

TeleWork / TeleCommuting FAQs

Q1. Is this program going to be offered to all employees globally or at the director's discretion?

- A. All approvals to participate in the telework program are granted **at the sole discretion of the designated leader** (e.g. Director/Manager/Telework Administrator responsible for managing such department's telework arrangements) based on the nature of the work to be performed as well as the ability of the individual to safely, securely and successfully work remotely. Further, as noted in the policy, leaders also have the discretion to suspend or permanently revoke such approval due to business needs and/or employee performance issues.

Q2. Who is the Telework Administrator?

- A. As defined in the policy, this is the manager or other designee who is responsible for maintaining (and potentially approving) the Telework Agreements for the department or unit. Generally, the Vice President, Executive Director or Director who oversees the department's business operations will appoint the person who will serve as their department's Telework Administrator.

Q3. What is the definition of a "structured" offsite facility?

- A. A "Structured" offsite facility is a building or place of business (other than the employee's home or Central Worksite) that is properly equipped with the necessary resources to support working remotely in a safe and productive environment.

Q4. Is an agreement required for everyone who telecommutes?

- A. No. Agreements are required only for employees who are looking to engage in a "Regular Telework" arrangement and/or for a **planned and on-going** "Ad Hoc Telework" arrangement (e.g., the person is planning to work from home 2-3 days per week but the number of days and days of the week may fluctuate based on business needs).
- B. For all other "Ad Hoc" Telework arrangement (e.g., unplanned / unscheduled / due to inclement weather / etc.), formal agreements are **not** required (nor practical). However, employees must still seek approval from their manager in advance before working remotely and will be expected to meet all other telework conditions, including having available equipment for working in a safe and secure work environment.

Q5. If I am already working from home, do I need to complete a telework request form?

- A. Unless such employees have already signed a similar agreement as part of an existing telework program, we would encourage managers to work with any employee who is currently participating in a pre-existing Telework arrangement to complete the required training, obtain an executed TeleWork Agreement and complete the Telework checklist to ensure that all condition of the new policy are met.

Q6. Does the telework agreement form need to be completed by anybody who does or “has the possibility” to remote in? For example, almost all of our management team remote in occasionally.

- A. No. As noted above, ad hoc/periodic/unplanned telework does not require a formal agreement but other terms and conditions do apply, including seeking advance approval from their leader before telecommuting and working remotely.

Q7. Who maintains the list of individuals approved for “Regular Telework”?

- A. Each Telework Administrator and, in absence of anyone designated as such, the Director for the department or unit who has teleworkers, shall have responsibility for maintaining an up-to-date list of those who have been approved to telecommute.
- B. Per the policy, Human Resources (as well as Compliance, Internal Audit and/or IT) may request a copy of this list at any time in order to monitor the program, including fairness and consistency in granting approvals as well as helping to ensure compliance with other regulatory (e.g., wage and hour) and security (IT) concerns.
- C. This list should include, at a minimum, the following information:
- The Employee’s Name and Employee ID;
 - The date the Telework Application and Safety Checklist Agreement was approved;
 - The date the Telework Onboarding Checklist completed; and
 - The general terms of the telework arrangement (e.g., approved days of the week / hours / etc.).

Q8. Is BHS-supplied equipment “required” for part time regular telework (i.e., anything less than full time at home)?

- A. It depends. Each manager must exercise good business judgement in deciding, first, whether to approve a telework arrangement and, second, whether such arrangement warrants the provision of BHS-supplied equipment.
- B. As provided in the policy, any full-time employee (i.e., a .9 FTE or higher) seeking approval to work a Regular Telework arrangement ***should*** generally be provided BHS-supplied equipment.
- Those teleworking less than full-time ***may*** be provided BHS-supplied equipment if circumstances warrant (e.g., based on business and security needs).
 - On the other extreme, providing BHS-supplied equipment would ***not*** be business-justified for someone who may ask to telecommute for only part of a day once a week (i.e., 4 hours / week).
 - In this case, the employee would generally be required to provide their own equipment or, in the alternative, risk having their request denied.

- C. Further, the cost savings may offset the cost of providing BHS-supplied equipment to both full-time and part-time teleworkers ***and*** space savings created by allow someone to telework.
- For those approved to telework full-time, we no longer need to provide space in one of our locations (which carries a cost) and the cost of any equipment provided to telework is offset by the cost of the equipment we would have otherwise provided to them in an office environment.
 - For those approved to telework part-time, there may be an option to make use of laptops that can travel with them from the office to their remote location and, thus, not add any additional costs ***plus*** creates the opportunity for space sharing in the office, which reduces the physical space needed to house our employees.

Q9. The policy contemplates anybody regularly at home also needs BHS furnished equipment. Is that really intended to apply in the case of staff members who work a regularly scheduled mix of days in the office and at home?

A. See above FAQ.

Q10. What do we need to do about equipment for existing “full-time” at home staff as the provision of such equipment was unplanned and is not budgeted?

A. There will be a transitional period needed in order to move from existing arrangements to the new telework/telecommuting policy. We recognize that there are a number of existing work-from-home programs already established (and that are operating successfully). As such, our recommendation is to continue with such program “as is” until any existing equipment needs to be replaced and/or upgraded. And, then, at that time, work to budget for, and phase in the offering of, BHS-provided equipment (if warranted – see above FAQ).

Q11. The policy makes reference to “normal access” and “limited access” – what is the difference between these access levels?

- A. “Limited Access” and “Ad-hoc” remote access refers to the use of <https://remote.bhsi.com> or <https://connect.bhsi.com> and allows access from a personal device due to the protections these remote access portals have in place to reduce the likelihood that a personal device could cause a direct cyber intrusion or infection. This is a low risk option, but is a limited user experience compared to a computer in the office
- B. “Normal Access” refers to a ***direct*** connection to the Baptist health network using a Meraki device that allows remote workers full access to the Baptist internal network in the same manner that their desktop computer operates in the office and does not require the home user to remote control another computer internal to the Baptist network.
- The use of a direct connection to the Baptist network from a person’s home results in a higher risk of cyber intrusion or cyber infection than a traditional limited-use remote access session and, therefore, should not

be approved casually. This is a high-risk option but allows for a full user experience for voice and data just as if you were using a computer in your office.

- Therefore, given the risk, this option requires proper authorization and equipment as well as the teleworker's acknowledgement of these risks and agreement to use extra precautions to protect against misuse by family members or guests and to ensure personal devices are not connected to Baptist equipment through this option.

Q12. *Per the policy, any exceptions must be approved in writing by the Chief Information Security Officer (CISO). As such, will continuation of any existing program require the approval by the CISO?*

- A. All existing tele-work instances can continue "as is", but these arrangements must be reviewed and documented to ensure compliance with existing policies and security protocols. The CISO must approve any exceptions deemed not to comply with established protocols for gaining "Normal Access" to the Baptist Health network and/or storing or processing of electronic protected health information and/or personally identifiable information (EPHI or PII) on the local hard drive of an at-home machine without explicit approval.
- If a full-time at-home worker is functioning adequately using the ad-hoc/limited use access method, they will not need to be migrated to the more costly/risky full use direct connect configuration referred to as "Normal Access" (see descriptions above).
 - Any exceptions to the policy that can be mitigated without cost or impact to the home user will be implemented immediately.
 - Any exceptions to the policy requiring purchase and implementation of new systems or software will be documented with options and costs to accept, mitigate, transfer, or remediate the risk and may either be approved by the CISO or escalated to the Baptist Health Cyber Security Committee to assist with making a risk management decision.
 - Any full-use "Normal access" users with Meraki devices in their home deemed to be *unintentionally* misusing their device for personal business, or putting the Baptist health network at an elevated risk of malware or unauthorized data exfiltration, will result in a recommendation to their manager/director that the access be changed back to ad-hoc/limited use until adequate controls and training can be put in place to reduce the risk.
 - Any full-use "Normal access" users with Meraki devices who are discovered to be *intentionally* attempting to modify the configuration or connecting personal devices to the Baptist network or attempting to obfuscate their personal activity on Baptist equipment at home using VPNs or other peer-to-peer software, or attempts to access the dark web to anonymize activity performed on Baptist equipment will result in a recommendation that the access be immediately suspended and the employee will face possible discipline, up to and including termination.

Q13. *The new policy may encourage more staff to inquire about working at home. How do we need to handle these inquiries, especially considering budgetary impacts of equipment? We realize that there is the “manager discretion” component to the policy, but also recognize that we will need explanations that demonstrate to staff that we are being fair and consistent in how we administer this.*

- A. As noted in the above FAQs, we anticipate the need to phase in Baptist Health’s new telework program over time. During this transitional period, we may have to delay approving telework requests and/or seek an employee’s agreement to telework using their own equipment (provided it meets the IT security and other requirements outlined in the policy). Most importantly will be the need to explain to employees if, when and how they might be able to participate in the program if they express an interest to do so.

Q14. *How do we handle requests from new hires? While many of employees currently work-from-home, it has been our approach to only offer this to staff after an extensive period of demonstrated performance. By the same token, offering this to new hires could be a valuable recruitment and retention strategy, and decrease occupancy-related expenses.*

- A. How departments and their managers implement this program, including allowing new hires to work from home, will need to be determined on a case-by-case basis. Per the policy, most employees will be expected to work on site for a minimum of ninety (90) days before becoming eligible to work remote. Managers should use this period to ensure proper orientation and training as well as provide sufficient time to assess and monitor an employee’s productivity and work habits to ensure that they would be a good fit to telework before deciding whether to approve any such request. For others, however, where training and onboarding needs may be minimal, an employee’s productivity can be easily tracked by well-defined metrics and the quality of the work product can be easily audited, it may be possible to offer this arrangement much earlier in an employee’s career (and potentially shortly after the employee completes new hire orientation in some cases).

Q15. *Does this mean we can now hire employees to work remotely from anywhere in the United States?*

- A. Not quite. While this may create some new recruitment opportunities as suggested in the above FAQ, we still must ensure our ability to provide proper workers compensation coverage for the location from which a candidate seeks to telework. Currently, we are able to cover employees in Kentucky and surrounding states (i.e., Indiana, Illinois and Tennessee). If a hiring manager wants to explore the possibility of hiring a candidate located in any other state, they must first consult with Human Resources to ensure proper coverage.

Q16. *How will injuries incurred remotely be handled? Will we continue to follow the local facility process?*

- A. Yes. Absent an extreme situation in which the employee requires immediate emergent medical care, employees must call the Baptist Health 24/7 Employee

Injury Hotline (877-764-3574) to initiate the workers compensation process and to receive guidance related to seeking treatment and paying for associated medication. Employees must also notify their immediate supervisor and may seek assistance through the local employee health team (if applicable).

Q17. *How do we handle a request by an employee to telecommute in order to stay home with a sick child? Should we approve the request or require them to take PTO?*

- A. Approval to telework remains within the discretion of the manager provided they exercise this discretion in a fair and consistent manner. In the above scenario, and subject to other considerations (e.g., availability of equipment, availability of a safe and secure worksite, the nature of the work to be completed, etc.), the pivotal questions to be asked are whether:
- (i) The employee is able to be productive and properly attend to their work duties and responsibilities while working remotely with a sick child; or
 - (ii) The child will require the attention of the caregiver to such an extent that it may create a distraction and cause the employee not to be fully productive and/or otherwise be responsive to the needs of the business.

If the employee is able to be productive (and all other conditions support the request), the manager should generally approve the request to work remotely. If the nature of the work and/or the nature of the care required prevents the employee from being fully productive, the request should generally be denied and the employee should be required to use PTO to cover their absence. From a high-level, the basic difference is working from home with a sick child who is likely to sleep all day v. a child so ill that much of the day will require the employee to be “out of pocket” in order to take the child to the doctor’s office and a trip to the pharmacy.

Q18. *How do I successfully manage employees who telecommute?*

- A. Every situation is unique. However, common themes to ensure success include:
- **Setting Clear Expectations** and monitoring performance to ensure that those expectations are being met;
 - **Engaging in Frequent Communications** between the manager and the teleworker, which includes regularly one-on-one meetings, making use of video conferencing technology and talking about both business matters as well as personal matters to help stay connected (i.e., make time to take time to connect on a personal level);
 - **Creating a Team Environment** by making sure that they feel part of the larger team as opposed to working alone on an island. This includes ensuring that they know what is going on in the department and the larger organization as well as involving them in not only regular one-on-one discussions but also involving them in group discussions / staff meetings /

etc. where they have the opportunity to share and hear from their team mates and finding a way to meet in person with the team with some frequency (e.g., every quarter);

- Click on the following links for some additional ideas
 - <https://www.forbes.com/sites/forbescoachescouncil/2018/05/30/top-15-tips-to-effectively-manage-remote-employees/#a6a2851503cc>
 - <https://getlighthouse.com/blog/10-tips-manage-remote-employees/>

Q19. *Once the manager has approved an employee to telework, can this arrangement be changed / terminated?*

- A. Yes, both the manager and employee have the ability to request changes as well as terminate the arrangement.
- B. Managers have the unilateral right to modify or terminate the arrangement at any time. If changes are needed, managers are encouraged to work collaboratively with the employee to address this need and to facilitate the implementation of any required change. However, managers retain the sole discretion to implement any changes that may be required or terminate the arrangement if needed. Managers should actively monitor the telework arrangement to ensure that it is working as expected, that business needs are being met and to make any needed changes to help optimize the work and the arrangement.
- C. Employees likewise may request to terminate or make changes to the arrangement, which their manager must approve and have reflected in an updated Telework agreement. In the event the employee asks to terminate the arrangement, they will need to work with their manager to determine if there is available office space for them to return. If not, the employee will have the option to continue to telework (until other arrangements can be made) or voluntarily resign.

Q20. *What if I have additional questions?*

- A. Please contact your local Human Resources (HR) and/or Information Technology (IT) representative.