

Human Resources Overview

For Leaders Transitioning from Ascension

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Human Resources Operating Model

Areas of Expertise (AOE)

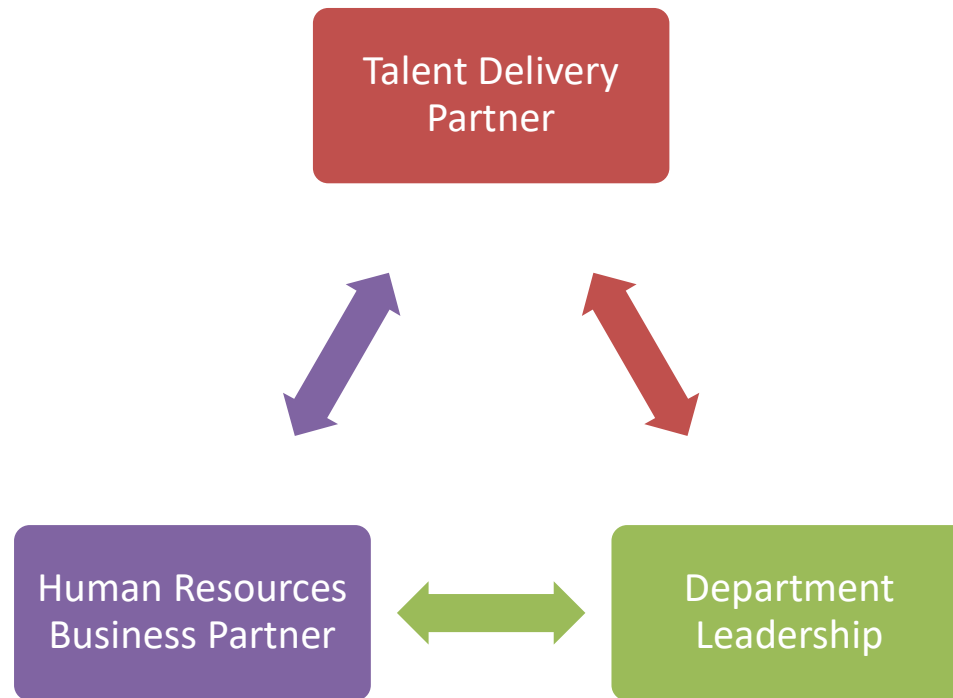


Role of Human Resources Business Partner

- Serves as a key member of Client's team by partnering with them to drive business strategy through the Human Resources function for Client leaders and employees:
 - Employee relations
 - Employee counseling and corrective action
 - Performance management
 - Employee engagement
 - Leader onboarding
 - COE support
 - Implement/deliver HR strategies and goals
 - Leader and employee offboarding

Human Resources Operating Model

Talent Delivery



Talent Delivery

- Dedicated team of 14 individuals that are responsible for getting the right people, in the right seat, at the right time. Attracting, identifying, hiring, and retaining top talent in a timely manner.
 - 8 Talent Partners
 - 6 Talent Representatives
- Assigned to lanes:
 - WI: Executive, Professional, Administrative/Clerical, Support Services, Allied Health, Nursing
 - MI: All positions in the Upper Peninsula of Michigan
- Serves as a Business Partner in all areas regarding strategic Talent needs. This includes:
 - Sourcing candidates
 - Networking, conferences, career Events
 - Building and maintaining academic relationships
 - Phone interviews and candidate evaluation
 - Candidate delivery
 - Candidate pipeline cultivation
 - Workforce planning.
- Collaboration with Hiring Leaders, HR Business Partners, Employee Health & Wellness and Organizational Learning & Development

Human Resources Key Policies

- Attendance and Punctuality
- Performance Management
- Corrective Action
- Conditions of Employment
- Drug and Alcohol Free Workplace
- Harassment

Human Resources Key Policies

Attendance and Punctuality

Establishes fair, consistent rules and guidelines for attendance and absence. Ensures necessary workforce to provide excellent patient care.

- Absence occurrence
 - Unscheduled time lost from work not previously approved
 - Considered by event not length
- Occurrences tracked by manager over a rolling 12-month period
- PTO must be used to achieve the employee's scheduled FTE
- Patterns of absence are reviewed

Human Resources Key Policies

Performance Management & Appraisal Policy

Ensures employee performance contributes to accomplishing goals and objectives of the organization and to outline a procedure to manage, develop and improve employee performance.

- Performance Appraisals (Training to take place at a later date)
- Performance Management
 - Coaching for Performance
 - Performance Improvement Plans

Performance Improvement Plan

- Used when:
 - Training and coaching efforts not successful
 - There are performance deficiencies
- A Performance Improvement Plan should:
 - Outline specific expectations for improvement
 - Provide employee a specific period of time for correction
 - Establish a follow-up/feedback plan
 - State the consequences should the employee not meet the performance objectives

****A PIP, when properly done, should serve to get the employee back on track or help them decide if the job is a good fit for them****

Human Resources Key Policies

Corrective Action

Provides guidance on expectations which promote our Mission, Vision, Values and ethical standards of Aspirus.

- Employees are expected to conduct themselves in a manner consistent with Aspirus values, behaviors and Aspirus Code of Conduct.
- Infractions will be investigated promptly, thoroughly and objectively
- Management, in agreement with Human Resources, has the discretion of giving an employee any level of corrective action based on facts
- Levels include
 - Coaching – discussion of at-risk behavior
 - Corrective Actions could include any of the following (multiple infractions may result in escalation of the below):
 - Documented counseling
 - Written warning
 - Final written warning/Decision Making Leave
 - Termination (engage HRBP)
- Resources and Template on the Resources Page of the Management portion of the intranet.

Managing and Documenting Employee Performance

Types of Performance Concerns:	
Performance	Conduct
<ul style="list-style-type: none"> Poor productivity 	<ul style="list-style-type: none"> Behaviors that do not comply with standards of conduct
<ul style="list-style-type: none"> Inability to successfully perform tasks or job responsibilities 	<ul style="list-style-type: none"> Unacceptable behavior
<ul style="list-style-type: none"> Inability to meet performance standards/expectations 	<ul style="list-style-type: none"> Violation of company policy
<ul style="list-style-type: none"> Technical skills 	<ul style="list-style-type: none"> Misconduct
<ul style="list-style-type: none"> Quality and/or quantity of work 	<ul style="list-style-type: none"> Unprofessional behavior
Managed Through:	
Performance Improvement Plan (PIP)	Corrective Action

Human Resources Key Policies

Conditions of Employment Policy

Ensures Aspirus has a competent workforce to meet its mission and provides guidance on employee COE obligations.

- Mandatory training provided or sponsored by Aspirus, Employee Health requirements, license/certification and other employment verification standards that are necessary for an employee to continue functioning in their role
- Non-compliance will result in the start of the corrective action process and some requirements may result in employee being removed from the work schedule until compliance is demonstrated – PTO cannot be used
- While it is the accountability of the employee to get their COEs completed, the manager needs to support them to get them done and is accountable to make certain their team is compliant.
- Leverage GHR Dashboard to monitor Conditions of Employment

Human Resources Key Policies

Drug and Alcohol-Free Workplace Policy

To provide a Drug and Alcohol-free workplace and provide a process to identify individuals who may be impaired or diverting drugs from their intended purpose.

- Arriving to work while under the influence of drugs or alcohol is strictly prohibited
- Drug testing is completed prior to employment and testing may be completed at the discretion of the manager/supervisor/HR in the event there is reasonable suspicion an employee is under the influence while on duty.
- Employee assistance (EAS) is available to assist employees with drug and/or alcohol use

Human Resources Key Policies

Harassment, Sexual Harassment and Other Inappropriate Behavior

To provide a work environment in which all individuals are treated with respect and dignity.

- Harassment – verbal or physical conduct that degrades or shows hostility or aversion toward an individual for any characteristic protected by law.
- Sexual Harassment – unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature.
- Discrimination – any type of improper conduct, language or employment action based on any characteristic protected by law.
- Harassment or discrimination would be reported to leader/Human Resources
 - Leaders are required to report any such behavior
 - Investigation, review and corrective action (if investigation supports allegation)
- Retaliation against an individual for reporting harassment or discrimination, or for participating in an investigation, is serious violation and subject to disciplinary action

Total Rewards

Employee Benefit Plan Transition

Total Rewards

Employee Benefit Plan Transition

Aspirus employee benefit plan resources will be linked to the HealthStream Benefit Orientation assignment. Resources include:

- 2021 Benefits Booklet
- 2021 Premium Rate Sheet
- GHR Enrollment Instructions
- 403(b) and 457(b) Retirement Plan Highlights
- Ascension to Aspirus Benefit Transition Summary

Due to the confidentiality of the Booklet, Rate Sheet and Summary documents, this information will not be made available on the Welcome Page of the microsite.
Please do not share Aspirus benefit plan details externally.

Total Rewards

Employee Benefit Plan Transition

Paid Time Off (PTO)*

- Ascension Front Load Plan:
 - Balances will transition to be used by the last day of the payroll period that includes 12/31/2021
 - Those in a front load plan who are not in a physician or advanced practice clinician (APC) role will transition to the Aspirus PTO accrual plan with the first pay period start date after 12/31/2021
 - With the transition from a front load plan to an accrual plan, employees will be advanced 40 hours of accrued PTO with the first pay period in 2022
 - Physicians and APCs will remain on a front load PTO Plan
- Ascension Accrual Plan:
 - Balances will transition up to the maximum of the Aspirus limit based on tier and length of service
 - Hours above the maximum will be paid out as soon as administratively possible following the transaction close date

*Aspirus PTO Plan details including accrual rates will be shared as we are able upon approval.

Total Rewards

Employee Benefit Plan Transition

Aspirus offers comparable benefits to those you enjoy today but realize that there are differences in employer sponsored plans. In recognition of certain key differences, we are providing the following transition plan:

Benefit Plan	Transition Plan	Eligibility Criteria
Service Credit	<ul style="list-style-type: none"> Aspirus will honor service with Ascension for benefit plan vesting and Paid Time Off accruals. 	<ul style="list-style-type: none"> Employee transitioned as part of the Ascension/Aspirus transaction and is actively employed with Ascension at close
Eligibility Status	<ul style="list-style-type: none"> Grandfather .5 FTE enrollees in comparable Ascension benefit plans to that of Aspirus through 12/31/2021 at which time enrollee will be offered .6 FTE to maintain coverage as of 1/1/2022. 	<ul style="list-style-type: none"> Enrolled in a comparable Ascension benefit plan and elect similar coverage with Aspirus at close
Voluntary Life Insurance	<ul style="list-style-type: none"> Grandfather current enrolled coverage up to the Aspirus maximum benefit for employee and spouse life insurance coverage lines with no additional underwriting. 	<ul style="list-style-type: none"> Enrollment in GHR All <u>new</u> elections made during the initial enrollment period with Aspirus would be subject to medical underwriting per Plan terms

Total Rewards

Employee Benefit Plan Transition continued

Benefit Plan	Transition Plan	Eligibility Criteria
Medical Plan Premiums	<ul style="list-style-type: none"> Current enrollees in an Ascension medical insurance plan in pay bands 1 or 2 will receive a lump sum payment each pay period through 12/31/2021 for the difference between their current Ascension premium and their new Aspirus premium. 	<ul style="list-style-type: none"> Current enrollment in an Ascension Plan and enrollment in a comparable coverage level in the Aspirus Employee Health Plan (i.e. employee only to employee only; family to family, etc.)
Wellness Program Incentive	<ul style="list-style-type: none"> Award the wellness premium incentive for the remainder of calendar year 2021 to all employees and spouses enrolled in the Aspirus Employee Health Plan. Incentive reduces the health insurance premium withheld from your payroll check on a biweekly basis. Information will be provided on program completion requirements to maintain incentive in 2022. 	<ul style="list-style-type: none"> Enrollment in the Aspirus Employee Health Plan
403(b) Retirement Plan Annual Contribution	<ul style="list-style-type: none"> Non-highly compensated employees age 55 or older with at least 10 years of service at time of the Ascension/Aspirus transaction closing will receive an additional 1% contribution to the 403(b) Plan on an annual basis at time of approved funding. 	<ul style="list-style-type: none"> Must satisfy Plan eligibility requirements to receive the non-elective contribution

QUESTIONS