



CALLTHECAR
Opening doors to better care

**Code of Conduct & Ethics
CY 2023**

A message from the CEO



To Call the Car Team Members:

Coming from a family of physicians dedicated to serving the most vulnerable communities, Call the Car was created as I believed non-emergency medical transportation is an extension of health care. I envisioned a transportation company to ensure all members would receive access to care needed to stay healthy and maintain their quality of life.

Being a physician and through personal experience, I realized and understood that not being able to access needed health care and services could decrease a patient's ability to sustain their health or even worse find themselves in the hospital. Providing transportation services to the most vulnerable communities allows a patient and their family members to obtain needed health care.

It is important to me as a physician for patients to receive medically necessary care and preventive services. Call the Car's Code of Conduct and Ethics is information to guide you in making the most ethical and compassionate decisions for our clients and their members. The information in this document applies to all CTC Team Members, Leaders, Vendors, and other affiliations. Call the Car is dedicated to our clients and patients with the core values of being honest, impartial, ethical, accountable, and compliant.

If you are unable to find the answer to your questions or concerns here, you are encouraged to raise the issue with your leader or Human Resources for assistance.

Thank you for your commitment and hard work in providing the quality services to our clients and patients.

Michelle A. Tyson, M.D.
CEO and Founder

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Section 1

Introduction to Call The Car (CTC) Code of Conduct & Ethics

1.1 Mission Statement

Call the Car (CTC) brings an enlightened, innovative, compassionate mindset to healthcare transportation; empowering members, caregivers, and health plans to achieve improved health and increase access to care.

1.2 Vision

A healthcare transportation company can no longer be a separate broker model, a software company, or a fleet of vehicles.

A healthcare transportation company needs to combine all three of these characteristics to provide quality service, oversight for the Plan, and member centric care.

1.3 Values

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|-----------------|-------------------|------------------|
| • Honesty | • Quality | • Integrity |
| • Innovation | • Empathy | • Accountability |
| • Compliance | • Professionalism | • Partnership |
| • Teamwork | • Creativity | • Objectivity |
| • Impartiality | • Promptness | • Mannerism |
| • Collaboration | • Compassion | • Leadership |
| • Trust | • Respect | • Gratitude |

1.4 CTC Work Culture

Work culture is the beliefs, customs, and behavior of a group of people within a work environment, such as a team, department, or the organization as a whole. It is created through the behavior of everyone working in an organization, from the CEO to the entry-level employees.

We spend a significant amount of time at work, so it is only natural that the environment we spend so much time in would have an important impact on us.

CTC strives to create a work culture that promotes creativity, professional growth, and quality to our clients and their members in our daily activities and responsibilities. CTC encourages the following six (6) elements of work culture:

1. Treating colleagues as friends, caring for them, and being interested in their wellbeing. Treating each other as friends, being non-judgmental, and getting to know one another creates a positive environment in the workplace. Everyone has their own story and challenges in their lives and understanding each other may provide a different perspective.
2. Supporting colleagues and offering compassion and kindness in times of need. Supporting one another in times of need also creates a positive environment because you know you can ask for assistance from any of your colleagues when you get stuck.
3. Forgiving mistakes and not assigning blame. Everyone is prone to make mistakes however each of us should make our best judgement for our clients and their members. If you are not sure about something, ask a colleague or a leader. Strive to improve every day.
4. Working to inspire each other. Be a role model for each other to achieve a common goal to increase access to care for the most vulnerable communities. Be a positive influence on everyone. Create innovative ideas that move CTC forward.
5. Finding and emphasizing meaningful aspects of the work. Working to achieve the mission, vision, and values of CTC every day for our clients, members, and each other.
6. Prioritizing trust, respect, gratitude, and integrity. Everyone at CTC brings a variety of experiences, skills, background, talents, and knowledge. Know that everyone's role is vital to our success.

1.5 CTC Work Ethics

Work ethic is a set of standards of behavior and beliefs regarding what is and isn't acceptable to do at work.

Call the Car (CTC) encourages the following nine (9) elements of work ethics:

1. Hard Work

Don't give up, even when a task is difficult. Be persistent in getting the job done in a timely manner and ask for assistance when needed.

2. Dedication

Finish your assignments thoroughly and with quality. If you had committed or accepted a task, then ensure it is completed. Be mindful of deadlines and complete assignments based on CTC and productivity goals.

3. Discipline

Ensure the work assigned is completed and minimize errors or mistakes when possible.

4. Productivity

Ensure you are productive every day you are present at work as our clients and their members depend on CTC to access care. Complete assignments and meet your productivity goals as set by your leaders.

5. Teamwork

Do your part of your job responsibilities and tasks and help your co-workers when you are able. Work with others in a cooperative and collaborative manner.

6. Integrity

Make good choices every day that are moral and ethical.

7. Responsibility

Be consistent and reliable in your role. Be professional and respectful of your work daily.

8. Determination

Meet or exceed your goals daily. Be resourceful or ask for assistance to meet your goals when necessary.

9. Professionalism

It can be difficult to do the best work on the hardest days; however, do your best to persevere and create high-quality work nonetheless.

Section 2

Company Values

2.1 Business Ethics

CTC has the following seven (7) principles of business ethics that guide the code of conduct.

1. Accountability

Accountability means each team member taking full responsibility for their actions or practices. This includes any bad decisions taken or unethical business practices followed during business operations.

2. Care and Respect

Mutual respect must be maintained between business leadership, staff, and clients and their members. CTC will ensure a safe working space for the staff and encourage a respectful relationship between all stakeholders.

3. Honesty

Transparent communication between leadership, staff, and clients is highly encouraged. This helps build trust and establish a relationship between staff and CTC.

4. Healthy Competition

Healthy competition is encouraged while reducing conflicts of interest to a minimum amongst staff.

5. Loyalty

All disagreements, concerns, and/or issues between CTC operations and staff should be discussed and resolved internally away from the eyes of the public and/or our clients. Uphold the mission, vision, and values of CTC always.

6. Transparency

Important information disseminated among our clients, staff, and affiliates are to be provided comprehensively as appropriate and necessary.

7. Respect for the Rule of Law

All Local, State, and Federal laws and regulations must be respected and abided by with no exceptions.

2.2 Social Responsibility

CTC has a commitment to serving the most vulnerable communities therefore it is expected from staff to act in a manner to consider the population and society that CTC serves. CTC is involved in various philanthropic activities and/or functions that must be approved by the CTC Board prior to participation. Staff volunteering in an event or fundraiser will do so on their own time if the event is not affiliated with CTC. Any staff volunteering in an event must receive approval from their leader prior to participation.

2.3 Environmental Responsibility

CTC will comply with the rules and regulations applied by the government with respect to prevention of environmental pollution and operate in a way that protects the environment.

2.4 Employee Rights

As a CTC staff, you have the right to:

- Not to be unfairly dismissed.
- To be treated with dignity and respect.
- To be paid the agreed wage on the agreed date and at the agreed time.
- To be provided with appropriate resources and equipment to enable him/her to do the job.
- To have safe working conditions.

2.5 Diversity and Inclusion

CTC supports and promotes awareness and understanding of how people with different backgrounds, cultures, ages, races, genders, sexuality, religions, physical conditions, and beliefs can best work together harmoniously.

Section 3

Employee Behavior

3.1 Standards of Professionalism

A. Knowledge of the Law: CTC staff, contracted vendors, and affiliates must understand and comply with all local, state, and federal applicable laws, rules, and regulations. CTC staff, contracted vendors, and affiliates must understand and comply with CTC and client(s) policies and procedures. In the event of conflict, CTC staff, contracted vendors, and affiliates must comply with the stricter law, rule, or regulation. CTC staff, contracted vendors, and affiliates must not knowingly participate or assist in and must dissociate from any violation of such laws, rules, or regulations.

B. Independence and Objectivity: CTC staff, contracted vendors, and affiliates must use reasonable care and judgement to achieve and maintain independence and objectivity in their professional activities. CTC staff, contracted vendors, and affiliates must not offer, solicit, or accept any gift, benefit, compensation, or consideration that reasonably could be expected to compromise their own or another's independence and objectivity.

C. Misrepresentation: CTC staff, contracted vendors, and affiliates must not knowingly make any misrepresentations relating to any aspects of CTC's business functions or information.

D. Misconduct: CTC staff, contracted vendors, and affiliates must not engage in any professional conduct involving dishonesty, fraud, or deceit or commit any act that reflects adversely on their professional reputation, integrity, or competence.

E. Loyalty: In matters related to their employment, CTC staff, contracted vendors, and affiliates must act for the benefit of their employer and not deprive their employer of the advantage of their skills and abilities, divulge confidential information, or otherwise cause harm to their employer.

F. Additional Compensation Arrangements: CTC staff, contracted vendors, and affiliates must not accept gifts, benefits, compensation, or consideration that competes with or might reasonably be expected to create a conflict of interest with their employer's interest unless they obtain written consent from all parties involved.

G. Responsibilities of Supervisors and Higher Positions: CTC staff, contracted vendors, and affiliates must make reasonable efforts to ensure that anyone subject to their supervision or authority complies with applicable laws, rules, regulations, and the Code and Standards.

H. Disclosure of Conflicts: CTC staff, contracted vendors, and affiliates must make full and fair disclosure of all matters that could reasonably be expected to impair their independence and objectivity or interfere with respective duties to their clients, prospective clients, and employer. CTC staff, contracted vendors, and affiliates must ensure that such disclosures are prominent, are delivered in plain language, and communicate the relevant information effectively.

CTC staff are expected to act with integrity and respect towards all coworkers, supervisors, vendors and other third parties. Good behavior includes but is not limited to:

- Reliable attendance and punctuality

- Consistent individual contributor and team player
- Commitment to doing good work and being productive
- Accountability for any mistakes
- Positive attitude

See CTC Employee Handbook for examples of impermissible conduct which may lead to disciplinary action to promote understanding of what is considered unacceptable conduct and to encourage consistent action by CTC in the event of violations. The CTC Employee Handbook contains some examples of conduct, but not limited to, that may lead to the imposition of discipline up to and including termination.

3.2 Discrimination and Sexual Harassment Policies

CTC is an equal employment opportunity for all applicants and employees, without regard to, or the perception of, race, color, religion, religious creed, national origin, sex, gender, gender identify and expression, age, ancestry, marital status, sexual orientation, military and veteran status, status as a Vietnam-era veteran or qualified disabled veteran, or physical or mental disability or medical condition (as defined under state or federal employment laws) (except when the disability prevents the individual from being able to perform the essential functions of the job and when the individual cannot be reasonably accommodated), genetic characteristics, genetic information, victim status, political affiliation, having filed a charge; reasonably opposed discrimination or harassment; or participated in a discrimination or harassment lawsuit, investigation or proceeding, and any other characteristic or practice which is protected by law. Discrimination, harassment, and/or retaliation based on these characteristics, of or against employees, interns, volunteers, apprentices, or individuals working under a contract is prohibited under the Fair Employment and Housing Act (the “FEHA”) and is prohibited by CTC, whether by coworkers, third parties, managers, or supervisors. Similarly, CTC will not discriminate against customers based on these characteristics or any characteristic or practice which is protected by law. Further, CTC will not prohibit or refuse entrance to a member of the Armed Forces of the United States or of the military forces of the state, on the basis that the member wears a United States or state military service uniform.

CTC believes that all employees have a right to work in an environment free of unlawful discrimination, which includes harassment – whether that harassment is based on sex (including breast feeding and conditions relating to breast feeding and child birth), gender, gender identity and expression, age, race and/or mental disability, medical condition, genetic information, national origin, religion, religious creed (including dress and grooming practices), sexual orientation, marital status, military status, veteran status, victim status (victims of domestic violence, stalking, sexual assault or crime causing physician or mental injury or threat of physical injury), political affiliation, having filed a charge; reasonably opposed discrimination or harassment; or participated in a discrimination or harassment lawsuit, investigation or proceeding, or membership in other protected groups.

CTC expect all staff, contracted vendors, and affiliates to navigate interpersonal interactions and dynamics in the workplace with respect and professionalism. Staff, contracted vendors, and affiliates are empowered to handle disagreements directly, provided all parties speak and act

with courtesy. Should there be additional mediation or intervention required to resolve an issue, please consult with your supervisor/manager or Human Resources.

CTC prohibits unlawful harassment of its employees, independent contractors, individuals working under a contract, clients, apprentices, interns, volunteers, vendors, and customers in any form, whether by coworkers, third parties, managers, or supervisors. Such conduct is prohibited under the FEHA and will result in disciplinary action, up to and including dismissal of employees who harass others.

(Reference the Call the Car Employee Handbook for more information)

3.3 Use of Company Assets

All CTC staff must attempt to protect the company's assets and ensure their efficient use. Theft, carelessness, and waste have a direct impact on CTC's profitability. Any suspected incident of fraud or theft should be immediately reported for investigation. CTC's equipment should not be used for non-Company business, though incidental personal use may be permitted unless otherwise specified. The obligation of CTC staff to protect the Company's assets includes its proprietary information. Proprietary information includes, but not limited to, intellectual property such as trade secrets, patents, trademarks, and copyrights, as well as business, marketing and service plans, engineering and manufacturing ideas, designs, databases, records, salary information and any unpublished financial data, information, and reports. Unauthorized use or distribution of this information would violate CTC policy and could also be illegal and result in civil or criminal penalties.

CTC staff are expected to demonstrate proper care when using CTC's property and equipment. No property may be removed from the premises, nor may property be used for employees' personal use, without the proper authorization of management. If you lose, break or damage any property, report it to your manager at once.

3.4 Use of Social Media

CTC understands that social media is a platform to express thoughts, opinions, status, whereabouts etc. to an expanded audience. For further details and information, reference the CTC Employee Handbook.

The following guidelines must be followed, but not limited to:

- CTC staff must make sure that statements on social media are true, accurate, and can be substantiated.
- CTC staff must not make false or misleading claims on social media.
- CTC staff should check their social media pages and remove or respond to any posts from others that are false or misleading as appropriate.

3.5 Communication Guidelines

CTC staff communicates with a variety of customers such as our clients, contracted vendors, members, affiliates, and each other. Effective communication is important in transferring, presenting, and relaying information appropriately.

Verbal vs. Non-Verbal Communication

Verbal communication refers to the process of communicating using words, sentences, and language. Non-verbal communication refers to the process of communicating information through body language, facial expressions, eye contact, intonations, artefacts etc.

Positive Affirmations

Positive affirmations are statements or phrases which are pronounced out loud or told within yourself repeatedly to challenge negative thoughts or self-sabotaging (Self-sabotage refers to behaviors or thought patterns that hold you back and prevent you from doing what you want to do.) beliefs. Practicing positive affirmations is a simple process in which a person repeats a positive statement many times. It's not the statement that is powerful; it is what the person believes and takes out of it that makes the statement influential.

Social Skills

Social skills are skills which facilitate and ensure smooth interaction between people to share needs, ideas, thoughts, feelings, emotions etc. It is also referred to as interpersonal skills. These skills help in making communication effective. Social skills are developed over years through consistent practice and learning. The most important social skills are as follows:

1. **Active listening:** Communication cannot take place successfully without listening actively to what the speaker says. Listening isn't just a standalone skill; rather it comprises hearing, processing, and understanding. The information is heard first and then it is processed after which the meaning is understood.
2. **Empathy:** Empathetic conversations can save a lot of interpersonal issues. In simple terms, empathy is putting oneself in another person's shoes and trying to view the world from their angle.
3. **Non-verbal cues:** Our subtle non-verbal cues have a bigger role during conversations compared to verbal information. Things like eye contact, body movement, facial expressions, hand gestures, clothes, smell, vocal intonations, volume etc. can further enhance the information shared verbally.
4. **Self-awareness:** Self-awareness helps understand oneself and their behaviors. This is an essential skill as that provides insight into one's thoughts and the way one interacts with others. This allows us to be more mindful of the way we address others and be mindful of how others feel about the things we say to them.
5. **Conflict resolution:** Conflicts are a part of daily life. When there are two people, conflict is most likely to take place. One of the important social skills is to be able to resolve conflicts effectively. Conflict resolution means to acknowledge the existing problem and attempt to solve it using logic and rationality rather than emotion.

3.6 Disciplinary Process

It is important that all employees always perform to the best of their abilities. There will be occasions, however, when employees perform at an unsatisfactory level, violate a policy, or commit an act that is inappropriate. CTC may choose to exercise its discretion to utilize forms of discipline that are less severe than termination in certain cases.

CTC maintains a progressive discipline procedure to ensure a fair method of disciplining employees. The progressive discipline system is intended to give employees advance notice, whenever possible, of problems with their conduct or performance to provide an opportunity to correct these problems. The focus of counseling or discipline is on correction of the situation. CTC expects that most job-related problems will be resolved through routine disciplinary action.

Normally, progressive discipline involves some combination of verbal counseling, written warnings, and/or suspension before an employee is terminated. However, exceptions or deviations from the normal procedure may occur whenever CTC deems that circumstances warrant that one or more steps in the process may be skipped. Indeed, it is important to note that no single step or warning is required; rather, CTC will discipline as it alone deems appropriate given its understanding of a certain situation. Accordingly, circumstances may warrant immediate termination.

An employee who is given a written warning will be asked to sign the warning. This signature is not an admission of guilt, but merely acknowledges receipt of the warning notice. If an employee disagrees with the warning and desires to make comments, he or she is entitled to write on the warning notice.

An employee who is subject to any current written disciplinary action will not be eligible for promotion to another position during the first six (6) months following the disciplinary action.

It must be remembered that the employment relationship is based on the mutual consent of the employee and CTC. Accordingly, either an employee or CTC can terminate the employment relationship at will, at any time, for any or no reason. Further, CTC can demote, transfer, suspend or otherwise discipline an employee in its sole and absolute discretion. Nothing contained in these disciplinary procedures is meant to imply any contrary policy.

Section 4

External Expectations and Practices

4.1 Confidentiality

Confidential information is not known to the public and is the subject of reasonable efforts to maintain its secrecy and is being provided and disclosed to you solely for use in connection with your employment by the Company and solely for the benefit of the Company.

All CTC staff must maintain the confidentiality of CTC's, its affiliated entities', business associates' and its clients' trade secrets and confidential, sensitive, and proprietary information, including without limitation the personal information of the Company's customers, whether copyrightable, trademarkable, or licensable, and to prohibit their disclosure to unauthorized third parties, regardless of whether an employee signs a separate confidentiality agreement and/or privacy policy.

In consideration of your employment and receipt of the Confidential information, employees must (1) treat and preserve the Confidential Information of CTC; (2) not disclose, or permit to be disclosed, any of the Confidential Information to any person or entity, at any time, absent written consent and approval from the Company and/or from the client/customer, as applicable; (3) not photocopy or duplicate, and not permit any person to photocopy or duplicate, any of the Confidential Information without the CTC's and/or the client/customer's written consent and approval (provided, however, that nothing contained herein shall prohibit staff from photocopying and duplicating documents where necessary to legitimately conduct Company business). This includes use of any type of photographic equipment on a cellular phone or otherwise to take pictures or record video on Company premises; and (4) not make any use of Confidential Information for your own benefit or the benefit of any person or entity other than the Company.

Disclosure of Confidential Information will be grounds for immediate disciplinary action, including but not limited to, termination. The restriction on the disclosure of Confidential Information is not designed to restrict a staff's ability to speak freely with other co-workers and third parties regarding wages, hours and other terms and conditions of employment provided that such conversations do not disclose otherwise Confidential Information and provided that such disclosures are not made to a business competitor.

4.2 Customer Communication Guidelines

Customer communication is the ongoing dialogue between a company and its customers. The following are some guidelines:

1. Ongoing: Very, very few businesses survive and grow powered by one-time transactions that never repeat. It's important to know that successful companies nurture ongoing relationships with their clients and vendors.
2. Dialogue: Customer communication is about two-way conversation, which means you need to be listening at least as much as you're speaking.
3. A company and its customers: AS you add more and more customers, it gets harder and harder to talk to all of them effectively. The more individuals involved in a relationship; the more moving pieces that need to be coordinated.

CTC staff must practice professional communication with all customers they interact with on a continuous basis. CTC staff must not use profanity when talking to all clients and customers. The use of profanity by CTC staff is prohibited and may result in disciplinary action up to and including termination.

4.3 Conflict of Interest and Outside Business Activities

CTC staff are expected to devote their full efforts, energies, and loyalty to CTC. Due to the importance of this requirement, CTC strictly prohibits any outside employment or other activities or relationships that create any actual, potential, or apparent conflict of interest. Examples of situations that violate this policy include acting as a consultant, advisor, employee or independent contractor of or with a competitor, customer or vendor of CTC, owning any significant interest (other than as a shareholder of a publicly traded company) in any business or organization that conducts or seeks to conduct business with CTC, or using any assets or resources of CTC for personal gain or advantage.

Any violation of this policy may result in discipline, up to and including termination. CTC staff are encouraged to raise any questions regarding specific activities or questions involving this policy to Human Resources before becoming engaged in outside activities or relationships that could violate this policy.