Presentation Objectives

• Align individual performance to drive team and organizational outcomes
• Implement the 7-step evaluation process to build individual accountability and excellence in staff performance
## Why?

- The essence of organizational excellence lies in the quality of the individual’s performance

## Why?

- Align individual performance to team and organizational outcomes
- Create consistent daily conversation that builds individual accountability
- Minimize bias in the discussion – explanations of ratings and specific descriptions to organization and job
- Pay for performance & differentiate high performance
- Factor in leader performance score with staff and staff performance score with leaders
Alignment & Tools

ORGANIZATIONAL GOALS

LEADER GOALS (LEM)

STAFF GOALS (SEM)

What's Right in Health Care™ | Evidence to Outcomes

Pillar Results

- Quality: Improved Patient Safety
- Service: Increased Patient Satisfaction
- People: Reduced Turnover
  - Blue Ridge: 28% to 14% reduction; $3,808,000
- Growth: Increased Volume
- Finance: Improved Productivity & Operating Margin
  - Blue Ridge: 50% time savings over 2 years; $68,000
  - Blue Ridge: 2.8% to 3.9% margin; $1,113,750
Grace Hospital Emergency Department

Employee Satisfaction

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Acute Care Turnover

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Behavior Outcomes

• Competence
• Accuracy
• Relationship
• Availability
• Teamwork
• Resilience
• Innovation
• Efficiency
General Guidelines

• Help guide the leader and employee in determining a rating
• Apply to all job roles in the organization
• Includes descriptions of observed behaviors and instructions on how to rate
• Includes the standards
• Addresses competencies

Job Specific Guidelines

• Guidelines specific to the job role
• Created and edited by the leader or HR
• Combination of subjective and objective rating criteria
• The more objectivity the better
• Templates provided in the software to help you get started
The SEM Process

1. Gain mutual understanding
2. Document performance
3. View past performance
4. Review self-evaluation
5. Rate current performance
6. Create the development plan
7. Check the alignment

It’s a daily thing!

Mutual Understanding

• Leader’s objective
  – Develop such a strong understanding of performance expectations and measurements with their employee that when the employee evaluates their own performance, they rate it the same as the leader would.
  – A mature working relationship
  – Consistent excellence becomes achievable
Leader Action

• New Employee
  – Meet with each individual as much as it takes to gain mutual understanding
    • Once/wk first 90 days
    • Once/month first year
    • Once/quarter ongoing
  – Reinforce behaviors every day
    • Notice good work
    • Use the terminology
    • Talk to them

Weekly Meeting Format

1. How are you doing so far?
   • Review schedule and key concerns
2. What issues exist that I can help you with?
   • Review actions planned forward
3. Review key orientation material from the weekly meeting outline.
   • Recap learnings from previous week
   • Recap actions for coming week
4. What else do you need from me to be successful?
5. Review and prepare for next meeting.
Leader Action

- **Current Staff**
  - Have each staff member read the SEM White Paper
  - Go over new behavior expectations in team meetings
  - Conduct mock evals within 1st quarter
  - Follow up individually as needed
  - Reinforce behaviors every day
- Notice good work
- Use the key words

### Staff Evaluation Manager

**Interim Evaluation for Carrie**

#### Quality: Accuracy

Safe, careful, propose delivery of care and service that lacks errors and conforms exactly to standards and targets. Do you deliver your products and services safely, accurately, and timely?

<table>
<thead>
<tr>
<th>Weighted Value</th>
<th>Score</th>
<th>Self-Eval Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsatisfactory</td>
<td>&lt; 0</td>
<td>Needs Improvement</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>0 - 7</td>
<td>Fully Successful</td>
</tr>
<tr>
<td>Excellent</td>
<td>&gt; 7</td>
<td>Distinguished</td>
</tr>
</tbody>
</table>

#### Service: Relationship

Connectivity created through service to others. Do you build a strong, positive relationship with every guest you serve, both internal and external, and work diligently to meet their needs?

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**Gain mutual understanding**

What's Right in Health Care™ | Evidence to Outcomes

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Document Performance

- Observe performance daily and provide feedback
- Document notable occurrences
  - Notice good work
  - Deal with substandard work immediately
- Require documented evidence of performance for anything other than "fully successful"
- Reduce recency bias and gunny-sacking
Leader Action

- Document performance observations daily
  - At beginning or end of day, document any significant performance observations in the appropriate behavior outcome area.
  - If you haven’t already reinforced this behavior face-to-face with your employee, do so as soon as possible.
    - Note: this is the single most important action of effective performance appraisal
    - This is H-M-L on demand
**View past performance**

- Performance documentation
  - Leader
  - Employee
- Past performance reviews
- Progress with development plans
- "What, if anything, has changed since the last formal review?"

**Leader Action**

- Schedule a meeting with the employee
- Request they review the eval guidelines and complete their self-eval at least 48 hours prior to the meeting
- Review most recent documented evaluation
  - Ask yourself “what’s changed since then?”
- Review documented performance observations
Review Self-Eval

- Require at least 48 hours prior to formal discussion
- What are they thinking?
- Prepares the leader for the discussion
  - Good or bad
Leader Action

- Review the self-evaluation
- Make sure they have provided you evidence of any area rated anything other than “level 3 – fully successful.”
- Compare their ratings to yours
- Formulate your approach to any incongruence’s
## Rate Performance

- Fair, consistent, accurate, honest, timely
- Against behavior outcome standards
  - General and job specific
- Use the 5 point rating scale
  - Either by individual
  - Or by behavior outcome
- **Behavior outcome** – desired outcomes of an individual’s behavior; as opposed to attributes or characteristics

## Leader Action

- Review rating guidelines (if necessary)
- Prepare your ratings
  - But remain flexible to do what’s right
- Evaluate by behavior outcome
- Evaluate by staff member
### Staff Evaluation Manager

**Interim Evaluation for Carrie Early**

#### Quality: Accuracy

<table>
<thead>
<tr>
<th>Evaluation Score</th>
<th>Explanation of Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2</td>
<td></td>
</tr>
</tbody>
</table>

- Unacceptable
- Needs To Improve
- Fully Successful
- Distinguished

By individual

#### Quality: Competence

- Unacceptable
- Needs To Improve
- Fully Successful
- Distinguished

#### Service: Relationship

- Unacceptable
- Needs To Improve
- Fully Successful
- Distinguished

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**WHAT’S Right IN HEALTH CARE**

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Create Development Plan

- Anything rated less than fully successful should have an action plan
- Anything can be improved with an action plan
Leader Action

- Have the staff member create their own development plan
  - Ensure areas of interest to you are included.
  - Saves you time
  - Holds them accountable
- Enter the plan into the SEM software.
- Monitor progress on the plan throughout the following period.

Create the development plan
**Leader Action**

- Average all staff evals together.
- Compare the average to your LEM score for the same period.
- If the variance is greater than +/- .25, problem solve why.
  - Either your LEM is too soft, or
  - You have biased staff ratings in SEM
- Make adjustments to bring LEM & SEM into alignment.
Leader Action – Final Reports

- Print and prepare all hard copy for signature.
  - SEM summary report
  - For each staff member:
    - SEM staff eval report
    - Job description/competency checklist
    - Education record
    - Any other records required by your org
- Make copies for your file and for your staff member (if desired)
- Send all originals to HR.

And Repeat the Process

1. Gain mutual understanding
2. Document performance
3. View past performance
4. Review self-evaluation
5. Rate current performance
6. Create the development plan

Remember...

Check the alignment

It’s a daily thing!
## Organizational Benefits

- Saves up to 50% of a leader’s time
- Enables objective performance differentiation
- Drives team and organization outcomes
- Focuses on excellence, not mediocrity
- Minimizes rater bias
- Maximizes employee responsibility and participation
- Targets individual development
- Performance conversations drive results

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### Thank You!

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