

Title: Performance Management Policy (Wake Market)		Document Number: 36220
Document Type: <input checked="" type="checkbox"/> Policy <input type="checkbox"/> Procedure <input type="checkbox"/> Guideline <input type="checkbox"/> Other		Last Review/Revision Date: 07/22/2024
Content Applies to Patient Care: (Select all that apply)	Content Applies to: (Select One)	Effective Date: 07/22/2024
<input type="checkbox"/> Adults <input type="checkbox"/> Pediatrics (Under 18)	<input checked="" type="checkbox"/> Clinical <input type="checkbox"/> Administrative	
Scope: <input type="checkbox"/> Enterprise <input type="checkbox"/> MW Region <input checked="" type="checkbox"/> SE Region <input type="checkbox"/> WI <input type="checkbox"/> IL <input type="checkbox"/> Greater Charlotte Market <input type="checkbox"/> Navicent Market <input checked="" type="checkbox"/> Wake Market <input type="checkbox"/> Floyd Market <input type="checkbox"/> Entity Only (Entity Name): <input type="checkbox"/> Department Only (Department Name):		

PURPOSE

The purpose of this policy is to resolve teammate performance concerns whenever possible. This policy provides guidelines for performance management procedures that should be followed when teammates do not meet expectations for behavior or practice.

SCOPE

This document applies to all teammates within Advocate Health entities in the Southeast Region Wake Market, to include North Carolina Baptist Hospital (NCBH), Davie Medical Center (DMC), Lexington Medical Center (LMC), High Point Medical Center (HPMC), Wilkes Medical Center (WMC), NCBH Outpatient Endoscopy Charlois, NCBH Outpatient Endoscopy Quaker Lane, High Point Surgery Center (HPSC), Premier Surgery Center (PSC), Wake Forest Baptist Imaging, LLC (WFBI), Wake Forest University School of Medicine (WFSOM), and Ambulatory Care Services (ACS).

DEFINITIONS

None

POLICY

- A. The expected behaviors and practices of Atrium Health Wake Forest Baptist teammates are described in the Performance Standards Policy.
 1. When it becomes necessary to address a performance or behavior issue, leaders must be careful to follow corrective action steps consistently within the department and within AHWFB guidelines. Corrective actions are part of a formal process and should be used as a tool to encourage improvement.
 2. Leaders should always discuss performance concerns, unwanted behavior or other issues with the teammate before deciding to take any action. It is important to ensure that all the necessary facts have been gathered and reviewed.
 3. Likewise, leaders must document any attempt to correct a teammate's performance or behavior whether it is formal or informal (coaching conversation).

Performance Management Policy (Wake Market)

B. Determining Appropriate Action

1. Leaders should consider how human factors or systems issues may have contributed to an issue before determining to move forward with corrective action. Teammate Relations is available for consultation related to decisions potentially involving corrective action.
2. If a leader determines that corrective action is appropriate, the four-step Corrective Action Process outlined below is provided as a general guideline for taking action and may be modified when appropriate to fit individual circumstances.
3. Leaders may begin with any step in the process, depending on the seriousness of an incident. For instance, intentionally ignoring safety procedures is more serious than wearing inappropriate clothing to work and may call for a more advanced step in the process.

C. Corrective Action Process

1. Recommended corrective action steps are as follows:
 - a. Verbal Counseling – is the first step to formally address an unacceptable behavior or performance issue. (At the leader's discretion an informal coaching may be done prior to starting the formal Corrective Action process. All coaching conversations should be documented and can easily be achieved by sending the teammate an email outlining what was discussed and what is expected moving forward).
 - b. Written Counseling – is the second step in the process and may be used if unacceptable behavior or performance issues continue.
 - c. Final Written Counseling – is the third step in the process and may be used if unacceptable behavior or performance issues continue. **Leaders must consult with Teammate Relations before issuing a Final Written Counseling to a teammate.**
 - d. End of Employment - if prior corrective actions do not resolve the performance concern or behavior issue it may lead to the end of employment. **Leaders must consult with Teammate Relations before terminating a teammate.**
 - e. Teammates who fail to comply with the Infectious Diseases Prevention Policy will immediately advance to Final Written Advisory up to and including end of employment.

D. Performance Improvement Plan

An alternative to the formal corrective action process is the Performance Improvement Plan (PIP). The PIP is typically used when a teammate's overall work performance is unacceptable and requires improvement. **Leaders must consult with Teammate Relations before administering a PIP to a teammate.**

E. Documenting Performance Management in CORE Connect

Performance Management Policy (Wake Market)

The Counseling For Improved Performance (CFIP) and the Performance Improvement Plan (PIP) templates are available in Core Connect. When administering either a CFIP or PIP to a teammate, the document should be reviewed in detail with the teammate prior to being entered into CORE Connect.

- F. Performance Management Duration: Formal corrective action steps are typically considered to be “active” for a period of one year from the date a CFIP was issued to a teammate and may be considered in determining future consequences, up to and including end of employment.

Some corrective actions will remain part of an individual's employment record throughout the duration of employment. Examples may include but are not limited to corrective actions issued in reference to: sexual harassment, substance abuse and breach of confidentiality.

- G. Employee Assistance Program: If a leader believes a teammate's performance may be adversely impacted by personal matters, the leader may make a referral to the Employee Assistance Program, which is available as a benefit to all.

REFERENCES

[Performance Standards Policy \(Wake Market\)](#)
[Advocate Health Code of Conduct](#)

ATTACHMENTS

None

REVISION DATES

10/14, 11/18, 02/21, 7/21, 07/19/24