



COMMUNITY  
REACH  
CENTER



CODE OF CONDUCT  
**HANDBOOK**

303.853.3500

[CommunityReachCenter.org](https://CommunityReachCenter.org)

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## PURPOSE

The purpose of the Code of Conduct is to define the scope, responsibilities, operational guidelines, control, and activities included in Community Reach Center’s efforts to foster and assure ethical conduct and provide guidance to each staff member, volunteer and contracted entity at Community Reach Center for their behavior and conduct in accordance with Community Reach Center’s mission. In addition, all personnel are expected to abide by their applicable professional disciplines and licensing and/or certifying boards’ codes of ethics and conduct.

As stated in the Corporate Compliance Plan, it is the fundamental policy of Community Reach Center Systems, Inc. (the Agency) that all of its business and other practices be conducted at all times in compliance with all applicable laws and regulations of the United States, the state of Colorado, all other applicable local laws and ordinances and the ethical standards/practices of the industry and The Agency.



## MISSION

It is the overall mission of Community Reach Center “to enhance the health of our community.” All activities at the Agency shall promote the Agency’s mission, vision and values.

## VALUES

The Agency’s primary purpose is to provide high-quality, integrated health care services to the consumers of Adams County and the surrounding area. The Agency is guided by the following principles relating to values and business conduct:

1. We embrace and respect the diversity of our community.
2. We create a safe environment that encourages innovation.
3. We focus on building lasting relationships, excellence and compassion
4. We demonstrate good stewardship and gratitude.

## CORPORATE CODE OF ETHICS

The Agency’s Leadership and Board of Directors have established this statement of ethics in recognition of The Agency’s responsibility to consumers/patients, employees and/or contracted personnel and the communities we serve. It is the responsibility of every person connected with The Agency - governing board, consultants, contracted personnel, clinical staff and employees, to act in a manner that is consistent with this organizational statement and its supporting policies. Our behavior is guided by the following governing principle:

- All employees and contracted personnel are to be treated with dignity, respect, courtesy, honesty and with the highest level of integrity.

- The Agency strives to adhere to this principle and expands on this principle through the development of additional policy statements addressing the following:
  - Treating all consumers with dignity, respect and courteousness.
  - Accurately representing ourselves and our capabilities.
  - Expecting our employees and/or contracted personnel to perform their job duties with honesty and the highest level of integrity.
  - Expecting our employees and/or contracted personnel to comply with all laws and regulations.
  - Providing only those services that meet the needs of our consumers/patients.
  - Striving to respond in a meaningful manner to the concerns of consumers/patients.

**Note: For the rest of this document, the term “employee” refers to employees, contracted personnel, trainees and interns, whether paid or unpaid. The term “consumer” refers to people who are receiving services from any part of the Agency.**

## 1. BUSINESS

In furtherance of the Agency’s commitment to the highest standards of business ethics and integrity, employees will accurately and honestly represent the Agency and will not engage in any activity intended to defraud anyone of money, property or services. The standards set forth below are designed to provide guidance to ensure that our business activities reflect the highest standards of business ethics and integrity.

### Honest Communication

The Agency requires candor and honesty from individuals in the performance of their responsibilities and in communication with its attorneys, regulators and auditors. No employee shall make false or misleading statements to any individual whom we serve or other person or entity doing business with the Agency about any

individuals, persons or entities doing business or competing with the Agency, or about the products or services of the Agency or its competitors.

### Proprietary Information

Information, ideas and intellectual property assets of the Agency are important to organizational success. Information pertaining to the Agency’s competitive position or business strategies, payments in reimbursement information, and information relating to negotiations with employees or

third parties is protected and shared only with employees having a need to know such information in order to perform their job responsibilities. Employees should exercise care to ensure that intellectual property rights, including patents, trademarks, copyrights and software are carefully maintained and managed to preserve and protect its value.



### Misappropriation of Proprietary Information

The Agency’s employees shall not misappropriate confidential or proprietary information belonging to another person or entity nor utilize any publication, documents, computer program, information or product in violation of the Agency’s interest in such product. All Agency employees are responsible to ensure they do not improperly copy for their own use documents or computer programs in violation of applicable copyright laws or licensing agreements. Employees shall not utilize confidential business information obtained from competitors, including contracts or other information in violation of a covenant not to compete, prior employment agreements, or any other manner likely to provide an unfair competitive advantage to the Agency.

### Confidentiality

The Agency’s employees shall strive to maintain confidential information in accordance with applicable legal and ethical standards. The Agency and its employees are in a position to have access to a broad variety of confidential, sensitive and proprietary information, the inappropriate release of which could be injurious to the people we serve, the Agency’s business partners and the Agency itself. Every employee of Community Reach Center has an obligation to actively protect and safeguard confidential, sensitive and proprietary information in a manner designed to prevent the unauthorized disclosure of information.

### Information Related to the People We Serve

All employees of the Agency have an obligation to conduct themselves in accordance with the principle of maintaining the confidentiality of information from within, or about people we serve in accordance with all applicable laws and regulations. Employees shall refrain from revealing any such personal or confidential information unless in accordance with applicable law and the Agency’s policies. If questions arise regarding an obligation to maintain the confidentiality of information or the appropriateness of releasing information, or questions related to policies and procedures related to our consumers and their Protected Health Information the employee should seek guidance from Agency management or the Agency’s HIPAA Privacy and/or Security Officer. Employees may also reference the HIPAA Privacy Manual, as well as multiple policies related to the HIPAA Privacy and Security Rule.

There are federal regulations which also guide the Agency regarding confidentiality related to alcohol and/or drug abuse diagnosis, treatment, and referral (otherwise known as 42 CFR Part 2). The information protected by 42 CFR Part 2 is any information disclosed by a covered program that identifies an individual directly or indirectly as having a current or past drug or alcohol problem, or as a participant in a covered program. With limited exceptions, 42 CFR Part 2 requires consumer consent for disclosures of protected health information even for the purposes of treatment, payment, or health care operations. Consent for disclosure must be in writing.

All treatment providers at Community Reach Center shall explain the required limitations of confidentiality imposed by a mandating authority when working with consumers. This is especially important when working with consumers who have been mandated for counseling services. Providers will also explain what type of information and with whom that information is shared prior to the provision of services.

A consumer mandated for treatment services has the right to refuse services and the provider will, to the best of their ability, explain the consequences potentially imposed by the mandating authority for refusing those services.

## 2. MARKETING

### Conduct with the Media

Employees are expected to maintain the confidentiality of consumers as required. Employees are not to discuss consumers and/or consumer circumstances with any member of the media, unless coordinated through the Grants, Public Relations and Marketing Department.

The Agency's relationship with the community is affected to some degree by its relationships with the news media and how media representatives portray the Agency. The Media Relations Policy provides Center employees with guidance on dealing with members of the news media (newspapers, TV and Radio stations, magazines, specialized newsletters, broadcast network news operations, wire services, Internet news operations, etc.). This policy acknowledges the important role of the media as channels of communication to the public about Agency's services and areas of expertise. It also recognizes the media's need for accurate and timely information, as is appropriate.

### Marketing and Advertising

As an Agency, we must maintain the highest standards of ethical norms and values as we work to meet the needs of multiple stakeholders (e.g. consumers, employees, community partners, elected officials).

Our marketing and advertising goals are to decrease negative biases regarding individuals with mental health challenges and raise and maintain awareness of our programs and services among consumers, employees, potential job candidates, community stakeholders and the public. As such, we must always try to present only accurate and transparent information in our marketing materials, website, social media engagement and advertising efforts.

Our agency applies the highest ethical standards to our marketing practices so that we are adhering to all applicable laws and regulations. We will treat everyone, including our competitors, as we would wish to be treated. We will not compare or intentionally disparage other providers with our consumers or community members.

We will strive for complete truth and transparency in the development and distribution of all marketing materials and advertising to build relationships and consumer confidence in the products and services we provide. We will honestly and accurately respond to all consumer, media and public requests for information.

We will be mindful to specific needs of vulnerable market segments such as children, seniors, the LGBTQ community, veterans and military members, the economically impoverished, and any other cohorts who may be identified as "at risk." We will listen to the needs of stakeholders and make all reasonable efforts to monitor and improve their satisfaction on an ongoing basis.

## 3. CONTRACTUAL RELATIONSHIPS

### Contracting

Employees may not utilize "insider" information for any business activity conducted by or on behalf of the Agency. All business relations with contractors must be conducted an arm's length both in fact, in appearance and in compliance with the Agency's policies and procedures. Employees must disclose personal relationships and business activities with contractor personnel, which may be construed by an impartial observer as influencing the employees' performance or duties.

### Business Inducements

Agency employees shall not gain any advantage through the improper use of payments, business courtesies or other inducements. Appropriate commissions, rebates, discounts and allowances are customary in acceptable business inducements provided they are approved by the Agency's management and that they do not constitute illegal or unethical payments. Any such payments must be reasonable in value, competitively justified, properly documented, and made to the business entity to whom the original agreement or invoice was made or issued. Such payment should not be made to individual employees or agents of business entities.

### Tax

As a not-for-profit entity, the Agency has a legal and ethical obligation to act in compliance with applicable laws, rules and regulations, to engage in activities in furtherance of its charitable purpose, and to ensure that its resources are used in a manner which furthers the public good rather than the private good for personal interests of any individual. Consequently, the Agency and its employees will avoid compensation arrangements in excess of fair market value, will accurately report payments to appropriate taxing authorities, and will file all tax and information returns in a manner consistent with applicable laws.





## 4. SERVICE DELIVERY

### Conflict of Interest

The Agency prohibits its employees from engaging in any activity, practice, or act which conflicts or is perceived to conflict with the interests of the Agency or its consumers and families. No employee should use his or her position with the Agency or information acquired during employment in a manner that may create a conflict, or the appearance of a conflict, between the employee's personal interests and those of the Agency.

The Agency reserves the right to resolve situations which may pose or create a conflict of interest. Situations that create actual conflict of interest or even the appearance of such a conflict must be scrupulously avoided unless approved in advance by the Chief Executive Officer or designee.

### Private Practice

It is considered a conflict of interest for any employee of the Agency to see either current or former consumers in private practice. This applies to both salaried employees as well as those paid on an hourly basis. The only exceptions to this rule would be with the written approval from the Chief Executive Officer, or if this prohibition is explicitly waived in the employment agreement. It would be a conflict of interest, if an employee has a private practice, to use The Agency's facilities or equipment to conduct their private practice. The Chief Executive Officer has sole discretion in determining whether the employee's private practice presents a conflict of interest at CRC.

### Outside Financial Interests

While not all inclusive, the following will serve as a guide to the types of activities by an employee, or household member of an employee, which might cause a conflict of interest:

1. Ownership in or employment by any outside concern which does business with the Agency. This does not apply to stock or other investments held in a publicly held corporation, provided the value of the stock or other investments does not exceed 5% of the corporation's stock. The Agency may, following a review of the relevant facts, permit ownership interests which exceed these amounts if management concludes such ownership does not constitute a conflict of interest.
2. Conduct of any business, not on behalf of the Agency, with any vendor, supplier, contractor, or agency utilized by the Agency, or any of their officers or employees.
3. Representation of the Agency by an employee in a transaction in which he or she or a household member has a substantial personal interest.
4. Disclosure or use of confidential, special or inside information of or about the Agency, particularly for personal profit or advantage of the employee or household member.
5. Competition with the Agency by an employee directly or indirectly or in the purchase, sale or ownership of property or property rights or interests, or business or investment opportunities.

### Services for Competitors/Vendors

No employee of the Agency shall perform or render services for any competitor of the Agency or for any Agency with which the Agency does business or which seeks to do business with the Agency outside of the normal course of his/her employment with the Agency without the approval of the Chief Executive Officer. No employee shall be a trustee, officer, or consultant of such an Agency, nor permit his/her name to be used in any fashion that would tend to indicate a business connection with such Agency.

### Exchange of Gifts and Gratuities

It is the Agency's desire to always preserve and protect its reputation and to avoid the appearance of impropriety. Consequently:

1. **Gifts from people whom we serve.** Accepting gifts from consumers or consumers' families should be carefully considered, understanding that both accepting and not accepting gifts, based on the nature and purpose of the gift itself can have significant impact on the therapeutic relationship. In general, handmade and purchased gifts shall not be accepted from consumers or other stakeholders if the monetary value of the gift exceeds \$20. If the gift appears to exceed this value, consultation should occur with the employee's supervisor in order to determine if the gift could be considered a donation either to the program or the Agency, so as to reduce the potential conflict of interest involving the consumer/stakeholder. If a person we serve or another individual wishes to present a monetary gift to the Agency, he/she should be referred to the Event and Outreach Specialist.
2. **Gifts influencing decision-making.** Employees shall not accept gifts, favors, services, entertainment or other items of value to the extent that decision-making or actions affecting the Agency might be influenced. Similarly, the offer of giving of money, services or other things of value with the expectation of influencing the judgment or decision-making process of any purchaser, supplier, customer, government official or other person by the Agency is prohibited. Any such conduct must be reported immediately either to the Director of Quality Assurance and Compliance or the Chief Executive Officer.
3. **Gifts from existing vendors.** Employees may retain gifts from vendors, which have a nominal value. (Community Reach Center has made no attempt to define "nominal" as a specific dollar value. Rather, the Agency expects its employees to exercise good judgment and discretion in accepting gifts). If an employee has any concern whether a gift should be accepted, the employee should consult with his/her supervisor. To the extent possible, these gifts should be shared with the employees' coworkers. Employees shall not accept excessive gifts, meals, expensive entertainment or other goods or services which have more than a nominal value.
4. **Vendor sponsored entertainment.** At a vendor's invitation, an employee may accept meals or refreshments at the vendor's expense. Occasional attendance at a local theater or sporting event, or similar entertainment may also be accepted. In most circumstances, a regular business representative of the vendor should be in attendance with the employee.

## Personal Fundraising

“Personal Fundraising” (such as selling of girl scout cookies for an employee’s child, soliciting donations for a personal cause, etc.) is generally approved so long as the act of fundraising is not in conflict with any Agency policies and procedures, the Community Reach Center Corporate Compliance Plan, and does not conflict with any other provision of the Community Reach Center Code of Conduct. Personal fundraising activities must not interfere with any of the Agency’s daily operations and must not interfere with any employee’s job duties. All instances of personal fundraising must be approved by the employee’s direct supervisor. If there is any question or concern regarding the appropriateness of the fundraising activities, those issues must be brought to the supervisor’s Director, the Director of Human Resources, the Chief Operating Officer or the Chief Executive Officer. In general, if there is a concern about a potential conflict with an employee engaging in personal fundraising, the fundraising activity should not occur.

Consumers of the Agency are not allowed to engage in personal fundraising activities in any location of Community Reach Center or with any employees or board members of Community Reach Center, due to the increased risk of real or perceived conflicts of interest that may exist, thus increasing the potential for harm to the therapeutic and professional relationships that exist between consumers and Agency staff.

## Personal Property

All personnel shall respect and safeguard the personal property of consumers, visitors and other personnel as well as the property of the Agency. Employees will not use or allow the use of Community Reach Center property or equipment for other than activities approved by the organization. Theft and destruction of property may be addressed through treatment planning (consumers), disciplinary action (personnel), and/or by contacting law enforcement, as appropriate. The Agency is not responsible for personal property that is not safeguarded or is left unattended.

## Setting Boundaries/Dual Relationships

A dual relationship occurs when an employee is in a professional role with a person and:

1. at the same time is in another role with the same person,
2. at the same time is in a relationship with a person closely associated with or related to the person with whom the employee has the professional relationship, or
3. promises to enter into another relationship in the future with the person or a person closely associated with or related to the person.

Employees shall refrain from entering into a multiple relationship if the multiple relationship could reasonably be expected to impair the employee’s objectivity, competence, or effectiveness in performing his or her functions as an employee, or otherwise risk exploitation or harm to the person with whom the professional relationship exists. Multiple relationships that would not reasonably be expected to cause impairment or risk exploitation or harm are not unethical. All multiple relationships or potential multiple relationships should be disclosed to the employee’s supervisor and the Quality Assurance and Compliance Department.

If an employee finds that, due to unforeseen factors, a potentially harmful multiple relationship has arisen, the employee will take reasonable steps to resolve it with due regard for the best interests of the affected person and maximal compliance with their professional Ethics Code or Agency Code of Ethics.

## Witnessing of Documents

Employees who are certified as Notary Publics may witness documents such as Power of Attorney, guardianship, and/or Agency contracts for consumers, personnel and other stakeholders in accordance with applicable state laws. The person who witnesses a document should be neutral and have no financial or other interest involved.

# 5. PROFESSIONAL RESPONSIBILITIES

Employees practicing psychology, social work, marriage and family therapy, professional counseling, and addiction counseling are expected to adhere to the Colorado Mental Health Practice Act (Colorado Revised Statute Title 12, Article 43). Employees practicing medicine are expected to adhere to the Colorado Medical Practice Act (Colorado Revised Statute Title 12, Article 36). Employees practicing nursing are expected to adhere to the Nurses Practice Act (Colorado Revised Statute Title 12, Article 38). All employees regulated by other State Boards are expected to understand and follow the rules and regulations of those Boards.

A violation of these rules of ethical practice and professional conduct constitutes unprofessional conduct and may result in an allegation being reported to the:

**Colorado Department of Regulatory Agencies,  
Division of Professions and Occupations  
1560 Broadway, Suite 1350  
Denver, CO 80202**

## Documentation of Professional Work

- a. Employees should accurately and truthfully document their professional work according to Agency policy, licensing regulations and/or legal requirements in order to ensure accountability and continuity in provision of services to the consumer.
- b. Employees recognize the expectation to maintain documentation in a complete and thorough manner.
- c. Employees acknowledge that the lack of maintaining complete documentation constitutes a violation of professional practice and may be a violation of a consumer’s rights.
- d. Employees acknowledge that a failure to maintain a professional standard of documentation may constitute a breach of professional ethics and result in a report to the state regulatory board and/or Agency-administered disciplinary action.

## Informed Consent

- a. Employees will inform consumers as soon as possible and in understandable language the nature of the professional/consumer relationship, the type of interventions provided, the professional's delegated authority and the limits of that authority, to include confidentiality constraints and the range of decisions that consumers can make.
- b. Employees are also responsible to assure that consumers are fully aware of their rights, their ability to file formal grievances, and have knowledge of how to access a Consumer Representative, the employee's supervisor and/or director, and the Director of Quality Assurance and Compliance.
- c. Employees will inform consumers of the role of the court in the consumer's treatment, as applicable, and of their legal and procedural rights.
- d. Employees will keep consumers informed about their treatment/service plan and assure consumer participation in the development of the treatment/service plan throughout the entire period of service.
- e. Employees will obtain permission for intervention from a legally authorized person when a consumer is legally incapable of giving informed consent.

## Scope of Practice

- a. Employees will not misrepresent their professional abilities or training. Employees will operate within their designated code of ethics and practice of their licensing bodies at all times. Employees lacking skills and/or expertise in a particular area will request professional training and supervision to assure that best practice standards are met.
- b. Employees will ensure that licensure and credentialing as required by their assigned position within the Agency is maintained.
- c. Employees receiving any form of professional sanctions will inform their supervisor immediately upon learning that such an action has been taken. The supervisor will immediately inform their Director and the Department of Human Resources.

## Peer Specialists

Community Reach Center Peer Specialists are individuals who have experienced the healing process of recovery from psychiatric, traumatic and/or substance use challenges and, as a result, can offer assistance and support to promote another peer's own personal recovery journey. Peer Specialists are trained to share portions of their recovery experience in an appropriate and effective manner. Peer Specialists follow SAMHSA National Practice Guidelines for Peer Supporters. Standards set forth include core competencies, ethical guidelines and code of ethics.

## 6. LEGAL COMPLIANCE

The Agency will strive to ensure all activity by or on behalf of the Agency is in compliance with applicable laws, rules and regulations.

The Agency's Corporate Compliance Plan and Corporate Compliance and Ethics Program are intended to provide guidance to employees and management to assist them in their obligation to comply with applicable laws, rules and regulations. The standards are neither exclusive nor complete. Employees are required to comply with all applicable laws, rules and regulations, whether or not specifically addressed in these policies. All questions regarding the existence of, interpretation or application of this plan should be directed to the Agency's Corporate Compliance Officer.



## 7. PROHIBITION OF

### Fraud, Abuse, and Waste

The Agency expects its employees to refrain from conduct which may violate fraud and abuse laws. These laws prohibit:

1. direct, indirect or disguised payments in exchange for the referral of patients;
2. the submission of false, fraudulent or misleading claims to any governmental entity or third-party payer, including claims for services not rendered, claims which characterize the service differently than the service actually rendered, or plans which do not otherwise comply with applicable program or contractual requirements;
3. making false representations to any person or entity in order to gain or retain participation in a program or to obtain payment for any service.

**The Agency expects its employees to refrain from conduct that may cause unnecessary waste.**



## 8. ADVOCACY EFFORTS FOR THE PERSONS SERVED

- a. Employees are encouraged to exercise their full rights of citizenship, including communicating with their elected representatives. Employees may identify themselves as employees of the Agency, however, only the Chief Executive Officer or his designee is authorized to sign a letter on behalf of the Agency or to represent the Agency on a public policy issue.
- b. Lobbying of legislators or administrative agencies is limited by the Agency's status as a 501(c)3 tax-exempt organization. Before approaching legislators or administrative agencies to discuss laws or regulation, it is necessary to consult with the Manager of Marketing and Communication and/or the Chief Executive Officer.
- c. As direct service providers, employees are expected to advocate for the needs of consumers. Employees are expected to use due diligence in obtaining needed resources and/or services for consumers. Employees, however, should not act outside of their assigned professional role and should keep supervisors fully informed when barriers to service occur.
- d. Provision of services under the auspices of a license requires that best practice standards and ethics of the licensing body be maintained. Employees are to ensure that continuity of service needs are met for consumers whenever possible. In cases where there are still unmet service needs, employees should have contact with the custodian and/or custodial Agency with recommendations of needed services to assure continuity of care and to best address the needs of the consumer.

## 9. ADMINISTRATION AND APPLICATION OF THE CODE OF CONDUCT

The Agency expects each person to whom this Code of Conduct applies to abide by the principles and standards set forth herein and to conduct the business and affairs of the agency in a manner consistent with the general statement of principles set forth herein.

Failure to abide by this Code of Conduct or the guidelines for behavior which this Code of Conduct represents may lead to disciplinary action up to and including termination. For alleged violations of the Code of Conduct, the Agency will weigh relevant facts and circumstances, including, but not limited to, the extent to which the behavior was contrary to the expressed language or general intent of the Code of Conduct, the egregiousness of the behavior, the employee's history with the Agency and other factors which the Agency deems relevant.

Nothing in this Code of Conduct is intended to nor shall be construed as providing any additional employment or contract rights to employees or other persons.

While the Agency will generally attempt to communicate changes concurrent with or prior to the implementation of such changes, the Agency reserves the right to modify, amend or alter the Code of Conduct without notice to any person or employee.

### Violations of the Code of Conduct

An open line of communication between management, upper management and all employees and contracted personnel subject to this Plan is critical to the successful implementation of the Code of Conduct.

All employees of the Agency shall have the following duties and obligations with respect to the Code of Conduct:

- a. To report to the Agency their good faith belief of any possible violations of The Code of Conduct to the direct supervisor, program manager, director or other member of upper-level management.

Managers and supervisors will be responsible for failure to detect violations of the Code of Conduct, where reasonable diligence on the part of the manager or supervisor would have led to the discovery of any problems or violations and given the Agency the opportunity to correct them earlier.

Upon learning of an alleged violation of, or any concern regarding the Code of Conduct, management staff will respond in a timely manner to the employee bringing the alleged violation or concern to the management staff's attention. The management staff will notify the employee they have received the complaint no later than one business day following their receipt of the complaint. If the matter potentially concerns a risk of harm to a consumer or employee, the matter will be dealt with immediately.

Any threat of reprisal against a person who acts pursuant to his or her responsibilities under The Code of Conduct is not only against the Agency's policy, but, in some instances, is also a violation of the law. Reprisal, if proven, shall be subject to appropriate discipline.





## Our Mission

"To enhance the health of **OUR** Community"

## Our Values

We embrace and **RESPECT** the **DIVERSITY** of our **COMMUNITY**.

We create a **SAFE** environment that encourages **INNOVATION**.

We focus on building lasting **RELATIONSHIPS**,  
**EXCELLENCE** and **COMPASSION**.

We demonstrate good **STEWARDSHIP** and **GRATITUDE**.



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