Professional status, sanctions and license actions.

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❖ Disciplinary actions/sanctions - the application must Enquire whether the provider has ever been voluntarily or involuntarily subjected to any of the following practice restrictions:

- ✓ Loss of license, and or registration
- ✓ Denial of license to practice
- ✓ Denial of clinical privileges or membership
- ✓ Restriction, revocation of clinical privileges or membership
- ✓ Loss of membership in professional organization
- ✓ Loss of professional certification
- ✓ Conviction of crime
- ✓ Denial of liability insurance

Once all the above is on par with the requirements of the Hospital, the candidate is credentialed for an appropriate specialty.

9) Attendance & Permission Policy:

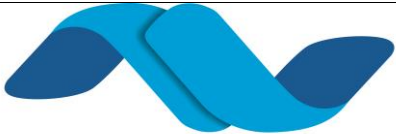
NU Hospitals expects all team members to conduct themselves in a professional manner during their employment. This includes practicing good attendance habits. All team members should regard coming to work on time, working their shift as scheduled, and leaving at the scheduled time as essential functions of their jobs, i.e., good attendance habits form an integral part of every team member's job description.

This policy provides the guidelines to be followed in terms of Attendance and procedure of availing permission

Scope: Applicable to all the team members & trainees from the date of Joining NU Hospitals.

Guidelines:

- ✓ All team members shall be present at the place of work at least 10 minutes prior to start of duty time. Every team member shall record the attendance each day in the Biometric attendance marking system located all units of the hospital or in the manner prescribed by Team IT from time to time.
- ✓ All team members who should mark their attendance in the biometric Reader.
- ✓ IT department should be informed immediately in case of difficulty /Technical Failure and regularization must be applied immediately on Keka HRMS.
- ✓ Any team member failing to record attendance as mentioned above will be liable to be marked absent. Single Swipe will be considered as Half day loss of pay.
- ✓ Team member going on an official duty outside the Hospital direct from their residence should update it on Keka as on duty, else it will be considered as loss of pay.
- ✓ A team member can obtain one hour permission for two times in a month. This permission should be obtained only in times of emergencies and the HOD has the discretionary powers to sanction or decline the same. The application should be made on Keka under "partial day" category.

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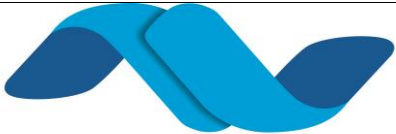
- ✓ When a team member applies for permission after the lapse of given one hour permission, then it will be considered as half a day loss of pay or half day CL/ PL needs to be applied.
- ✓ Planned permission or leaves should be intimated at least a week in advance to the concerned Head of the Department, updated on Keka.
- ✓ If any of the team members is found habitual in not obtaining these permissions or leaves, his/her act is liable for disciplinary action.
- ✓ A team member can avail 10 minutes grace time for (late coming) on two occasions only in a month.
- ✓ When a team member exceeds this 10 minute grace time it will be considered as late coming/late reporting. Third late coming will attract a Half day loss of pay.
- ✓ No team member shall leave his/her place of work without obtaining the permission from the Head of the Department and without applying for leave/ permission on Keka.
- ✓ Any team member who after reporting to duty leaves his/her place of work during any period of working hours without any permission of his/her HOD or without sufficient reason shall be liable to be treated as LOP (Loss of pay) and also liable for suitable disciplinary action.
- ✓ If any team member is absent from the place of work without the permission of the HOD, deductions from his/her salary may be made for the period of his/her absence and disciplinary action can be taken against the team member which could include termination from services.
- ✓ Leaves & permissions of all types should be applied online through Keka HRMS only after seeking permission from concerned reporting manager.
- ✓ Planned Permissions can be applied through Keka prior to proceeding on leave.
- ✓ The Keka HRMS Mobile App is also made available to all employees for quick access and updates.
- ✓ The Head of HR (CPO) will have discretionary powers to levy/ waive penalties related to attendance/ permission.

10) Leave Policy:

NU Hospitals recognizes and respects team member's needs for leave time away from work. We strive to create and maintain a balanced work schedule for our team members and promote quality of life through its varying leave programs.

This policy applies to all team members of NU Hospitals, after completion of 3 months from the Date of joining: Medical Consultants have a separate leave policy applicable to them but all other rules mentioned in this policy are applicable to all team members of NU Hospitals, including Medical Consultants.

Leave Rules: Leave is granted to employees with the good intention of providing rest, recuperation of health and for fulfilling social obligations during their service period in the organization.

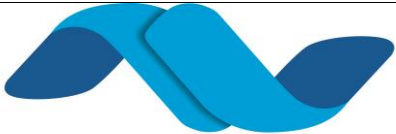
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General:

- ✓ Leaves of all types will be computed on the basis of the leave year i.e. 26th December of current year to 25th December of the following year; this will be called as the LEAVE YEAR. No leave can be claimed as a matter of right, and the discretion shall rest with the reporting manager to grant/refuse leave. A team member desiring to avail any Leave shall ordinarily give prior intimation not less than 7 days notice of his/her intention to avail such leave, and granting of leave will depend upon exigencies of the Hospital's work. Leaves should be applied through automated system of Keka HRMS / Keka App only.
- ✓ As far as possible, team members will be encouraged to take eligible leave to their credit, periodically without interruption to the Hospital's activities. CL at the rate of 1 per month and PL at the rate of 1.25 per month will be the eligibility criteria to calculate number of leaves that can be availed at any given point of time. Any excess leaves taken from any of the above category during the leave year will be liable for LOP. This, even if the entire year's leave balance is shown to one's credit. HODs should exercise due caution while sanctioning leaves that spill over into the unaccrued zone. Special cases like medical treatment or a serious exigency in family can be considered by the HOD for a deviation and should be backed by the approval of the HR Head (CPO).
- ✓ For those team members availing leave on Saturday, Sunday and Monday or leave before and after a GH or weekly off or comp-off, this will be considered as three days leave and the same needs to be applied on ESS too else will be processed as LOP.
- ✓ If the team member is availing leave for 6 days e.g.: Monday - Saturday, He or She has to attend duty on the previous Saturday and the forthcoming Monday else will end up having loss of pay for both Sundays.
- ✓ General Holiday are declared holidays for which all the team members are entitled from their date of joining the organization. If a team member needs to work on a GH as part of his/her roster, a comp-off can be availed for the same. If a GH falls on the weekly off, the employee will not be eligible for any comp-off. All shifts starting between 12am till 11:00pm on the GH will be eligible for comp-off.
- ✓ Comp-off to be availed within 30 days from the day of working on GH/ weekly-off lest it will lapse. The maximum number of comp-offs that can be availed in a month will be 2 and not more than that.
- ✓ During the first 3 months after joining, the team member will not be permitted to avail any kind of leave except GH and comp-off.
- ✓ Every third late reporting in the month will attract half a day LOP (Loss of Pay).
- ✓ Team members are bound to respond to phone calls from the hospital during their leave period. However this would be put to use only for emergencies.

The Different Types Of Leaves Given Under The Policy Are:

- ✓ Casual Leave (CL)
- ✓ Earned Leave (EL)

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- ✓ Maternity Leave (ML)
- ✓ Compensatory off (C.off)

➤ **Casual Leave:**

- ✓ All confirmed team members will be entitled to 12 days Casual Leave in a year, subject to the general conditions mentioned below;
- ✓ Prior approval of leave is essential,
- ✓ CL can be either suffixed or prefixed with holidays / weekly off days wherein, such holidays / weekly off will include even the intermediate Sunday or holiday or weekly off.
- ✓ Casual Leave will lapse, if it is not utilized in the particular leave year
- ✓ Casual Leave will be credited in advance for each leave year and to be availed on pro rata basis.
- ✓ Any CL application beyond 2 days will require approval of the reporting manager and the Unit Head/ Enterprise Head.
- ✓ New team members joining the Hospital will have leave benefits only after completion of three months on pro-rata basis.
- ✓ Conversion cases post September can avail their prorated CLs and adjustment for the same will be made by HR from backend on Keka.
- ✓ Team members under resignation will not be eligible to avail CL unless it is for medical purposes which needs to be backed by medical certificate and supporting documents.

➤ **Earned Leave/ Paid Leave:**

- ✓ All confirmed team members are eligible for 15 days Earned Leave/ Paid Leave. Subject to the following general conditions:
- ✓ A team member on Earned Leave shall be entitled to full emoluments for the period of leave.
- ✓ A team member desiring to avail any of Leave shall ordinarily give prior intimation not less than 3 days' notice of his/her intention to avail of such leave.
- ✓ Unutilized earned leave as per eligibility & on pro rata basis will be paid before the end of next financial year. For resigned team members, it will be paid with their full and final settlement.
- ✓ A team member after proceeding on leave desires an extension thereof, he / she shall make an application in writing for the purpose stating the reasons for extension well in advance of the expiry of the already sanctioned leave to the sanctioning authority except in special or unforeseen circumstances, a written reply either for the grant or refusal of extension of leave shall be sent to the team members at the email address/ correspondence address given by him/her if such reply is likely to reach him/her before the expiry of the leave originally granted to him/ her. This can be substituted by a text message to registered number from both sides too.
- ✓ Earned Leave entitlement will be exclusive of holidays and weekly off days whether Following or preceding this leave.

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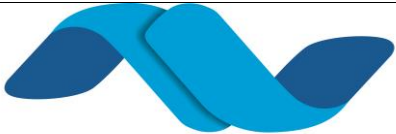
- ✓ Sandwich leave concept is applicable to EL/ PL also.
- ✓ Team members under resignation will not be eligible to avail EL/ PL unless it is for medical purposes which needs to be backed by medical certificate and supporting documents

➤ **Maternity Leave:**

- ✓ All woman team members are entitled to 26 weeks of Maternity Leave at a time including the post -natal period. A team member on Maternity Leave shall be entitled for full emoluments for the period of Maternity Leave subject to the following conditions; For the purpose of calculating the days on which the women has actually worked in the establishment the days for which she has been laid -off during the period of twelve months immediately preceding the date of her expected delivery shall be taken into account.
- ✓ A woman team member who desires to avail maternity leave shall state the date from which she will be absent from work, not being a date earlier than six weeks from the date of her expected delivery. She needs to produce to HR, the treating doctor's certificate with the Expected Date of Delivery mentioned in it.
- ✓ A woman team member who is on maternity leave shall not work in any establishment during the period for which she receives maternity benefit.
- ✓ A woman team member is also entitled to 14 days of extra maternity leave, if she Undergoes tubectomy operation and produce necessary Medical Certificate in proof of the same.
- ✓ The Statutory norms governing the Maternity Leave will be applicable at all times.
- ✓ Earned Leaves for the leave year will be calculated on a pro-rated basis for these team members considering the number of days of leave and the working period.
- ✓ Team members who are covered under ESIC will be eligible only for 26 weeks leave from the Hospital's side. The Maternity pay will be paid to them by the ESIC.

➤ **Compensatory Off:**

- ✓ Compensatory off can be claimed only if a team member has worked on a Holiday or on his/her duty off day or has extended the allotted shift from 1.5 times or 2 times the number of stipulated hours.
- ✓ Compensatory off will be sanctioned only if a team member has put in half day or full day to constitute a compensatory off as half or full day. Compensatory off should be sanctioned by competent authority (Head of the Department) based on bonafide requirements only. Split duties cannot be considered as compensatory off.
- ✓ Compensatory off cannot be split.
- ✓ Compensatory off should be availed within one month and in no way will be allowed to be carried forward to next month unless explicitly approved by the HR Head after examining the reason behind the request.

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- ✓ Compensatory off will not be equated with salary and will not be paid in lieu of availing the off. Combining week off / Comp Offs cannot be more than two day at a stretch in any particular month.
- ✓ Respective Unit Head and HR Head may decide to encash comp-off in case of any acute shortage or unforeseen event which hampers availability of team members on duty.
- ✓ Team members extending their duties beyond their shift schedule, based on the request of the HOD, can be given an equivalent time-off the next day and this would be at the discretion of the concerned HOD.
- ✓ Unutilized comp-offs (up to 2) can be adjusted against notice period for those under resignation. The final decision will that be of the respective HOD and reporting manager.

Cancellation Of Leave:

The department head can also cancel or alter the period of the leave on situational / need basis. If a team member proceeds to avail the cancelled leave then those days will be treated as absence from duty and the rules pertaining to absence from duty will be applied.

Extension Of Leave:


As it is necessary to get prior approval for leave so it is also for extension of leave. The team member has to apply to his/her department head for extension of leave well in advance and get it sanctioned to avail them. In case a team member overstays the unsanctioned leave availed will be treated as absence from duty, and the rules pertaining to absence from duty will be applied.

Absence From Duty

- ✓ When a team member takes off from duty without prior leave approval or proper intimation under certain unavoidable circumstances, then those day/days will be treated as absence from duty.
- ✓ The days of absence will be treated under Loss of Pay.
- ✓ The team member has to report to his / her department head on rejoining duty from absence and provide valid reasons for absence before taking up work again.
- ✓ If the team member is absent (without information) from duty for more than one day, the hospital reserves the right to terminate or suspend the services of the employee without any prior intimation.
- ✓ As such the Hospital may wait for 8 days before striking off the team member from the rolls of the Hospital.

11)Holidays:

The Hospital notifies at the beginning of the year a list of holidays under Section 52 of the Factories Act, 1948. Festival and National Holidays shall be notified as per the statutory rules. The list of

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National Holidays and Compulsory Holidays in a calendar year is published in advance. National Holidays 26th January, 15th August & 2nd October and Compulsory holidays- 1st May -May Day, 1st November - Kannada Rajyothsava (for units in Karnataka); in addition, five festival holidays will also be provided.

12)Transfers:

Service of all team members are liable to be transferred from one section to another or from one department to another or from one shift to another or from one job to another or from one place to another or from one unit to another unit, situated anywhere within the city limits or outside, in India or abroad at the discretion of the Management. Refusal to accept a transfer will be construed as "misconduct".

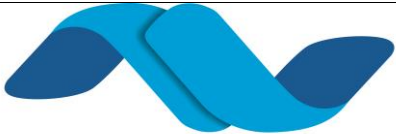
However, a team member will have to complete at least 18 months of continuous service in any particular department and in the same role to be eligible for applying for a transfer into another department or unit and the same is also subject to a proper assessment, interview and necessary approvals from both departmental heads, the unit head and the HR Head.

13)Employee relations:

- The Policy is concerned with maintaining employer-employee relationships that contributes to satisfactory productivity, motivation, and morale.
- Employee Relations is concerned with preventing and resolving problems involving individuals which arise out of or affect work situations. To make the work place a Healthy and Happy place it is important that the employees share a healthy relationship with each other to deliver their best performances.
- An individual spends his maximum time at the workplace and his fellow workers are the ones with whom he spends the maximum hours in a day. Conflicts and misunderstandings only add to tensions and in turn decreases the productivity of the individual. One needs to discuss so many things at work and needs the advice and suggestions of all to arrive at a solution which would benefit the individual as well as the organization. No individual can work alone. He needs the support and guidance of his fellow workers to come out with a brilliant idea and deliver his level best.
- It is of utmost importance that employees behave with each other in a cultured way, respect each other and learn to trust each other. An individual however hardworking he is, cannot do wonders alone. It is essential that all the employees share a cordial relation with each other, understand each other's needs and expectations and work together to accomplish the goals and targets of the organization.

14)Employee Right & Responsibilities:


Employee Rights:

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- ✓ To be treated considerately and respectfully, and not discriminated on the basis of caste, religion, sex or socio-economic background
- ✓ Right to self respect& dignity
- ✓ Right to seek information about employment
- ✓ To be aware of the terms and conditions of his/her employment before joining the organization
- ✓ To be entitled to the terms and conditions in the appointment letter. To seek clarity on the targets to be achieved/job to be performed
- ✓ To be aware of all the rights being conferred on an employee during the course of employment
- ✓ Right to appropriate work conditions & facilities
- ✓ To avail the benefits being extended by the organization
- ✓ Right to Salary, Leaves, & Gratuity where applicable.
- ✓ Right to staff safety, security & protection while on duty. Right to report abuse or misuse of employment
- ✓ Right to bring up grievances at appropriate levels
- ✓ If any one believes that he/she has been the victim of harassment, or know of another employee who has, the right to report immediately to the HR department and/or the Sexual Harassment Redressal Committee/ Internal Compliance Committee.
- ✓ Medical Attention during times of need at concessional tariff subject to management approval.
- ✓ Right to learning & training at work place.

Employee Responsibilities:

- ✓ It shall be the endeavor of all employees of NU Hospitals to contribute to the highest standards of medical and service excellence. To do so, every employee shall follow a certain Code of Conduct during his commitment with the organization.
- ✓ NU Hospitals functions round the clock and employees are expected to work on shifts or normal duty hours to support the Hospital's 24 x 7 operations. Employees may be required to work overtime when the workload so necessitates.
- ✓ In order to ensure that the duty roster is maintained, leave should be planned well in advance and prior sanction taken before proceeding on leave. If for whatever reason an employee is unable to report to work on schedule, he/she must inform his/her Manager, preferably in writing/email/phone
- ✓ Employees are expected to use email and internet access that is provided in a manner that is ethical and lawful. E-mail etiquette is to be followed.
- ✓ The employees are responsible for ensuring that the equipment allocated to them or in use in their work is used and maintained in accordance with the standard operating guidelines.
- ✓ Employees are expected to maintain proper discipline, professional ethics and complete integrity in the performance of work. They are expected to maintain proper discipline in the

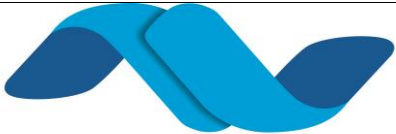
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Hospital and to conduct themselves with the highest degree of professionalism. An employee is expected to maintain complete integrity in his/her action and work.

- ✓ If any declaration given or furnished by him/her proves to be false or if he/she is found to have willfully suppressed any material information, he/she may be liable to be removed from the services of the Hospital and to such other action as the Hospital may deem necessary & fit.
- ✓ All employees are expected to maintain complete confidentiality in respect of their documents and patient information they handle. They shall not during the term of employment with the Hospital or at any time thereafter disclose any patient related information or any business or affairs of the Hospital that they are not authorized to divulge.
- ✓ Employees are not expected to have any contact with the Press or make any public statements without the prior approval of the Hospital.
- ✓ Employees are encouraged not to converse in their local vernacular while in patient contact areas. Employees shall be discrete in their personal conversations while in the presence of visitors, patients & their family. The permissible language for communication would be English, Hindi and Kannada (for units in Karnataka) or Tamil (for unit in Tamil Nadu).
- ✓ Employees are encouraged to adopt a clean desk policy and clear up their workstations on completion of each workday. They shall ensure that all personal and confidential papers are kept securely.
- ✓ All employees are expected to be in uniform while at work. Employees who are not provided uniforms shall follow a business dress code.
- ✓ Employees working in patient contact areas should be vaccinated appropriately and in frequent intervals and follow the principle of HICC norms.
- ✓ It is the responsibility of each employee to promptly notify their supervisor and the HR department of any changes in their personnel data.
- ✓ All employees of the Hospital should be vigilant towards wasteful utilization of power and water. Employees are expected to be proactive in switching off power when not in use in their respective departments and close or report leaking taps & pipes to the maintenance department immediately when noticed.
- ✓ The Hospital has adopted an open office plan. Employees are therefore encouraged to be sensitive to those around them by conversing in soft tones & quiet behavior.

15)Discipline & disciplinary actions:

NU Hospitals believes that fostering growth and understanding is an important part of creating a positive work environment and promoting positive behavior. This Policy is drafted to improve performance and compliance with organization standards by correcting unsatisfactory behavior.

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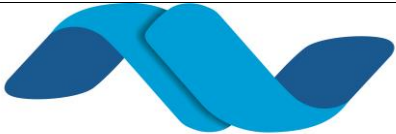
Objective: Discipline is generally administered when a team member violates company policy or falls short of work expectations. Members in an organization need to respect the rules and policies that govern the organization.

Policy:

- ✓ It is the responsibility of individual team member and the HODs to maintain highest standard of working discipline in the workplace.
- ✓ Any misconduct will also be construed as a disciplinary issue & eligible for disciplinary action.
- ✓ HOD/ Any person reports of the disciplinary issue to HR/ Respective HOD/ Unit Head
- ✓ HR Representative & respective HOD have a discussion with the concerned team member.
- ✓ Investigation follows and evidence are reviewed jointly by HR & Unit Head
- ✓ Team member, if proven guilty, is asked to give an explanation letter.
- ✓ Suitable disciplinary action as warranted will be taken by HR with concurrence of HOD & Unit Head.
- ✓ Team member can appeal to the Managing Director in case he/she is not in agreement with the disciplinary action taken.
- ✓ Managing Director's decision will be considered as final and binding.

Following acts & omissions shall be treated as misconduct. These are only abstract of misconduct. Complete list is detailed in the Hospital Service rules

- ✓ Willful insubordination / disobedience, whether alone or in combination with others to any lawful & reasonable order of a superior.
- ✓ Theft, fraud and dishonesty in connection with the employer's business or property.
- ✓ Willful damage to or loss of employer's goods or property.
- ✓ Taking or giving bribes or any illegal gratification.
- ✓ Habitual absence without leave or absence without permission.
- ✓ Habitual late attendance.
- ✓ Habitual breach of any law applicable to the establishment.
- ✓ Habitual negligence or neglect of work.
- ✓ Frequent repetition of any act or omission for which a fine may be imposed.
- ✓ Striking work or inciting others to strike work in contravention of the Provision of any law or the rule having the force of law.
- ✓ Drunkenness, use of substance, fighting or riotous, disorderly or indecent behavior while on duty at the place or work.
- ✓ Smoking in the premises including inside the hospital compound or in place where it is prohibited.
- ✓ Sleeping on duty.
- ✓ Malingering or slowing down work.
- ✓ Soliciting gifts from subordinates, peers, clients, patients.
- ✓ Conviction in any court of Law for any criminal offence involving moral Turpitude.

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- ✓ Giving false information regarding one's name, qualification or previous service at the time of the employment.
- ✓ Leaving work without permission or sufficient reason.
- ✓ Threatening, abusing or assaulting any superior or co-worker.
- ✓ Money lending and/or borrowing.
- ✓ Refusal to accept any charge - sheet or order or notice communicate in writing.
- ✓ Forgery
- ✓ Tampering with Hospital's intellectual property.
- ✓ Misuse of Hospital property
- ✓ Disclosing to any unauthorized person of any confidential information in regard to the working or process of the establishment which may come into the possession of the workman in the course of his work.
- ✓ Failure or refusal to wear or use any protective equipment as required for the nature of work.
- ✓ Non-disclosure that could have adverse affect on the work atmosphere or institution.

Punishment: The punishment for misconduct that may be awarded by the authorized person of the organization or any person duly authorized by him/her shall be as follows:

- ✓ Warning, censure and/ or reprimand.
- ✓ Loss of Pay as punishment.
- ✓ Fine in accordance with the provisions of The Payment of Wages Act, 1936.
- ✓ Enquiry proceedings by HR, Unit Head and concerned HOD and thereafter suspension from work with/ without pay.
- ✓ Postponement of increment and/or promotion.
- ✓ Reduction in the grade or reversion or demotion to the lower grade, and
- ✓ Dismissal.
- ✓ Termination from services

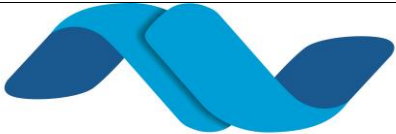
Annexure on disciplinary action to be referred for a detailed understanding of the same.

16)Grievance Handling Policy:

This Policy is a means of dispute resolution to address complaints by employees. A grievance procedure provides a hierarchical structure for presenting and settling workplace disputes.

Introduction: The hospital is committed to developing and maintaining positive and transparent employee relations, which enable employees to raise matters relating to their employment, in the knowledge that every effort will be made to seek a speedy and effective resolution with managers.

Scope:

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This policy applies to all the employees working in the organization, ex-employee and the employees who are sacked from their job.

What is Grievance?

Grievance is a concern, problem or complaint that the employee raises with their employer, this can include:

- ✓ The nature or range of duties
- ✓ Working practices
- ✓ Organizational change
- ✓ Working environment
- ✓ Management decisions
- ✓ Working relationships
- ✓ Handling of sickness leave management

Manager responsibilities:

- ✓ To adhere to the timescales within the Grievance Policy to ensure that the grievance is dealt with quickly, reasonably and as fairly as possible
- ✓ To ensure that the informal stage is used wherever possible prior to any formal action being taken
- ✓ To treat all employees fairly by applying the policy consistently and ensuring that any personal information is kept in complete confidence

Employee responsibilities:


- ✓ To read, understand and comply with the Grievance Policy
- ✓ To try and deal with the grievance at the nearest point of origin and where appropriate first approach the manager in order to discuss the problem informally.
- ✓ To submit informal and formal grievances in writing to the HOD, HR and/or the Grievance Redressal Committee.

Human resources responsibilities:

- ✓ Educate the employees about the Grievance Policy including the number of stages and appropriate timescales
- ✓ To facilitate informal meetings on request
- ✓ To record and monitor employee grievances and report on these.

Procedure for settling grievances:

Informal Stage:

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- ✓ Employees who feel aggrieved should first list their concerns and then approach their manager to discuss the problem informally.
- ✓ The employee should explain how they think the matter can be resolved.
- ✓ The manager should make discreet investigations in order to resolve the matter promptly and fairly.
- ✓ When the grievance is about another employee, that employee will be given the opportunity to answer the grievance and put their side of the case to the manager.
- ✓ If the grievance is with the immediate manager, the employee may raise the grievance with the next level of management.

Following an informal approach, the manager should confirm the response in writing, making sure that all parts of the grievance raised have been answered. The response should include actions that the manager intends to take to resolve the grievance.

If the grievance cannot be settled informally because the employee feels their grievance has not been satisfactorily dealt with, the employee should raise the issue formally in writing within 5 working days of receiving the response to the next level of management and evoke the formal stage of the procedure.

Formal Stage:

- ✓ The manager receiving the grievance will normally be from the next level of management to the manager considering the grievance at the informal stage.
- ✓ This manager, will need to set up a hearing with the committee and all parties normally within 14 calendar days of receipt of the grievance, unless a longer timescale is mutually agreed.
- ✓ This should include any appropriate documentation used in the informal stage including a copy of the original grievance notification form completed, reasons for making the decision and the written response to the grievance.

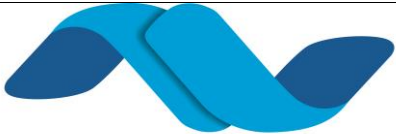
Hearing Panel consists of the Grievance Redressal Committee, the manager who received the grievance, employee making the grievance and manager who heard the grievance at informal stage.

The panel hears to all the evidence available, to question any parties for clarification of facts and to arrive at a decision based on the information provided.

The manager who sits on the panel should respond in writing to the employee's grievance, making sure that all points within the grievance are answered within 7 working days and give details on how to appeal if the employee still feels their grievance has not been satisfactorily dealt with.

The appeal should be sent to the Chairman of the Institution in writing within 21 days of the written decision/explanation. The appeal letter must include details regarding why the outcome to the formal stage was unacceptable and the outcome the employee is looking for.

Appeal Stage:

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This is the highest level at which referral can be made and the appeal hearing will constitute the end of the procedure.

The Chairman will arrange for the appeal hearing. The appeal hearing should normally be heard within 8 weeks of the letter requesting the appeal being received.

EX EMPLOYEES

When an employee has resigned from the hospital but wishes to raise a grievance, a modified procedure will apply. The ex employee must set out the basis of the grievance in writing within 6 weeks of leaving the Hospital and send it to their HR Head. The HR Head will then respond to the grievance in writing and offer the ex employee the opportunity to meet.

EMPLOYEES WHO ARE TERMINATED

An employee who has been terminated from the hospital can also raise a grievance. The employee must set the basis of grievance in writing within 2 weeks of being terminated and send it to the HR Head. The HR head will then respond to the grievance in writing and offer the sacked employee an opportunity to meet.

MONITORING

The HR Department will log all formal grievances including outcomes / appeals and ensure that all such cases are dealt with as per the policy.

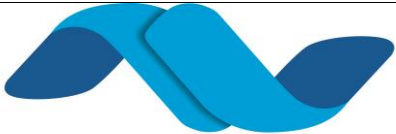
17)Internal Compliance Committee:

The Sexual Harassment Redressal Committee is renamed as the Internal Compliance Committee as of 1st January 2019. We at NU Hospitals are committed to promote the work environment that is safe and conducive to the professional growth of its employees.

Objective: To encourage a professional and safe workplace for all our employees.

Policy: Organization is committed to ensuring employees are treated fairly and equitably in an environment free of intimidation and sexual harassment. Sexual harassment is an unacceptable form of behavior which will not be tolerated under any circumstances. It is also unlawful. All complaints of sexual harassment will be treated seriously& promptly, taken to the Sexual Harassment Redressal Committee with due regard to confidentiality. Disciplinary action will be taken against any employee who breaches the policy.

Sexual harassment is any unwanted unwelcome or uninvited behavior of a sexual nature which makes a person feel humiliated, intimidated or offended. Sexual harassment can take many different forms and may include physical contact, verbal comments, jokes, propositions, the displaying of offensive material or other behavior which creates a sexually tense or hostile working environment. Sexual harassment can occur between employees and a co-worker, supervisor, manager, etc. The hospital encourages any employee who

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feels they have been harassed to contact their respective head. The hospital aims to provide a working environment which is free of workplace harassment or intimidation. Any complaints or reports of sexual harassment will be treated promptly, seriously and sympathetically. They will be investigated thoroughly, impartially and confidentially. Managers and supervisors must act immediately on any reports of sexual harassment. Employees will not be disadvantaged in their employment conditions or opportunities as a result of lodging a complaint. Appropriate disciplinary action will be taken against anyone who is proven guilty depending on the severity of the case, consequences can include an apology, counseling, transfer, dismissal, demotion or other forms of legal/ disciplinary action. Immediate disciplinary action will also be taken against anyone who victimizes or retaliates against a person who has complained of sexual harassment.

Organization has a legal responsibility to prevent sexual harassment. Therefore, managers and supervisors have a responsibility to monitor the working environment to ensure acceptable standards of conduct are observed at all times, model appropriate behavior themselves, treat all complaints seriously and take immediate action to investigate and resolve the matter or refer and escalate to the Internal Compliance Committee member/s.

18) Compensation policy:

Effective compensation and benefits drive and manage the performance of employees and extraordinary performance needs to be recognized and rewarded from time to time. This policy aims to provide for a uniform, stable and reasonably competitive compensation structure for all employees based on the performance and job knowledge.

This Policy is about setting the performance standards, setting the transparent compensation policies and introducing the competitive benefits for employees.

Employees exchange work for rewards. Probably the most important reward and certainly the most obvious is money. The goals of compensation policy are to design the good pay structures that will attract, motivate and retain competent employees and that also will be perceived as fair by these employees.

Policy:

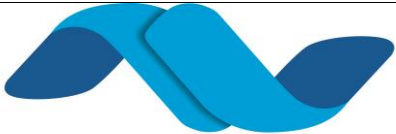
As per the minimum wages act 1948, organization is paying salary for all employees. The salary will be credited into their respective Kotak Bank Accounts on the last working day of every month.

Concept:

Compensation is typically divided into direct and indirect components.

The direct and indirect compensation includes the following:

- ✓ Basic & DA
- ✓ HRA
- ✓ Conveyance

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- ✓ Medical Allowance
- ✓ Special Allowance
- ✓ Shift Allowance
- ✓ Statutory Bonus
- ✓ Variable Pay
- ✓ Life Insurance (Indirect)
- ✓ Health Insurance (Indirect)
- ✓ Other Allowance
- ✓ Gratuity
- ✓ Arrears
- ✓ Food Coupons (selected employees only)
- ✓ NPS (selected employees only)

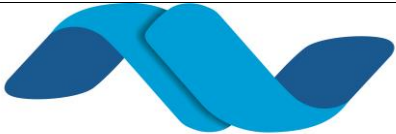
Deductions:

- ✓ PF
- ✓ ESI
- ✓ Professional Tax
- ✓ Corpus amount
- ✓ TDS
- ✓ Income Tax
- ✓ Labor Welfare Fund
- ✓ ID cum Access card
- ✓ Metal Name Badge
- ✓ Uniform charges if any (if exceeds sanctioned quota)
- ✓ Electric bills (Hostel inmates only)
- ✓ Hostel Accommodation (Hostel inmates only)
- ✓ Other deductions (fine, penalty etc)

19)Statutory Obligations:

The below mentioned Act's are followed by us in our organization.

- ✓ The Minimum wages Act, 1948
- ✓ The Shops and Commercial Establishment Act, 1961
- ✓ The Payment of Wages Act, 1936
- ✓ The Payment of Bonus Act, 1965
- ✓ The Equal Remuneration Act, 1976
- ✓ The Employees State Insurance Act, 1948
- ✓ The Maternity Benefit Act, 1961
- ✓ The Employees Provident Fund Act, 1952

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- ✓ The Payment of Gratuity Act, 1972

20)Resignation / Termination/ Abandonment of Employment:

The Policy signifies the importance of an easy exit of a team member and rules and regulations to be abided during the process of exit.

Resignation:

A team member wishing to resign should forward a notice of resignation on Keka through the relevant Department Head to the HR Dept in advance as stipulated in their appointment letter. Failure to give the required period of notice may render the employee liable to pay equivalent amount to the period of notice, as mentioned in the appointment letter. The reporting Manager will be deciding authority to determine the extent of notice required. The HR head will have the powers to sustain or overrule the reporting manager's decision.

Termination:


- ✓ The services of a team member may be terminated for any reason where issue of compliance is concerned and mutuality of interest has ceased to exist.
- ✓ The services of any team member may be terminated without giving notice.
- ✓ All the decisions of termination will be communicated to the concerned team member.
- ✓ In case of termination the team member may be given the option to resign at his own request, at the discretion of the Unit Head and/or HR Head. Any issues/actions/relating to the team member, indicative of loss of confidence, misrepresentation of facts, false claims, forgery, wrong information, misuse of Hospital property, insubordination, moral turpitude, severe misconduct, financial irregularity, severe performance issue, criminal offence against him/her will pull towards termination from the Services forthwith.

Abandonment Of Service:

- ✓ Where team member has been absent from duty without the permission of the reporting authority for more than one day, he/she will be deemed to have abandoned employment, and will cease to be an employee at that time.
- ✓ The respective department head must notify the Unit Head and HR Dept as soon as possible after becoming aware of an employee being absent from work without having first notified the immediate superior. The HOD should also initiate exit of such employees on Keka.
- ✓ HR will then terminate that individual's employment.

Full And Final Settlement Policy:

- ✓ The Full and Final Settlement of a team member will be made only after recovering all the dues towards the hospital. The HR department will initiate no dues on Keka HRMS and the resignee

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should make sure every department clears the no dues promptly, also return all Hospital property in possession to IT department &/or administration department and this process should be completed within 24 hours of the last working day of the team member. The onus of completing this process lies on the team member. The exit interview form should also be filled by the resignee online and uploaded on Kekabefore departing finally from the organization.

- ✓ The HR Department will do the process of final settlement in par with the Accounts Department within 45 days from the date of relieving. Payment will be made only by A/C Payee Cheque or by transfer to salary account.
- ✓ In case, the team member is not available to collect his/her Full & Final Settlement, the cheque upon a written request from the team member may be sent to his/her permanent address by the courier or handed over to the person authorized by him/her to collect on his behalf in writing.
- ✓ All pending payments post resignation, will be settled along with the full and final settlement.

Retirement Policy:

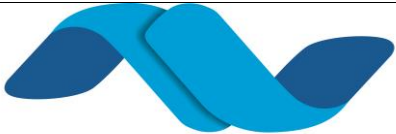
- ✓ The age of retirement in the company will be 58 years.
- ✓ The age of team member would be considered the same as evidenced by the relevant document produced at the time of joining.
- ✓ In special cases an team member may be invited to work beyond 58 years, based on his/her fulfilling the basic criteria such as health, aptitude, etc.

21)Health And Safe Environment: The Policy serves as a guideline to perform the work safely and environmentally sound manner

Policy:

- ✓ Organization is committed to provide and maintain a safe work environment for the health, safety and welfare of our staff members, patients and their family, and visitors who may be affected by our work.
- ✓ Annual Health check will be conducted to all the team members and the cost of the same will be borne by the organization.
- ✓ A special discount policy applicable to all team members and their immediate family members is also provided herewith.

	Proposed Policy (% of Discount)- Team Members - Cash
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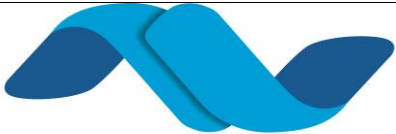
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		Consultation Charges	Investigations	Investigation Packages	Surgical Procedures	Pharmacy and Consumables	Outsourced Investigations	All other Services
Team NU	OP and IP	100%	50%	20%	60%	As per Policy	10%	50%
In House Doctors	OP and IP	100%	50%	20%	100%	As per Policy	10%	50%

Proposed Policy (% of Discount)- Team Members' Family Members - Cash								
		Consultation Charges	Investigations	Investigation Packages	Surgical Procedures	Pharmacy and Consumables	External Investigations	All other Services
Family of Team NU	OP and IP	100%	50%	20%	50%	As per Policy	10%	50%

Proposed Policy (% of Discount)- For Insurance Patients - For all above categories				
	Co-Payment	Non-Medicals	Not covered amount	
	80%	50%	To be decided on case to case basis	

Registration Charges will be applicable for every PRN Number that is generated	
Definition of Team members' Family is as follows:	
Spouse	
Children	
Siblings	
Parents	
Grandparents	
Mother-in-law	
Ward Eligibility	
Directors, Doctors, HODs	Single Room
Others	Twin Share

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Those under ESI coverage should first utilise the facility provided by ESIC hospitals
The decision of the Managing Director on matters related to discounts will be considered as final
These rates & privileges are subject to change or withdrawal without notice

Cleanliness:

The premises of establishment shall be kept clean, neat and tidy at all times and by such methods as may be prescribed. These methods may include floor cleaning, washing, painting and disinfecting.

Lighting And Ventilation: The premises of establishment have been kept sufficiently lighted and ventilated during all working hours.

Drinking Water: Suitable arrangements at all floors have been made for supply of drinking water to the employees, patient and visitors.

Rest Room:

Adequate number of rest rooms with all facilities has been provided for employees, Patient and visitors. Such rest rooms have adequate ventilation and light, protection against heat, wind, rain and smooth, hard and impervious floor surface and supply of water.


Smoking, Drugs And Alcohol:

NU Hospitals observes a No Smoking policy. Smoking as well as chewing of tobacco products, drugs and alcohol is not permitted inside and around the premises and in the staff hostels provided by the hospital.

22)Employee Welfare Policy:

The Policy specifies the Welfare Programmes organized to the benefit and improvement within the interest of the employees and Organization Goals.

- Welfare includes anything that is done for the comfort and improvement of Employee's performance and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high. Employee welfare at NU Hospitals includes monitoring of working conditions, independent decision making, harmonious work environment, highly subsidized diagnostic and treatment facilities and infrastructure for health amongst employees, promote intellectual, cultural and material conditions of living of the workers.
- The hospital conducts sports & fun at work activities for the employees from time to time. All employees are encouraged to exhibit their talent on the occasion. Ethnic wear days are also

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announced in the hospital during the period. These events and activities are held to promote oneness amongst the staff and the very logic behind providing such activities is to create efficient, healthy, loyal and satisfied work force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their quality of life.

23)Professional Indemnity Policies:

- ✓ All Consultants & Patient centric employees like nursing staff, laboratory staff, etc., who are on active rolls of the hospital will be automatically covered under Professional (Hospital) Indemnity Policy for Public liability. Doctors / consultants will however have to obtain their personal Professional Indemnity Policy themselves.
- ✓ HR should check the availability of KMC / TNMC and Indemnity during the Joining formalities of the Medical Professionals and the same needs to be informed to the Administration team for further process.

24)Self Etiquette Policy:

The Policy specifies the need of a tidy Look all the time; we never get a second chance to make a first impression! The first impression you make is based upon three key factors: Appearance, Attitude, and Actions.


Grooming:

Objective: It is the process of making ourselves looks neat and professionally acceptable. Grooming involves all the aspects of our body:

- ✓ Grooming
- ✓ Attire
- ✓ Accessories
- ✓ Body Language

Dress Code: As a minimum standard, dress should be clean, neat and professionally appropriate.

- ✓ The following are examples of items that are not acceptable:
- ✓ Ripped or torn clothing.
- ✓ Sports shoes, floaters, flip flops, stilettos.
- ✓ Sportswear or beachwear transparent dress
- ✓ Jeans and tight pants
- ✓ Corduroy, Stonewash etc
- ✓ Hospital reserves the right to request team members to dress to an appropriate standard as a condition of employment. Thus, every team member who completes one month of continuous service will be provided with hospital uniform and it is mandatory that he/she wears the uniform diligently.

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Hair Style:

Male:

- ✓ Hair should not fall over the ears, eyebrows or even touch the back of the collar
- ✓ Facial hair should be neatly trimmed (Moustache, Sideburns), beards are not encouraged.

Female:

- ✓ Tie your hair in a neat hairstyle with hair pulled back from face.
- ✓ Hair if longer than shoulder length should be tied into a bun.
- ✓ Should be well groomed with a neat appearance at all times.
- ✓ Hair holding devices should be plain and of natural colors.
- ✓ Wearing flowers inside the hospital will not be allowed.

Nails:

- ✓ Clip nails short, along their shape. No chipped nail polish
- ✓ A healthy body ensures healthy nails.
- ✓ Brittle or discolored nails show up deficiencies or disease conditions.

Uniform:

- ✓ Your uniform talks a lot about your organization.
- ✓ A neat, clean, well ironed and well-fitting uniform is expected from one and all at all times.
- ✓ Your Id-Card and metal name badge is also an important part of your uniform and should be worn while at work.
- ✓ The uniforms must be stitched as per specifications provided by the Hospital only.

Make-Up:

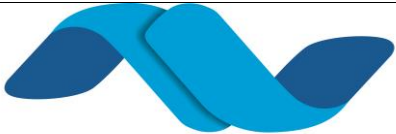
- ✓ Make-up should be natural looking.
- ✓ Nail polish and lip color should not be too trendy or bright. Nursing and patient centric staff has to avoid wearing nail polish.
- ✓ No strong fragrance allowed.
- ✓ Hair color should not be more than one or two shades darker or lighter than your natural hair color. Unnatural colors (red, green, etc) must be avoided.

Jewelry:

- ✓ Jewelry should be kept minimal and conservative
- ✓ Avoid huge bracelets, heavy necklaces, and visible piercing.

Shoes:

- ✓ Shoes should be of good quality, Shoe color should Black or Brown.

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- ✓ Shoes should be in good condition and polished.
- ✓ Heels should be 2-3 inches and not more than that
- ✓ Socks should match the color of your suit and cover your ankles. (Should be washed daily). Nursing staff should sport bright white socks only.
- ✓ Nursing staff should wear black shoes while on duty.

Identity Card:

HR department will issue Employee Identity Card cum access card at the time of joining. It is expected that all employees must wear the Identity card as a part of discipline whenever they are in Hospital premises. A penalty of Rs. 500/- will be deducted from salary for issuing new ID card in case of misplacement.

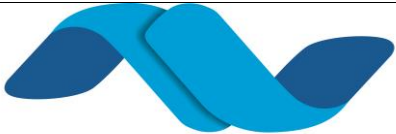
25)No Cell Phone Policy:

The No Cell phone usage policy is the first of many steps in establishing a healthy, professional, and dispute-free workplace contributing to a decreased distraction at work place.

- ✓ The hospital follows No Mobile Policy throughout the length and breadth of the internal premises of the Hospital.
- ✓ The No mobile policy applies uniformly to all staff, patients & their family when they are consulting with the Doctors, undergoing a procedure, etc. during such time, the patient or visitors are asked to either switch off or keep the mobile phones in silent mode.
- ✓ Illustrative Signage's on the same is installed for patient information across the Hospital premises.
- ✓ The Hospital will strictly enforce the policy to comply with legal, safety, health and welfare requirements.
- ✓ The Hospital does not provide "Mobile Phone users zone" however, in case a CUG SIM card is issued to an employee, he/she can make use of the same for official communication. However, care to be taken to ensure cell phones are attended/used only in non-clinical areas.

26)No Smoking Policy:

- ✓ The No Smoking policy is established to have a professional and a healthy workplace.
- ✓ The hospital follows No Smoking Policy throughout the length and breadth of the Hospital premises both inside as well as outside.
- ✓ The No Smoking policy applies uniformly to all staff, patients & their family, visitors, job workers, external maintenance agencies.
- ✓ Illustrative Signage's on the same is installed for patient and staff information and education across the Hospital premises.
- ✓ The Hospital will strictly enforce the policy to comply with legal, safety, health and welfare requirements.
- ✓ The Hospital does not provide "smokers zone"

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27)Natural Resource Conservation Policy:

- ✓ Energy conservation at NU Hospitals is followed with pure dedication, be it power or Water. It is to be on every team member's mind to save and protect misuse and wastage of power & water. With energy prices on the rise and natural resources dwindling, it's become more important than ever to conserve power in the interest of the organization and the natural ecosystem in general. General information mails on power and water source conservation tips and guides are frequently flashed on email regularly to all team members as a part of regular education and awareness programme.
- ✓ It is expected of each team member to religiously follow the conservation practice.
- ✓ Even paper and garbage disposal is made minimal at NU Hospitals, the Hospital encourages use of used stationery for printing on blank side of an used sheet, taking printouts is not encouraged unless otherwise vital, every staff of the hospital barring a few use computer systems at work thereby reducing garbage and paper waste.
- ✓ All paper and paper based waste of the hospital is sent for recycling plants through authorized agents and is not discarded unethically.

28)Local Conveyance Reimbursement Policy:

Objective

- ✓ Conveyance reimbursement is meant to reimburse team members using their own vehicle or public transport, for official purposes.
- ✓ The underlying principle of this policy is that the team member is not put under any inconvenience while travelling for official purposes.
- ✓ To lay down certain guidelines, limits and procedures to regulate such reimbursement

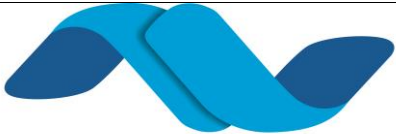
Coverage:

All employees of NU Hospitals who are required to travel out of office for official purposes

Domestic Travel:

Eligibility for claim:

- ✓ Team members travelling for official work (like visiting other facilities, Government Officials, Local Purchase etc.) on a regular basis are entitled to claim conveyance reimbursement.
- ✓ Attending to Office / Site/ other facility directly from residence and vice versa will not be treated as official trip and expenses will not be reimbursed.
- ✓ All enterprise level employees/ shared resources are advised to work from one facility all day instead of travelling from one facility to another during work hours. Separate approval from MD needed in case you are travelling between facilities during office hours.
- ✓ Team Members are not eligible to claim any food expenses, other than actual travel expenses for the official travel.

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Reimbursement will be done as per the below chart

Grid A:

Description	Per K.M Amount in Rs
Two Wheeler	3.00
Four Wheeler	7.00
Auto Fare	15.00
Taxi	Actuals based on bill submitted for claim
Bus Fare	Actuals based on tickets submitted for claim

Eligibility for mode of transport:

6AM- 7PM

- ✓ HODs - Four Wheeler, Taxi and Auto Fare
- ✓ All other team members- Two wheelers and Bus Fare (Four wheeler/ Taxi in case distance traveled one way is beyond 20 kms)

7PM- 6AM

- ✓ Everyone travelling for official purposes is entitled to claim under any category of mode of transport.

Points to remember:


- ✓ The above amount can be claimed for official work within city limits and extended suburbs only.
- ✓ Where team members are required to travel beyond 8 hours, the norms stated under outstation travel policy will apply.
- ✓ Expenses incurred on official conveyance should be claimed in the prescribed format giving detailed justification.
- ✓ In case the format is not properly filled, the above said claim will get rejected by the reporting authority.
- ✓ Respective reporting authority has to take responsibility for checking and approving such claims.

Note:

Marketing Team members have a separate grid which is applicable to them and the same is rolled by the Unit heads & BD from time to time.

Outstation Travel:

Employees may need to travel to other locations within the country for meetings, trainings, client visits etc specifically initiated or approved by the Chairman, MD, AD or VP of the Hospital. The city wise

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accommodation limits, Daily allowance for local travel, food etc , and applicable mode of travel are detailed below.

Grid B:

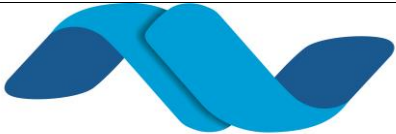
Designation/ Grade	City	Accommodation (Rs. Per night)	Daily Allowance (Food, Conveyance etc) (Rs.)	Mode Of Travel
Board Members / MD /AD / Cluster head / Unit Heads / CXOs	A	7000	4000	Air / 1st class A.C.TRAIN
	B	4500	3000	
	C	3000	2000	
Managers	A	4000	3000	Air / II TIER A.C.TRAIN
	B	3000	2000	
	C	2000	1000	
Asst. Managers/ In-Charge personnel / Dietitians/ Sr. Executives	A	3000	2000	II / III TIER A.C.TRAIN
	B	2000	1000	
	C	1000	500	
Executives	A	2000	500	III TIER A.C.TRAIN
	B	1000	500	
	C	1000	500	
Trainees	A	1000	500	III TIER A.C.TRAIN
	B	1000	500	
	C	1000	500	

Note: The city classification represents:

Class	City
A	Mumbai, Chennai, Kolkata and New Delhi
B	Hyderabad, Pune, Chandigarh, Ahmedabad, Kochi, Trivandrum
C	All other cities, excluding the A and B cities

Guidelines:

- ✓ Employees should opt for train travel if there is an option of overnight train/ journey time is less than 8 hours.
- ✓ All Air travel is subject to prior approval from the VP, AD or MD, and must be planned well in advance to avail of low/ discounted fares.
- ✓ The above policy is not applicable for employees in their base location of work. In those cases, the local conveyance policy will be applicable.
- ✓ Only expenses incurred under the headers mentioned above will be reimbursed.
- ✓ All claims MUST be supported with valid and original bills for all amounts claimed.

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- ✓ While travelling upcountry, you are expected to follow the daily sanctioned limit for stay, conveyance or travel. In all cases where the amount spent exceeds the limits, the excess amounts will not be payable.
- ✓ The prescribed limits for stay, conveyance and food are inclusive of all local taxes.
- ✓ All Upcountry bills need to be received within 7 days of return, for processing and reimbursements will be based on payment schedule followed by the Accounts department. Claims received after 20th will be carried forward to the following month for processing. Claims received after 7 days of return from travel will not be processed.

Claim Process:

- ✓ Fill the conveyance reimbursement form (to contact Accounts department for it)
- ✓ Attach all original bills
- ✓ Obtain HOD's signature (in case of domestic travel) & VP, AD or MD's signatures (in case of outstation travel)
- ✓ Submit it to Accounts department for reimbursement.

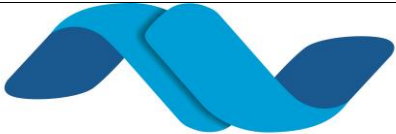
29)Utilization of Housekeeping, Maintenance, IT Team Member and Drivers for personal work or for running personal errands:

Policy: In NU Hospitals' endeavor to ensure unperturbed patient care 24/7, it could so happen that full time Medical Consultants, HODs and PGs don't get time to run their personal errands which need to be completed during business hours. Therefore, they are permitted to utilize the services of the housekeeping, maintenance, IT Team and drivers for their urgent personal work or for running personal errands.

Objective: To lay down certain guidelines, limits and procedures to regulate the utilization of House Keeping, Maintenance & IT team members and Drivers for personal errands of the Medical Consultants and HODs.

Personnel Involved:

- ✓ House-keeping team Members
- ✓ Office Assistants
- ✓ IT team members
- ✓ Maintenance team members
- ✓ F & B Team members
- ✓ Drivers
- ✓ HODs
- ✓ Enterprise Heads

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- ✓ Unit Heads/ Cluster Heads
- ✓ Medical Consultants
- ✓ PGs

Guidelines:

- ✓ The house keeping team members, office assistants and drivers can be utilized to run personal errands only during their free time and only if they have no assigned tasks to complete. The respective HOD or supervisor needs to be notified and permission to be sought.
- ✓ Similarly, the IT and maintenance team members can be utilized for personal work related to IT and maintenance only during their free time and not if they have any assigned tasks to complete. The respective HOD or supervisor needs to be notified and permission to be sought.
- ✓ No team member shall be forced to run personal errands or extend service of personal nature if he or she is not willing to do so.
- ✓ The team-members are not be sent anywhere beyond 1000 metres range from the hospital premises. If they are required to go beyond 1000 metres range, then appropriate conveyance reimbursement needs to be paid to them by the person sending them outside the premises.
- ✓ The person who utilizes the services of the HK, maintenance and IT team member or Driver should also make sure that the errand doesn't cause any loss, harm or hazard to the latter.
- ✓ The HK, maintenance and IT team member or Driver running errands or extending services of personal nature are not allowed to demand any payment for the same.

30)Children's Education Fees Sponsorship for House Keeping and Security Team Members:

As part of NU Hospitals' Corporate Social Responsibility, education aide is provided through NU Trust for children of House Keeping and Security Team Members. This facility is over and above the regular emoluments paid out to the House Keeping and Security Team Members.


Objective: Sponsorship is meant to facilitate house- keeping and security team members to educate their dependent children and this policy document lays down the guidelines, limits and procedures to regulate such reimbursement.

Personnel Involved:

- ✓ All regular House-keeping employees, Dishwashers in F & B department of NU Hospitals who have completed at least 12 months of full time and continuous service in the institution.
- ✓ All regular Security guards of NU Hospitals who have completed at least 24 months of full time and continuous service in the institution.

Eligibility:

- ✓ Only for unmarried and unemployed children who are dependent on the employee.

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- ✓ Maximum of 2 children's education fees will be reimbursed.
- ✓ Only those children who get admission based on merit, fees will be reimbursed. NU Hospitals will not be paying any donation, capitation fees, management quota fees etc.
- ✓ Change and re-admission into another educational institution, unless backed with valid reasons, will not be permitted. NU Hospitals will not be paying admission fees if the reason for change in educational institution is not backed with a valid reason submitted in writing by the employee to the HR department.
- ✓ No reimbursement in case the child fails in any exam or subject. Minimum of 50% marks to be scored in every subject on an average in the previous academic year.
- ✓ School fees, Pre-university fees and Graduation or Diploma or Vocational course fees(any one of these) will be aided.

Process of Claim:

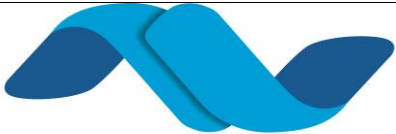
- ✓ A letter requesting NU Hospitals to reimburse the education fees needs to be submitted by the employee to the HR department for personnel filing purposes too.
- ✓ The concerned employee to also submit the original copy of the receipt or letter received from the educational institution providing details of fees to be paid.

Responsibility of Human Resources Department:

- ✓ HR to verify past inclusion of the dependant in the personnel file.
- ✓ Letter issued by school/ college/ educational institution with details of fees mentioned in the letter along with a copy of marks card of previous examination attended/ previous academic year whichever is latest should be produced to the HR person.
- ✓ HR to do a proper check of the marks scored by the child, tenure of the employee with NU and then submits the form to the Chairman for consideration.
- ✓ If the grades are low or have seen a dip, HR person, with the help of Unit Head/ Ops Manager, to organize a counseling session for the child.
- ✓ Once approved by the Chairman, HR will hand over the documents to accounts for necessary processing at their end.
- ✓ HR to file a copy of these documents in the concerned employee's personnel file.

Responsibility of Accounts Department:

- ✓ Accounts team discusses with the educational institution to consider reduction in fees.
- ✓ Fees will be paid per term (in two or three installments- if permitted by the educational institution) based on the performance of the student.
- ✓ A cheque in favour of the educational institution will be issued directly to the institution and receipt is mandatory.

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What will be reimbursed:

- ❖ Admission Fees
- ❖ Tuition Fees
- ❖ Books
- ❖ Uniform

What will not be reimbursed:

- ❖ Capitation Fees
- ❖ Management Quota Fees
- ❖ Donation
- ❖ Transport charges
- ❖ Bags
- ❖ Fees or charges for any extra-curricular activities.

31)Policy of Expense Reimbursement on Research/Conference:

As part of NU Hospitals' vision to promote continuous research and learning, support by way of reimbursement of certain charges will be provided to medical consultants and resident DNB trainees.


Objective: Reimbursement is meant to facilitate continuous research, learning and education and this policy document lays down the guidelines, limits and procedures to regulate such reimbursement.

Personnel Involved/ Eligibility:

- ✓ Full time medical consultants
- ✓ Resident DNB Trainees

Process of Claim:

- ✓ Doctor(s) who want to attend the Research Conference will have to submit an application (in duplicate) addressing to the Medical Director along with necessary conference details and submit the same to the Accounts Section.
- ✓ The Conference details must mention the dates, place and the estimated charges for attending the same.
- ✓ The application has to be made 1 month before the start of the Research Conference or within such other time as per the schedule of Research Conference.
- ✓ The application (in duplicate) with the conference details has to be submitted to Medical Director by A/C's Section for necessary approvals.
- ✓ The participants are to address/answer the necessary queries raised by our Medical Director within time for necessary clearances.

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- ✓ Once cleared, the Registration and Travel Expenses (to and fro 2nd class A/C Rail Fare or Air fare (Apex/Economic Fare) to the nearest destination in case of urgency) will be paid by the Hospital and such other expenses which our Medical Director approves will also be reimbursed.
- ✓ Participant(s) will get reimbursement of their boarding and lodging charges. For this participant(s) will have to submit the hotel bills in original.
- ✓ Boarding and lodging charges are subject to Rs. 1500/- per day within Karnataka (2500/- per day outside Karnataka) or such amount as our Medical Director may approve.
- ✓ The Research document/paper which the participant(s) presents in the conference has to be submitted to the A/C's Department along with the supporting Documents and original Application letter.
- ✓ Only Domestic travel and conferences will be eligible for reimbursement
- ✓ DNB students will be granted upto Rs. 20,000 or actual expenditure whichever is lower in lieu of expenses if they wish to attend any conference or present any papers.

32) Designation policy for MC's:

Effective 20- Jun- 2017, the designation for Medical Consultants will be conferred based on month and year of the provisional/permanent certification.

For Nephrology, Urology, Reproductive Medicine


Years of experience post super-specialization	Designation
0-2 years	Sr. Registrar
3-5 years	Junior Consultant
> 5 years	Senior Consultant

For Anaesthesia / Laboratory / Radio diagnosis/ Orthopedics/ Internal Medicine/ Paediatrics/ Gynaecology, ENT, General Surgery, Emergency Medicine etc,

Years of experience post specialization	Designation
0-2 years	Registrar
3-5 years	Sr. Registrar
6-7 years	Junior Consultant
7-10 years	Consultant
>10 years	Senior Consultant

33) Performance Improvement Policy and guidelines:

Purpose and Scope:

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- ✓ The purpose of these guidelines is to ensure that staff members are given the opportunity to achieve and maintain appropriate standards of performance at work.
- ✓ The guidelines will apply to all staff members of NU Hospitals.

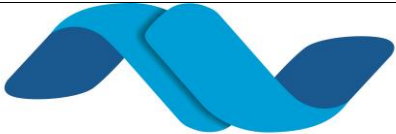
Principles:

- ✓ The hospital has a responsibility and commitment to setting acceptable, achievable, realistic and measurable standards of performance. These will be expressed in clear, unambiguous and measurable terms and readily accessible to all staff members in their Job Description document.
- ✓ All reasonable efforts will be made to assist staff members to meet the agreed standard of performance.
- ✓ Staff members are cognizant of their job responsibilities and reasonable targets and timescales, have been given by the department head.
- ✓ Where a manager perceives poor performance by a member of staff member the matter will be dealt with in accordance with the procedure below.

Procedure:

- ✓ Employees who have performance related issues, which are caused by health and or disability will not be covered by these procedures.
- ✓ Managers must involve the HR Department at the very earliest stage of any procedure. This is to ensure that there is fair application of equitable employment practice and consistency of approach.
- ✓ An informal meeting should take place in first instance between the manager and the team member. The department head should clarify the issues and set in place measures, timescales for improvement and any necessary training etc to overcome any difficulties that the staff member may be facing.
- ✓ If this does not resolve the problem within the timeline specified by the department head, a formal meeting between the manager and the team member to discuss performance should take place. This formal meeting will be conducted by the manager, supported by the HR Department, to ensure that the procedure and outcome is fair, consistent and appropriate.
- ✓ The HR department will then issue a under-performance memo to the staff member advising him/her to take measures to improve performance.
- ✓ The staff member will then be provided a refresher training by the manager to aide his/her performance over the next 30 days.
- ✓ If performance sees an improvement, then the staff member moves out of the PIP.
- ✓ A consistent failure to improve performance, despite measures put into place to assist this process, may result in disciplinary action being taken against the staff member which may include termination of services too.

34)Uniform Policy:

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Prepared by	Ms	Sahana Pai	Version:09	Effective date	10/10/2013
Approved by	Dr	Prasanna Venkatesh		Reviewed date	07/03/2024
Reviewed by	Ms	Sahana Pai		Next review	06/03/2025

Purpose: NU Hospitals wants to ensure that its employees are clearly identified as representing the hospital. To achieve this goal, the hospital has instituted a uniform policy for all employees assigned to the service and delivery functions. All employees of NU Hospitals will require to wear the prescribed uniform on all working days, on days when they travel to other NU units too.

Scope: Uniform is compulsory for all employees on all their working days. For departments that are 24/7 in nature, GH is also considered as working day for uniform policy purposes. Metal badge and ID card is also considered as part of the uniform and needs to be worn at all times while at work.

Exceptions to this policy:

- ✓ Medical Consultants
- ✓ Duty Doctors/ Physician Assistants (white apron compulsory)
- ✓ Pregnant women in their third trimester (white apron compulsory if the team member is a clinical staff)
- ✓ As specifically permitted by HR based on request made, backed by valid reason

Procedure for issuing uniforms:

- ✓ NU Hospitals will issue two sets of uniforms to each new employee upon completion of 30 days from date of joining. Stores team at each unit can be contacted for issuing of uniforms. Respective HOD is responsible to ensure this is done on time.
- ✓ Upon issue, uniforms become the responsibility of the employee for maintenance and care.
- ✓ NU Hospitals may issue new uniforms periodically or require uniforms to be returned for special purposes (e.g., logo change, corporate color change, manufacturing damage). Affected employees will be given advance notice of the exchange, and the hospital will provide suitable replacement uniforms.
- ✓ In the event of termination of employment within one year from date of joining, the cost of the uniforms will be recovered during the full and final settlement.
- ✓ Enterprise heads will get 3 sets of uniforms p.a. owing to the nature of their role and the travel involved.


35)Bereavement Leave Policy:

NU Hospitals is sensitive to the fact that its employees need time off from work in the face of bereavement caused due to the demise of an immediate family member.

This policy document outlines the vital details of its coverage, process and terms.

Coverage: All full time employees of NU Hospitals

Definition of Immediate Family Member/s:

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- ✓ Parent/s
- ✓ Spouse
- ✓ Children
- ✓ Sibling/s
- ✓ Parents-in-law

Eligibility:

- ✓ Death of Spouse, Children - 15 days paid leave (including weekly off, comp-off and GH that coincide during leave period) in one go from the date of incident.
- ✓ Death of Parents (s), Parent(s)-in-law & Sibling(s)- 6 days paid leave (including weekly off, comp-off and GH that coincide during leave period) can be taken in two slots from the date of incident. However, the leaves need to be availed within 21 days from the date of incident.

Process:

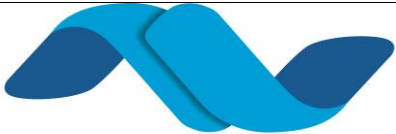
- ✓ All employees to furnish their family tree document to HR
- ✓ The employee needs to notify, by way of call, his/her HOD and the HR department about the occurrence of any such incident in the family within 24 hours from the time of the incident.
- ✓ Leave application to be done on Keka under appropriate category of bereavement by also uploading supporting documents.

Important:

- ✓ This leave eligibility is over and above the EL & CL eligibility of an employee.
- ✓ In case the employee fails to avail the sanctioned number of days, he/she forfeits the right to avail balance leave.
- ✓ The HR department reserves the right and authority to ask for due documentation (death certificate, proof of relationship) to be submitted to its office at the time of reporting back to work and it is the employee's responsibility to furnish the same within 24 hours of returning to work failing which suitable disciplinary action may be taken which could include LOP for the days of absence from work.

36)Conflict Of Interest And Disclosure Policy:

This conflict of interest disclosure policy is designed to aid Directors and Employees of NU Hospitals to identify situations that present potential conflicts of interest and to provide NU Hospitals with a procedure that, if observed, will allow a transaction to be treated as valid and binding even though all or any of the parties stated above have or may have a conflict of interest with respect to the transaction.

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In the event there is an inconsistency between the requirements and the procedures prescribed herein and those in the country's or state's law, the law shall have the final word.

Conflict of Interest: For purposes of this policy, the following circumstances shall be deemed to create Conflicts of Interest:

A. Outside Interests

A Contract, transaction or relation between an Employee or Employee's relative(s)/ Director(s) with Service Provider(s)/Associate(s) or Competitor(s) of NU Hospitals.

B. Outside Activities.

An Employee / Director competing with NU Hospitals in the rendering of services or in any other Contract or Transaction with a third party

C. Gifts, favors and Entertainment.

- ✓ An Employee/ Director accepting gifts, entertainment, or other favours from any individual or entity that is associated with NU Hospitals
- ✓ This does not preclude the acceptance of items of less than Rs. 1000/- (Rs. One Thousand Only) or entertainment of nominal or insignificant value (less than Rs.1000/-; Rs. One Thousand Only) that are not related to any particular transaction or activity of NU Hospitals.
- ✓ Any such gift received must either be displayed or utilized within NU Hospitals premises.

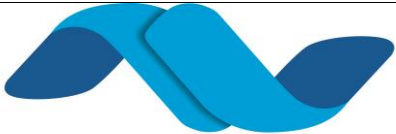
Confidentiality:

- ✓ Every Employee/ Director shall exercise care not to disclose confidential information acquired in connection with such status, the disclosure of which might be adverse to the interests of NU Hospitals.
- ✓ Furthermore, every Employee/ Director shall not disclose or use information relating to the business of NU Hospitals for the personal profit or advantage of the individual.

Review of Policy

- ✓ Every Employee/ Director shall be required to review a copy of this Policy and to acknowledge in writing that he or she has done so.
- ✓ Every Employee/ Director shall annually review this policy to identify any relationships, positions, or circumstances in which he/she is involved that he or she believes could contribute to a Conflict of Interest arising.

37)Paternity Leave Policy:

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NU Hospitals is cognizant to the fact that its male employees need time off from work during child birth, to be with their spouse and newborn.

This policy document outlines the vital details of its coverage, process and terms.

Coverage: All full time male employees of NU Hospitals

Eligibility: 3 days paid leave at a stretch from the date of child birth (including weekly off and GH that coincide during leave period).

Process:

- ✓ The employee needs to notify, by way of call, to his/her HOD and the HR department within 12 hours from the time of child birth.
- ✓ Leave application to be done on Keka under appropriate category by also uploading supporting documents (child's birth certificate).

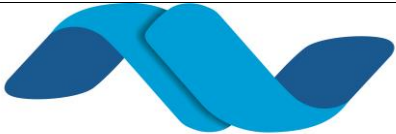
Important:

- ✓ This leave eligibility is over and above the EL & CL eligibility of an employee.
- ✓ This leave cannot be split and needs to be availed at one stretch.
- ✓ In case the employee fails to avail this leave within the sanctioned time frame, he forfeits the right to avail balance un-availed leave.

38)Resignation, No Dues, Full & Final Settlement Policy:

Resignation:

- ✓ Resignation letter to be submitted to immediate reporting Manager through Keka, after discussing with the reporting manager about it.
- ✓ Notice period starts from the day the resignation is accepted by the reporting manager
- ✓ Reporting Manager needs to communicate acceptance/ rejection through Keka (after documenting the mutually accepted justification for rejection) within 24 hours of receipt of the resignation from team member.
- ✓ In case of early relieving or for 24 hours resignation (which is solely at the reporting manager's discretion), notice pay in lieu of notice period will be recovered.
- ✓ Notice pay is calculated on an individual's Gross Monthly Salary.
- ✓ The last salary due to the individual will be held back if the last working date is on or before salary date and then paid along with the F & F settlement amount after recovering necessary dues.
- ✓ HR Department will not accept or entertain any notice pay waiver requests.

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No Dues and Final Clearance on the last working Day:

- ✓ On the Last Working Day, HR initiates no dues tasks on Keka for all concerned departments to provide clearance to exiting employee.
- ✓ Exit interview form will also have to be filled and uploaded on Keka by exiting employee on the last working day.
- ✓ All assets and property of the hospital in possession of the exiting team member should be handed over to IT &/or Administration department.
- ✓ Experience letter (if it is a case of formal and accepted resignation only), will be issued on the same day after clearance of the aforesaid exit formalities.

F & F settlement:

- ✓ HR Department will update the F & F settlement inputs on Keka and notify accounts department.
- ✓ Bank Transfer is done or Cheque is issued by the Accounts team after necessary checks are done.
- ✓ 45 days is the maximum TAT for closure of F & F payment, if any, unless any clearance is pending.
- ✓ Constant follow-up calls, reminders are not necessary

39)Religion Neutrality:


NU Hospitals respects the religious beliefs and practices of all its employees but chooses to remain neutral on religious matters at all times in order to promote a healthy and cohesive work atmosphere

Policy Coverage: All employees of NU Hospitals

Points to be noted:

- 1) No religious signage, idols and/ or paraphernalia shall be displayed anywhere inside the hospital premises.
- 2) No employee shall indulge in any religious propaganda inside the hospital premises or with colleagues, patients or service providers of NU Hospitals.
- 3) No employee shall make any derogatory comments, in any form, against any religion, caste or creed whatsoever amongst colleagues, patients or service providers of NU Hospitals.
- 4) Requests for non-religious/ neutral celebrations on special occasions, if any, shall be brought to the notice of the Chief People Officer for necessary clearance and approval.
- 5) Individuals who need special permissions for specific dress code for a pre-defined period of time, for observing religious rituals, may do so, with due clearance and approval from the Chief People Officer.

40)Confidentiality Agreement

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It is understood and agreed to that the below identified discloser(s) of confidential information may provide certain information that is and must be kept confidential. To ensure the protection of such information, and to preserve any confidentiality, it is agreed that

- 1) The Confidential Information to be disclosed can be described as and includes:
 Invention description(s), technical and business information relating to proprietary ideas and inventions, ideas, patentable ideas, trade secrets, drawings and/or illustrations, patent searches, existing and/or contemplated products and services, research and development, production, costs, profit and margin information, finances and financial projections, customers, clients, marketing, and current or future business plans and models, regardless of whether such information is designated as "Confidential Information" at the time of its disclosure.
 In addition to the above, Confidential Information shall also include, and the Recipient shall have a duty to protect, other confidential and/or sensitive information which is (a) disclosed by Discloser in writing and marked as confidential (or with other similar designation) at the time of disclosure; and/or (b) disclosed by Discloser in any other manner and identified as confidential at the time of disclosure and is also summarized and designated as confidential.
- 2) The Recipient will not disclose the confidential information obtained from the discloser(s) unless required to do so by law. This shall bind the recipient even if he/ she is no longer employed with the organization.
- 3) This Agreement imposes no obligation upon Recipient with respect to any Confidential Information (a) that was in Recipient's possession before receipt from Discloser; (b) is or becomes a matter of public knowledge through no fault of Recipient; (c) is rightfully received by Recipient from a third party not owing a duty of confidentiality to the Discloser; (d) is disclosed without a duty of confidentiality to a third party by, or with the authorization of, Discloser; or (e) is independently derived by Recipient.


THEREFORE, the parties acknowledge that they have read and understand this Agreement and voluntarily accept the duties and obligations set forth herein

41)Leave Policy - Medical Consultants:

NU Hospitals strives to promote a balanced work schedule for all its team members. This Leave Policy for Medical Consultants outlines the leave eligibility and provides guidelines for availing leaves.

Casual Leave

- ✓ Medical Consultants can avail casual leaves which are based on their experience (as per details provided in the Leave Summary Table).

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- ✓ In case of planned leaves, prior approval (at least 15 days in advance) from the Department Head/ Reporting Authority, with notification to Front Office Manager.
- ✓ In case of emergency leaves, the Department Head/ Reporting Authority to be promptly informed, with notification to Front Office Manager.

Educational Leave

- ✓ For facilitating the attending of training sessions, workshops, observerships and conferences.
- ✓ Over and above education leave an additional 7 days of leave is available to avail as a faculty for teaching programs or as an examiner(to be used only for PG teaching programs), at the discretion of the Head of Department. This leave will be termed as "Additional Leave as a Trainer".
- ✓ Prior mandatory approval is to be taken (at least 30 days before the planned day of proceeding on leave) from the Department Head/ Reporting Authority, with notification to Front Office Manager.
- ✓ Due evidence to be furnished for the relevant course, training, workshop, observerships program, as a faculty member etc, which the doctor is planning to attend at the time of making the request for leave.

Leave Summary Table:

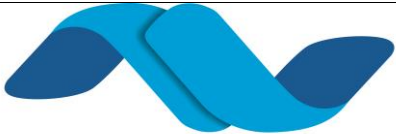
Total Years of Experience Post Specialization	Education leave	CL	General Holidays	Total leaves
Group Medical Director, Associate Medical Directors & HODs (should have completed 15 years post specialization)	10	25	10	45
16th year onwards	10	20	10	40
11-15 years	8	18	10	36
6-10 years	8	16	10	34
0-5 years	7	12	10	29

Academic Sabbatical:

Over and above the other categories of leaves mentioned above, in the below mentioned scenarios, special leave can be availed by medical consultants, as per their eligibility.

Leave to enhance skill sets necessary to perform the job role in the institution:

- ✓ Eligibility: All full time medical consultants, from the 4th month upto 24 months from date of joining.
- ✓ Sanctioned leave period: upto 3 months (cannot be split). Can be utilized only once in above period.
- ✓ 50% of the professional fees will be paid during this leave

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- ✓ The consultant will have to give an undertaking that he/she will join back NU Hospitals and continue to work at NU Hospitals for a minimum of 3 years post return.

Leave to attend any prestigious fellowship won by the medical consultant

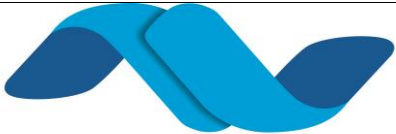
- ✓ Eligibility: All full time medical consultants, Post completion of 5 years of continuous service in the institution
- ✓ Sanctioned leave period: upto 15 days (cannot be split) once in 3 years
- ✓ Professional fees will be paid in full during this leave
- ✓ The consultant will have to give an undertaking that he/she will join back NU Hospitals and continue to work at NU Hospitals for a minimum of 3 years post return.

Leave to attend any travel fellowship/ observer ship applied by the medical consultant

- ✓ Eligibility: All full time medical consultants, Post completion of 5 years of continuous service in the institution
- ✓ Sanctioned leave period: upto 30 days (cannot be split) once in 5 years
- ✓ 50% of the professional fees will be paid during this leave
- ✓ The consultant will have to give an undertaking that he/she will join back NU Hospitals and continue to work at NU Hospitals for a minimum of 3 years post return.

Note:

- ✓ Leave will be computed from the 26th of December to the 25th of December the following year; for all future references this will be called as the LEAVE YEAR.
- ✓ All Leave applications (CLs, Educational Leaves, Additional Leaves as a trainer) to be routed through Keka HRMS, prior to proceeding on leave or on the day of return to work (only in case of unplanned CLs).
- ✓ All unutilized casual leaves can be used in place of Educational Leaves.
- ✓ However, only 30% of the unutilized Educational Leaves can be used for Non-Educational purposes with prior approval (by way of email) from concerned HOD & the Medical Director.
- ✓ In case of any emergent needs (includes personal/health related crises etc) an option to convert an additional 10% of the total education leave (provided the remaining education leave is adequate to cover the requirement) to casual leave is provided. This would also need the approval of the concerned HOD & Medical Director with reasoning.
- ✓ Operations Manager, Front Office Manager and HR to be notified in both the above cases.
- ✓ Unused leaves of all kinds will lapse at the end of leave year and carry forwards are not permitted.
- ✓ Leaves availed in excess of eligibility will result in pro rata reduction of both fixed pay and variable pay (For Consultants who are also eligible for variable pay) in the payroll cycle that follows, to the extent of excess leaves availed.

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- ✓ Deputation to any unit of NU Hospitals (initiated by the hospital) will qualify as working days.
- ✓ Deputation on work needs to be applied as on duty on Keka HRMS.
- ✓ Four types of leaves menu is made available in ESS- Casual Leave, Educational Leave, On-duty absence and Additional Leave as a trainer.
- ✓ Consultants on resignation, serving notice period, will not be eligible to avail any of these leaves.
- ✓ Reference point for finalizing eligibility of leaves will be experience as on 25th December of the preceding leave year.
- ✓ The date as mentioned in the highest specialization certificate will be considered for arriving at experience.

For any clarifications, please contact Ms. Sahana Pai, Chief people officer, on sahana.pai@nuhospitals.com


42)Crèche Policy:

Purpose: NU Hospitals, in line with its mission statement, extends in-house Crèche facility to its employees' children. The aim is to provide a safe and hygienic facility for their children, and to support working parents with child care.

Policy Coverage: All employees of NU Hospitals from the day of their employment

Points to be noted:

1. The Crèche will function between 9AM - 6PM, Monday through Saturday
2. The Crèche shall remain closed on General Holidays and Sundays
3. Employees with children between the age of 1 year- 12 years are permitted to utilize the Crèche facility
4. Specific permission from HR & Unit Head has to be sought before utilizing the Crèche facility.
5. The parent is required to inform in writing of the medical problems & special needs, if any, of the child.
6. The parent is required to be present in the premises at all times when the child is at the Crèche.
7. All the food, beverage & clothing requirements of the child should be provided for by the parent, at the time of dropping off the child at the Crèche.

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8. The Crèche facility shall preferably not be used on days when the child is unwell, at the discretion of the management.
9. A trained caretaker will be deployed to take care of the children at the Crèche facility.
10. A nominal fee of Rs. 500/- per month will be charged to the parent, and will be deducted in the following payroll directly on a flat rate basis, if the child uses the Crèche facility for more than a week in that cycle.
11. The caretaker's health check and basic training on maintaining hygiene will be done by ICN & facilitated by HR at the time of joining.
12. The Housekeeping team will serve as back-up to the caretaker when she avails leaves. The caretaker will report to the HK Supervisor.
13. The caretaker has to keep a watch on the children's activities and ensure their safety is taken care of.
14. The caretaker shall ensure the children use the washrooms of the hospital. However, the HK team member posted at the terrace (laundry work) needs to guard the crèche when the caretaker leaves the Crèche to help the child at the washroom.
15. No child shall be left unattended after the parents drop them off at the Crèche, till such time that the parents pick them up.
16. Entry to Crèche is restricted. Only parents are authorized to drop and pick their children from the Crèche.
17. Issues, if any, with the Crèche facility, should be routed, in writing, to the HR department.
18. Safety of the children shall be paramount in the functioning of the Crèche.

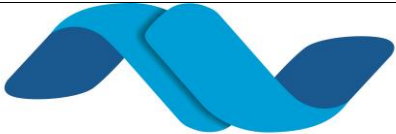
43)Work from Home: The work from home policy applies to non-clinical team members (full time employees only) of NU Hospitals, who are not directly involved in the medical services or patient interface departments of the Hospital.

It is important to note that this facility is subject to necessary approvals and is at the discretion of approving authorities.

Purpose: To facilitate continuity of work in adverse situations

Who can work from home?

Team members who carry out the majority of their work on phone and at a computer without having the need to use the Hospital software could be allowed to work from home.

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Reasons that qualify for work from home

- ✓ Overlong commute in the face of local government restrictions
- ✓ Outbreak of epidemic in the locality or pandemic in the country, confirmed / declared by Government Health authorities
- ✓ Family commitments (parenting needs, caring for a sick dependant parent, caring for a sick spouse, exigencies)
- ✓ Medical reasons that permit working.

Factors to be considered by the Reporting Manager:

If their job duties permit it, team members can work from home. The factors can be decided by the Reporting Manager, but the following are also for the Manager's consideration:

- ✓ Does the nature of their role make them eligible?
- ✓ What cyber security/data privacy challenges does remote working pose?
- ✓ Will collaboration with other team members be hindered?
- ✓ Do team members have access to the right equipment or software?
- ✓ Is the team member's home suitable as a working environment?

After the consideration of the above, if the Reporting manager is satisfied the team member can perform a high-standard of work from a remote location, it may be approved.


Procedure:

If a team member has decided to work from home, they should:

- ✓ In case of an unforeseen circumstance, contact the relevant manager at least two hours before the start of the shift. Manager must approve the request only after considering the factors outlined above
- ✓ Planned/ foreseen events, meet the Reporting Manager and take approvals
- ✓ If working from home is for over two days, then Managing Director's approval must also be sought
- ✓ Team member must apply for "work from home" permission on Keka HRMS which must then be approved by the reporting manager.

44)Acuity Based Staffing:

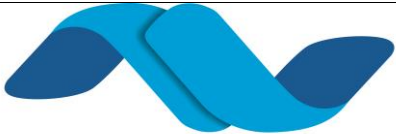
- Providing quality care is the primary goal of NU Hospitals and the hospital desires to have processes established to ensure that only appropriately educated and trained personnel provide appropriate patient care services.

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- The Policy ensures the availability of appropriately educated and certified experienced staff in the Organization.
- There are a few core criteria which will be considered while deciding the staffing needs of the Nursing department:
 - ✓ Appropriate levels of qualification and specialization studies
 - ✓ Current licenses from recognized statutory body
 - ✓ Relevant training and experience
 - ✓ Current competence
 - ✓ The ability to perform the privileges requested.
 - ✓ Patient care needs
 - ✓ Occupancy rates
 - ✓ Nurse to Patient Ratio

Based on the above criteria, the following is a sample of the staffing plan designed for the Nursing Department at NU Hospitals, Padmanabhanagar, Bangalore

Department / Area	Beds	Ratio	Average occupancy 1st April 2021 -30th Sep 2022	Available Manpower as on 15- Dec-22
Wards	30 Operational Beds	1:6 each shift	40%	20
ICU- Ventilator Beds	4 Operational Beds	1:1 each shift	25%	7
ICU- Non-Ventilator Beds		1:2 each shift		
High Dependency Unit (HDU)		1:3 each shift		
Emergency - Ventilator Beds	6 Operational Beds	1:1 each shift	5-6 pts per day	7
Emergency- Other Beds		1:3 each shift		
OPD screening	NA	NA	90-120 pts	1
Procedure Room	1 bed	NA	10-11 per day	1
ICN/ UDM	NA	NA	NA	2
Manager- UDM , Nursing Training & Nursing Quality	NA	NA	NA	1

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Approved by	Dr	Prasanna Venkatesh		Reviewed date	07/03/2024	
Reviewed by	Ms	Sahana Pai		Next review	06/03/2025	

Nursing Supervisor	NA	NA	NA	1
OT	3 OT tables	2 nurses per table each shift	3-4 surgeries per day	5
Dialysis	21 Beds	1 per shift	38 Dialyses per day	4


45)Contingency Plan:

This policy is made in order to ensure each clinical department in the facility is cared for by sufficient staff to provide the daily essential care and needs.

This plan establishes contingency strategies to staff and operate this Hospital within statutory requirements in lieu of staffing shortages occurring during an emergency situation.

Procedures:

- The Unit Head will assign staffing requirements to the HR Partner to ensure adequate staffing is available and provided to care for the needs the facility
- The HR Partner will coordinate staffing with each department HOD
- Each department HOD will be responsible to ensure that all cares and tasks are assigned/reassigned to ensure all staff are providing cares consistent with the staff member's level of licensure/certification and some duties may be reassigned which do not require a certification for appropriate completion of the task/duty/responsibility
- The HR Partner will maintain a current and accurate list of all employees and emergency contact numbers for all staff members at all times
- Activate the Disaster Management Plan to temporarily discontinue some day-to-day services in order to free up staff for covering operations including but not limited to:
 - ✓ Shifting of non-emergency appointments
 - ✓ Shifting of Day care appointments
 - ✓ Marketing tours
 - ✓ Non-essential environmental re-modeling/construction
 - ✓ Shifting of Events and Programs
- All staff will be called into duty and all previously requested time off or vacation time will be cancelled
- All staff will be contacted to determine his/her level of interest or willingness to work extra hours by providing compensatory offs.

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- Augment staff with contract nursing staff from recruitment and placement consultants.
- Transfer buffer staff from the nearest unit of NU Hospitals.

46)HR and Change Management :

- ✓ The HR department performs a variety of functions associated with the communication, documentation, and implementation of major changes.
- ✓ Most commonly, HR Department assists employees by serving as a point of contact for questions and concerns and by explaining any impact on staffing.
- ✓ In addition, HR Department often coordinates meetings and communications about the change and related initiatives.

Other common HR roles and responsibilities in change management include:

- ✓ Assessing readiness before the change.
- ✓ Providing initial communications about changes.
- ✓ Documentation in personnel file& other HR records
- ✓ Letters and correspondence
- ✓ Monitoring the implementation of training program post change
- ✓ development of a second line at all levels for easy management in case of change

Signature of HOD

Ms Sahana Pai