New Approach to Staff Performance Evaluation- A Proof of Concept

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Disclosures: None

Background

- Our current staff performance metrics did not align with our organization's strategic goals

Background

➡ Traditional staff performance metrics require that supervisors rate their reports on scales, typically ranging from "exceeds expectations" to "needs improvement".

This system lacks

Objectivity on the part of raters	Clearly stated performance standards	Transparency regarding the rationale for ratings
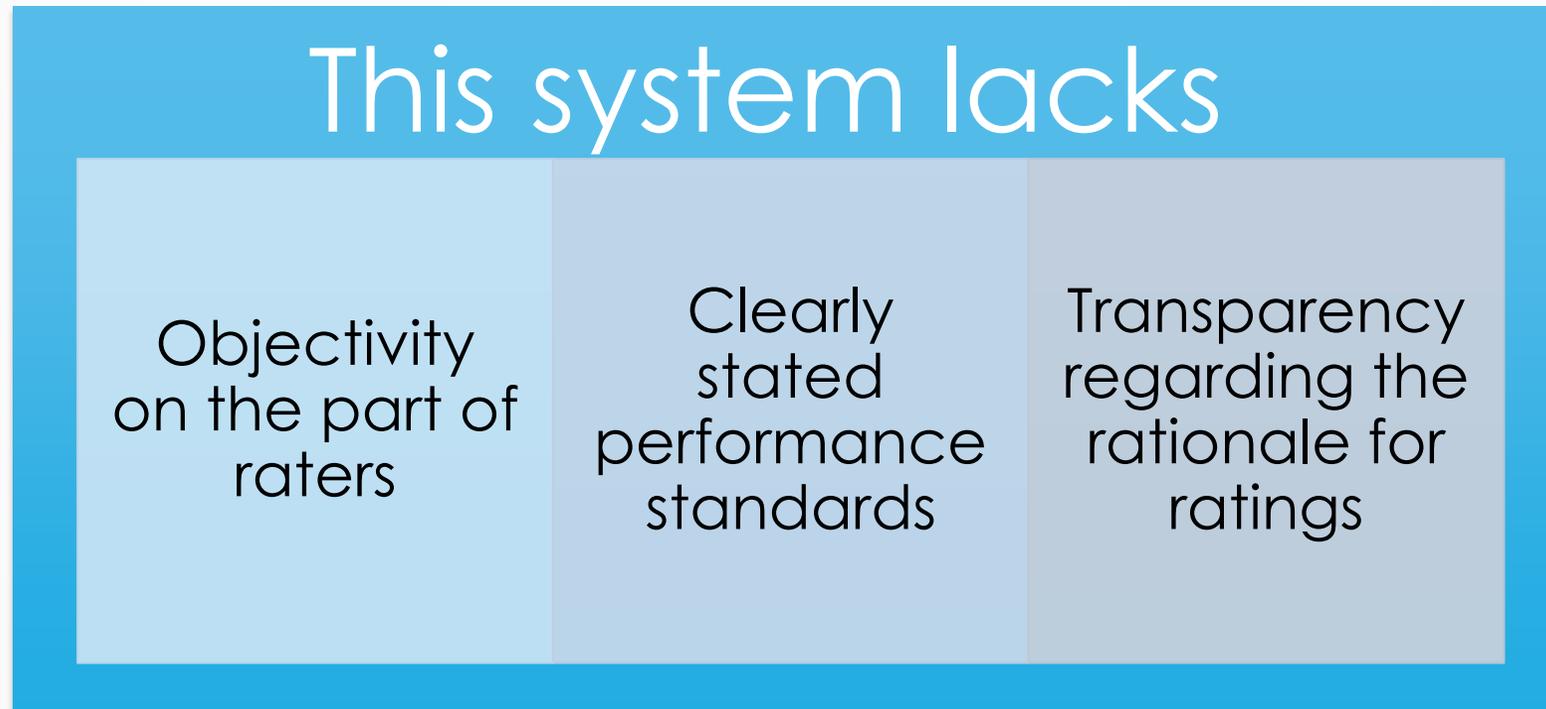
Purpose

➥ We designed and implemented a new staff performance measurement system that is well-defined at each level and that clearly states how performance is objectively measured.

Evaluation Domains by Staff Level

Level I	Level II	Level III	All Levels
•Education/Training •Procedure Critiques •Workorders •Policy Violations •Huddle Participation •Kudos given or received •Supply Management •Performance Goals	•QI/PI Project Participation •Daily Checklist •Exam Throughput •Protocol Expertise •Supply Ordering •Mentoring/Teaching	•Technology Superuser •Coaching •Downtime Competency •Inter-modality Relationships •Leads QI/PI Projects •Leads Tier I Huddle •Timely New Staff Orientation •Committee Participation •Succession Planning •Team Productivity •Team TAT	•Care Transformation Model •The Pledge •Service Standards •Teamwork

Sample Scoring Level 1: Supply Management

Score	Explanation
0	N/A
1	Does not put away supplies in a timely manner; does not use 5S to ensure supplies are properly inventoried or stored; Coached with no improvement
2	Inconsistent with meeting expectations (see #3)
3	Puts away supplies as received/assigned; actively uses 5S techniques to keep inventory up to date and tidy
4	3+ Implements new 5S strategies to ensure supplies are managed and stored appropriately; successfully implements department-level cost savings strategies
5	4+ Sets the standard for supply management; implements successful cost-saving initiatives that impact other areas; innovates new processes that are implemented in other areas

Meaning of Scores

Average Score	Performance Advantage Rating
1-1.5	Does Not Meet Expectations
1.51-2.5	Needs Improvement
2.51-3.8	Meets Expectations
3.81-4.8	Exceeds Expectations
4.81-5	Commendable

Methods

- ➼ ***Context and Intervention***: The new performance evaluation system was piloted throughout 2022 at one of our Healthcare System sites ("test site"). Staff are evaluated on a number of metrics reflecting various experience levels (Figure 1).

- ➼ ***Study of the Intervention***: We compared retention rates and distribution of performance categories between the test site and another site ("comparison site") from 2020 through 2022.

- ➼ ***Measures/Metrics***: Retention rates, Percent of performance ratings in the categories: (1) Needs improvement, (2) Meets expectations, (3) Does NOT meet expectations, (4) Exceeds expectations, (5) Commendable.

- ➼ ***Analysis***: We used retention rates and simple descriptive statistics

Results

- Implementation year at the test site ("SJH") was January 2022.

- Retention rates: After a significant decrease in staff retention in 2020 and 2021, the test site ("SJH") almost completely recovered to pre-pandemic retention rates in 2022.

- The comparison site ("EUH") experienced only a minimal decrease in the retention rate in 2021, but a dramatic drop in 2022.

EUH Year-end retention rates:	SJH Year-end retention rates:
• **2020**- 88.46%	• **2020**- 96%
• **2021**- 87.5%	• **2021**- 72.55%
• **2022**- 65%	• **2022**- 91.67%

Test Site

Results

➡ Performance categories in 2022: At the test site ("SJH") a performance category of "commendable" was met by almost 10% of staff. The comparison site ("EUH") did not have this category in 2022.

➡ Staff at the test site met the criteria for "exceeds expectations" in almost 35%, while this category was met by only 21% of staff at the comparison site.

➡ The "needs improvement" category applied to 4% at the test site versus 11% at the comparison site.
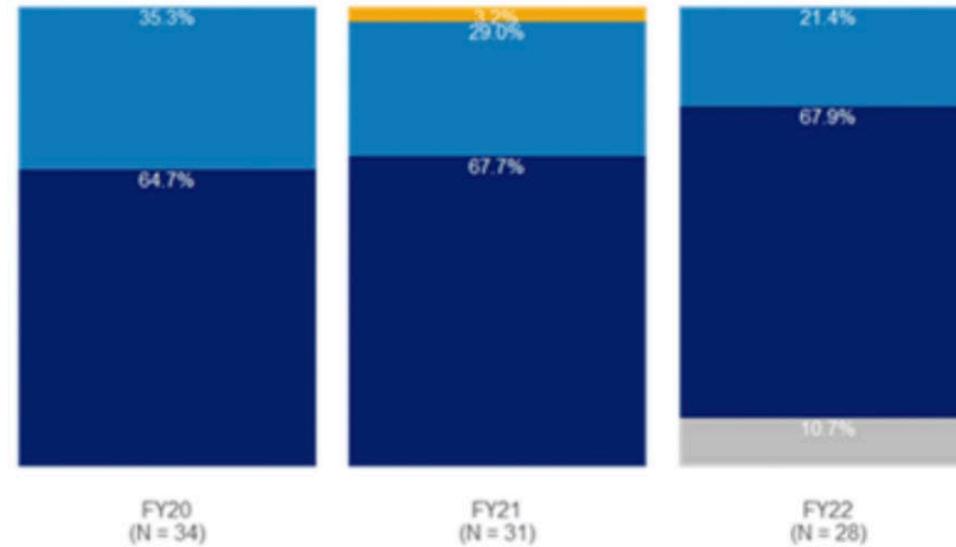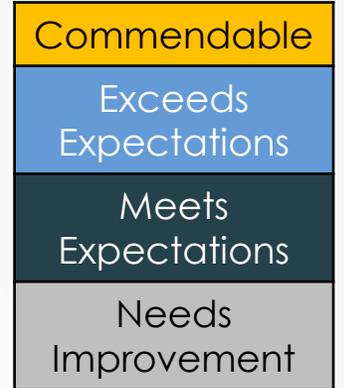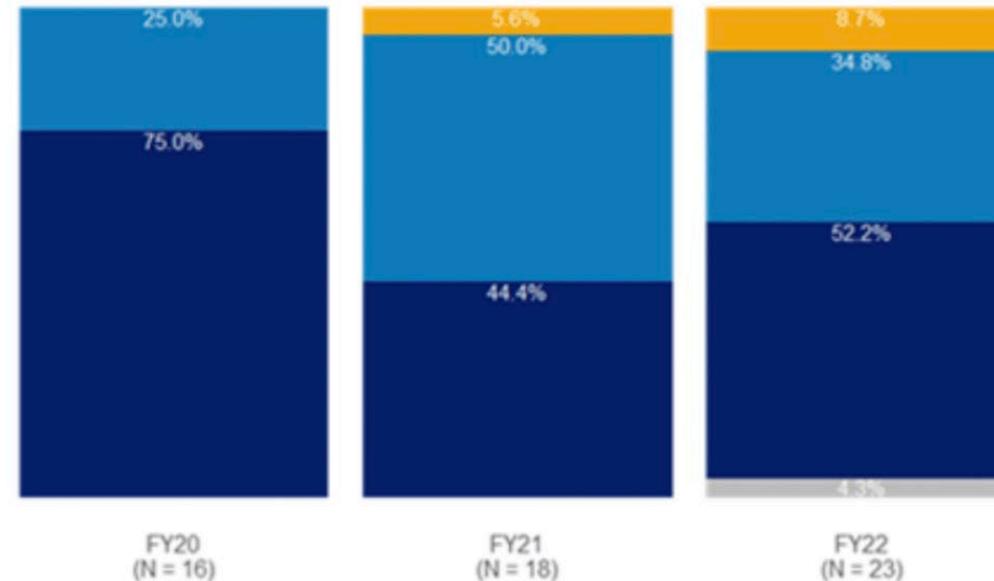
FY= Fiscal Year

Conclusion

- We successfully piloted a new performance evaluation system at one of our radiology service sites.

- Our data raise the possibility that the new performance evaluation process may effect higher retention and serve as a driver for better employee performance.

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