

COMMUNITY MEDICAL GROUP**INAPPROPRIATE BEHAVIOR
MEMBER POLICY**

Effective Date: October 26, 2016

Approved by: CMG Board of Directors

Date: September 7, 2016

Objective:

All practitioner members of Community Medical Group (CMG) and their administrative staff are expected to conduct themselves in a professional and cooperative manner. This policy is designed to facilitate and promote unity and collegiality between and among CMG members and CMG personnel and leadership.

Effective communication is considered a vital component of quality health care. The guidelines set forth in this policy govern all interactions with other colleagues, interdisciplinary team members, CMG staff and leadership, and the public at large. Inappropriate conduct by CMG members or their administrative staff is not acceptable, and members who do not abide by this policy will place themselves in jeopardy of disciplinary and/or corrective action, including membership termination. Physician members ultimately bear responsibility for the appropriate behavior of their respective employees.

Policy:

CMG members and their administrative staff will interact and communicate with all individuals in a courteous, respectful and dignified manner.

CMG members and their administrative staff agree to:

- Seek out assistance in conflict resolution when managing disagreements with others;
- Address dissatisfaction with policies, administrative or supervisory actions through the proper leadership channels;
- Communicate quality and patient safety concerns to CMG leadership as appropriate; and
- Regard colleagues and CMG personnel and leadership with respect and consideration.

CMG members and their administrative staff cannot be subject to discipline for appropriate behavior. Examples of appropriate behavior include, but are not limited to, the following:

- Criticism communicated in a reasonable manner and offered in good faith;
- Encouraging clear communication;
- Expressions of dissatisfaction with policies through appropriate grievance channels or other civil non-personal means of communication;
- Use of cooperative approach to problem resolution; and
- Constructive criticism conveyed in a respectful and professional manner.

CMG members and their administrative staff will not engage in inappropriate and unwarranted conduct that is reasonably interpreted to be demeaning or offensive. Examples of such inappropriate conduct include, but are not limited to, the following:

- Using foul, offensive, disrespectful or abusive language;
- Making direct or indirect threats of violence, retribution, litigation or financial harm;
- Displaying offensive behavior;
- Acting disrespectfully or discourteously;

Effective October 26, 2016

- Intimidating or threatening others;
- Belittling or berating statements;
- Name calling;
- Deliberate lack of cooperation without good cause;
- Intentionally condescending language; and
- Intentionally degrading or demeaning comments regarding patients, colleagues, physicians, non-physician practitioners (or other ancillary staff), or CMG personnel or leadership.

Procedure:

Credible reports of inappropriate conduct by CMG members (and/or their administrative staff) will be investigated and acted upon through the appropriate chain of command. If the initial evaluation reveals that it is more likely than not that this policy has been violated, then the following action(s) shall be taken:

The **initial** approaches should be collegial, remedial, and designed to be helpful in understanding that certain behavior is inappropriate, unacceptable and must cease. There will be zero tolerance for intimidating or offensive behavior. The member shall be advised of the nature of the incident and may be requested to provide his/her response or perspective concerning the incident. This initial meeting or discussion can also be used to educate the practitioner (or member of the practitioner's administrative staff) about administrative channels available for registering complaints or concerns about quality or services. A copy of this policy should be provided.

With each new occurrence, additional remedial action may be required. Each meeting or discussion will be documented and should serve to warn the member of the zero tolerance for this type of behavior. If deemed appropriate under the circumstances, a follow up letter should be sent to the offending individual documenting the content of the discussion and any specific actions the offending individual has agreed to perform. The letter should additionally describe the inappropriate behavior, outline the steps taken in the past to correct that behavior and detail the kind of behavior which is acceptable and unacceptable. The letter should also confirm the potential consequences of an additional incident of inappropriate behavior.

For chronic, persistent or willful patterns of inappropriate behavior, the offending individual will be informed that CMG's Board of Directors requires compliance with this policy and that failure to agree to abide by the terms of this policy shall be grounds for terminating the entire member practice from CMG pursuant to CMG's participation agreement. This is a final warning. This written notice shall articulate in detail what behavior is unacceptable and shall state that the consequences of unacceptable behavior will include termination of the entire practice from the network.

While this policy outlines several warnings and meetings with a practitioner (or practitioner's administrative staff), the conduct at issue may be so egregious as to make these multiple opportunities inappropriate. A single egregious incident may result in immediate termination from CMG's network consistent with CMG's participation agreement. Nothing in this policy precludes the elimination of any particular step in dealing with inappropriate conduct.