

SYSTEMWIDE POLICY

Coaching, Performance Correction and Internal Appeal

This Policy is Applicable to the following Corewell Health sites:

SYSTEMWIDE

Beaumont Pharmacy Solutions, Beaumont Post Acute Care, Continuing Care (CHW), Corewell Health Beaumont Grosse Pointe Hospital, Corewell Health Beaumont Troy Hospital, Corewell Health Big Rapids Hospital, Corewell Health Dearborn Hospital, Corewell Health Farmington Hills Hospital, Corewell Health Gerber Hospital, Corewell Health Grand Rapids Hospitals (Blodgett Hospital, Butterworth Hospital, Helen DeVos Children's Hospital), Corewell Health Greenville Hospital, Corewell Health Ludington Hospital, Corewell Health Medical Group East, Corewell Health Medical Group West, Corewell Health Pennock Hospital, Corewell Health Reed City Hospital, Corewell Health South (Niles, St. Joseph, and Watervliet Hospitals; Corewell Health Medical Group South; Applicable Corewell Health South Regional Sites), Corewell Health Taylor Hospital, Corewell Health Trenton Hospital, Corewell Health Wayne Hospital, Corewell Health William Beaumont University Hospital (Royal Oak), Corewell Health Zeeland Hospital, Corporate (Corewell Health East), Corporate (Corewell Health West, South and Priority Health), Outpatient/Physician Practices (CHW), Priority Health

Applicability Limited to:	Employed Team Members
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Functional Area:	Human Resources, Team Member Relations
Department Area:	Human Resources

1. Purpose

- 1.1. Corewell Health team members contribute to improving health, instilling humanity, and inspiring hope by continuously exhibiting standards of behavior and performance while demonstrating the Corewell Health values of clarity, collaboration, compassion, courage, and curiosity.
- 1.2. All team members are here to drive for results, achieve goals, and conduct themselves in a manner which creates a work environment that supports Corewell Health's values as they deliver excellent care and service to patients and health plan members.
- 1.3. Leaders will support team members in their performance by setting clear expectations, providing feedback, delivering performance coaching, and when necessary, documenting performance correction.
- 1.4. This policy provides the context of [Professional Expectations](#) and how performance concerns and behaviors are managed at Corewell Health.
- 1.5. Corewell Health strives to select team members who demonstrate accountability and do not require a detailed list of work rules.

Entities will reference associated Documentation contained within this document as applicable
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- 1.6. To consistently meet high standards of performance and behavior, we are guided by the [Code of Excellence](#) that outlines how we deliver excellence in our actions, our reputation, our relationships, our operations and our environment.
- 1.7. Note: because Corewell Health is a healthcare organization, we are subject to laws and have legal obligations that are not applicable to many other employers. This policy, and many others, reflect that fact. However, Corewell Health respects every team member's legal rights. This policy is not intended to, and will not be applied in any manner to, restrict or interfere in any way with team members' rights to engage in any activity that is protected by law, including any activity that is protected by federal labor law. If you have any questions or concerns regarding your legal rights, please speak with your leader or a member of Human Resources. Information on your rights under federal labor law is available [here](#) (see § 157).

2. Definitions

- 2.1. **Exempt Team Member:** a classification of employed team members who, because of their positional duties, responsibilities, level of decision-making authority, and level of compensation are not eligible for the overtime provisions of the Fair Labor Standards Act (FLSA). This generally includes supervisors, managers, directors, executives, physicians, and some individual contributors. With some exceptions, these individuals are generally paid on a salary basis.
- 2.2. **Non-Exempt Team Member:** a classification of employed team members who, because of their positional duties are paid on an hourly basis and qualify for overtime compensation under the FLSA and/or any similar applicable state law relating to the payment of overtime.
- 2.3. **Misconduct:** an act or behavior which threatens or violates rules or policies, disregards the expected standards of behavior, or shows a disregard for the team member's obligation to Corewell Health; Related behaviors that are serious may result in termination upon the first offense. Such examples include: theft, HIPAA violations, insubordination, dishonesty, falsification of any record, a violation of the Drug Free Workplace, Harassment Free, or Workplace Violence policies; threatening, intimidating, abusive or neglectful treatment of a patient, member, visitor or other team member; refusal to report to work under emergency conditions; breach of confidentiality, lack of full cooperation in an investigation or audit (including misleading, misrepresenting, being untruthful, or refusing to participate). This is not intended to be an exhaustive list.
- 2.4. **Probationary Period:** a team member's first 120 days of employment from their original hire date. Team members in their probationary period should consider any level of performance correction as their final notice.
- 2.5. **Professional Expectations:** Desirable actions, behaviors, communication, and outcomes of all team members, that create a safe, inclusive, and values-driven work environment.

3. Responsibilities

3.1. Leader Responsibilities

- 3.1.1. Fair treatment is expected in all aspects of employment. This means that consistent standards are applied to decisions related to selection, performance management, coaching, and performance correction as well as impacted operational decisions such as scheduling, PTO approvals, etc.

- 3.1.2. All significant aspects of a team member's performance are to be personally addressed and adequately documented at the time of the action or reasonably thereafter. Written Workday coaching should be considered and issued before performance correction as a standard unless the performance or behavior does not warrant the coaching step.
- 3.1.3. If there is a recommendation to terminate a team member's employment by the leader, the leader should allow adequate time (at least one business day) for the recommendation to be reviewed by Human Resources and approved by their leader in advance of informing the team member of their separation or issuing the termination step of performance correction.
- 3.1.4. Team members will not be negatively impacted (either formally or informally) for expressing disagreement with decisions made pursuant to this policy if they comply with this policy in expressing disagreement. Leaders will seek to understand and will partner with Human Resources for support when necessary to resolve concerns while treating team members fairly and consistently.

3.2. Team Member Responsibilities

- 3.2.1. Each team member has the right to express their views concerning work practices, policies, and procedures. Those expressions are expected not to be threatening, intimidating, or harassing. Conversations that are respectful are most likely to be constructive.
- 3.2.2. Team members will be accountable for actively partnering to resolve concerns, issues, and disagreements as directly and promptly as possible. Team members should avoid any words or actions that are threatening, intimidating or harassing in working to resolve such matters. If the team member is not satisfied, the issues should be escalated to their leader, their leader's leader, or Human Resources.

3.3. Human Resources Responsibilities

- 3.3.1. Human Resources may provide support and consultation to leaders regarding the appropriate approach to managing performance – including the use of coaching in advance of performance correction. Leaders needing support can request it in ServiceNow or call 1-877-ASKHR11 (275-4711).
- 3.3.2. Human Resources and the leader's leader will review and approve all terminations prior to their execution.
- 3.3.3. Human resources will provide support in responding to concerns regarding inconsistent or unfair treatment.

4. Compliance

- 4.1. Team Members should take time to read and become familiar with the details of any applicable policies and to follow any expectations outlined. Seek clarification from your leader or from HR if you need it. When policies aren't followed, there may be coaching or performance correction that results.
- 4.2. When a team member is covered by a collective bargaining agreement (CBA) and the terms of the CBA are different, the team member should follow the CBA instead of the policy.

5. Policy

5.1. Managing the Performance Correction Process

5.1.1. Impacts of Employment Status

5.1.1.1. Exempt (salaried) Team Members

- 5.1.1.1.1. Exempt team members are in positions involving more independence and decision-making authority. As a result, depending on the circumstances, Corewell Health may utilize performance coaching or may decide instead to issue a Performance

Improvement Plan (PIP) to address a performance issue prior to termination of employment. The appropriateness of a PIP depends on the nature and severity of the underlying issues, employment history of the exempt team member and other relevant factors and is at the sole discretion of Corewell Health.

5.1.1.2. Non-exempt (hourly) Team Members

5.1.1.2.1. When circumstances are appropriate, the performance correction process is progressive allowing for multiple opportunities for performance feedback, performance coaching and performance correction. Situational circumstances may result in termination of employment without a prior step of performance correction. This applies to all non-exempt employed team members.

5.1.2. Adverse events

5.1.2.1. Consideration should be given to an individual's involvement in any type of adverse event(s) prior to implementing performance correction. Differentiation should be made between human error(s) arising from poorly designed systems or processes and an individual's inappropriate and/or reckless behavior.

5.1.3. Performance Correction

5.1.3.1. A formal step in the progressive discipline process that may be related or unrelated to any prior step and is executed when leadership has assessed the team member's performance or behavior as unsatisfactory or otherwise in violation of a Corewell Health policy.

5.1.3.2. Performance Correction may be issued by multiple supervisors in circumstances of transfer or when working in dual roles under multiple supervisors concurrently.

5.1.3.3. Performance correction will remain active for one year from the date of issue. Team members may progress to the next step of performance correction for any performance issue within 12 months, regardless of whether it represents a repeated or related offense. Once inactive, performance corrections will remain in the team member's personnel file.

5.1.3.4. The level of Performance Correction issued depends on the nature and severity of the underlying issues, the employment history of the team member and other relevant factors. Progressive steps of performance correction may be repeated, skipped or combined at the discretion of Corewell Health.

5.1.3.4.1. Coaching: Appropriate for a team member as an initial step to discuss and document performance or behavior concerns and provide instruction, training and establish expectations to improve performance. This is an informal step for exempt team members.

5.1.3.4.2. First Written Notice: Appropriate for a non-exempt team member who is not meeting performance expectations. This notice may follow performance coaching or may come in response to more significant performance issues.

5.1.3.4.3. Final Written Notice: Appropriate for a non-exempt team member who is not meeting performance

expectations and has not corrected the behavior identified in a prior performance correction or one whose performance issues are sufficiently serious in Corewell Health's judgment to justify a final written notice on the first offense. This step is designed to provide a team member with a final opportunity to demonstrate a commitment to their job and to the performance expectations of Corewell Health.

5.1.3.4.4. Performance Improvement Plan (PIP): Appropriate for an exempt team member who is not meeting performance expectations to establish a written action plan (including necessary training or education), and to remove barriers with an agreed upon timeline for resolution (typically 30 days but not more than 60 days). This step is designed to provide a team member with a final opportunity to demonstrate a commitment to their job and to the performance expectations of Corewell Health.

5.1.3.4.5. Termination: Appropriate for a team member who has not met the expectations set by prior performance correction or one whose conduct is so severe that progressive performance correction may not be appropriate prior to ending employment. Team members who engage in such conduct may be terminated for a first offense.

5.2. Internal Appeal of Performance Correction

5.2.1. Eligible team members can seek an internal appeal as outlined below, but team members are not required to seek an internal appeal.

5.2.2. Eligibility for Internal Appeal of Performance Correction

5.2.2.1. The team member must have been employed and non-exempt (hourly).

5.2.2.2. The team member must have at least 120 days of service with Corewell Health.

5.2.2.3. The performance correction must be a final notice or termination.

5.2.2.4. The performance correction may not be for reasons of misconduct (including HIPAA privacy violations), or patient safety. Team members may not appeal termination decisions for restructure or reduction reasons not related to performance or conduct (i.e., position elimination).

5.2.2.5. The [Internal Appeal Request Form](#) must be received by Human Resources via email, ServiceNow intake form, or postmarked within seven (7) calendar days of the action taken.

Corewell Health will, in its sole discretion, determine when performance correction is eligible for internal appeal.

5.2.3. Sequencing of the Internal Appeal

5.2.3.1. Executive Review

5.2.3.1.1. The first step in the internal appeal process is conducted by the team member's leader +2 (leadership levels) assuming they hold at least a Director-level position.

5.2.3.1.2. Human Resources will submit the relevant details to the reviewer generally within seven (7) calendar days

of receipt of the internal appeal request. This timeframe may be extended due to operational needs.

5.2.3.1.3. The reviewer will generally complete the review of the relevant details and decide to grant, deny, or modify the remedy requested within ten (10) calendar days. This timeframe may be extended due to operational needs.

5.2.3.1.4. The person requesting an appeal will be notified in writing (generally by email) of the decision. If denied, they will be informed of their option to request an additional review by the Internal Appeal Panel.

5.2.3.2. Panel Review

5.2.3.2.1. The person requesting an appeal should submit their request for a panel review by email within seven (7) calendar days of when the executive review decision is e-mailed to them.

5.2.3.2.2. The panel review is the last step in the internal appeal process and is conducted by a five-member panel.

5.2.3.2.3. The panel review is facilitated by Human Resources and includes three non-leaders and two leaders who may not be employed in the requesting person's department, and they may not have been involved in any way in the circumstances that resulted in the performance correction being appealed.

5.2.3.2.4. Panelists will confidentially review relevant documentation that may include policies, investigation notes, witness statements, or other information generally within seven (7) calendar days of receiving the appeal request. This timeframe may be extended due to operational needs.

5.2.3.2.5. The Internal Review Panel, by majority vote, will either uphold the original level of performance correction or make a recommendation to grant or modify the remedy requested within the parameters of current policies, procedures, and practices.

5.2.3.2.6. Any recommendation to grant or modify the original decision should be reviewed and approved by the next level leader of the executive reviewer. This review will generally occur within ten (10) calendar days after receiving the internal review panel's recommendation. This timeframe may be extended due to operational needs. The Senior Executive Leader decision cannot be appealed.

6. Revisions

Corewell Health reserves the right to alter, amend, modify, or eliminate this document at any time without prior written notice.

7. Policies Superseded and Replaced: This policy supersedes and replaces the following policies as of the effective date of this policy: Appeals Policy and Procedure, #10602603, Beaumont Health;

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Disciplinary Reporting of Licensed Health Care Professional, #7076348, Beaumont Health;
Progressive Discipline, Beaumont Health

8. References

- [Code of Excellence](#)
- [Professional Expectations](#)

9. Policy Development and Approval

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