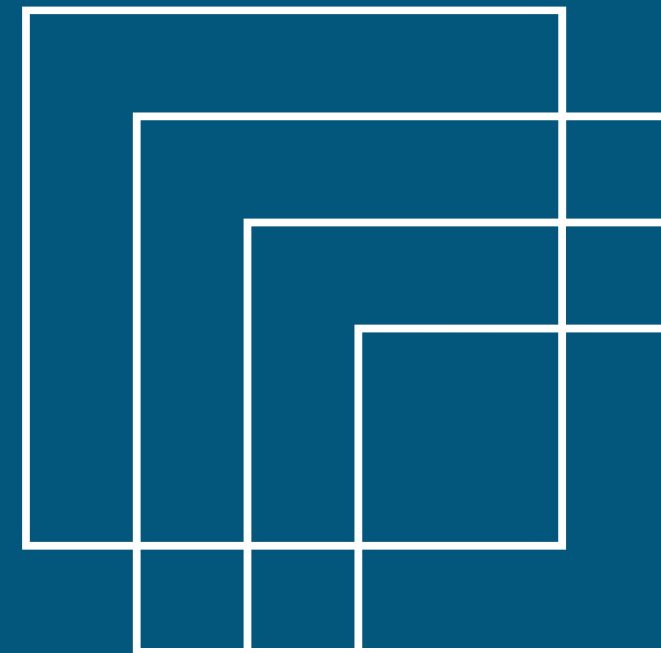


**BEST PRACTICES IN PERFORMANCE
MANAGEMENT AND APPRAISAL
SYSTEMS FOR HOSPITALS SUCCESS.**

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INTRODUCTION

Performance management and appraisal systems are essential components of Hospital and Human Resource Management practices in the Hospital. The performance management and appraisal process is used to evaluate employees' performance against established job expectations and hospital goals. This evaluation is used to identify areas for improvement and development, provide feedback to employees, and make decisions about rewards and promotions. The Importance of Performance Management and Appraisal Systems Performance management and appraisal systems are critical for several reasons. It provides a mechanism for assessing employee performance against established expectations and goals. The assessment can help identify areas for improvement and development, which can lead to increased productivity and performance.

OBJECTIVES

OBJECTIVE 1

To identify and analyze the key components and features of effective performance management and appraisal systems.



OBJECTIVE 2

To evaluate the impact of clear performance expectations and standards on employee performance and hospital outcomes.

LITERATURE REVIEW

- The literature highlights the importance of aligning performance management and appraisal systems with hospitals' strategic objectives. Research emphasizes the need for clearly defined performance measures that are directly linked to organizational goals, ensuring that individual employee efforts are in line with the hospital's mission and vision. Clearing Performance Expectations in scholarly articles emphasizes the significance of setting clear and measurable performance expectations. **Hospitals should communicate performance goals and objectives to employees, utilizing the framework, Specific, Measurable, Achievable, Relevant, and Time-bound. Clear expectations provide employees with a sense of direction and help them focus on their priorities, leading to improved performance and hospital success.** The literature stresses the importance of ongoing feedback and coaching in performance management. Hospitals should establish regular feedback mechanisms that provide constructive guidance and support to employees. This real-time feedback helps employees understand their strengths and areas for improvement, facilitating their professional growth and development.

LITERATURE REVIEW

- The new essence in performance management system: A focus on 720-degree performance appraisal, Dr. Sukanta Mishra.

It is rightly said that “Encouraged people achieve the best; dominated people achieve second best; neglected people achieve the least.” recognition and reward at the right time are the best encouragement. From the time Human beings have evolved they have employed different methods to appraise performance starting from the traditional: “comparison method” to the modern: “720-degree appraisal method”. “720-degree appraisal method” aims at monitoring, measuring, and giving feedback

- **(Hosain, 2015)**

The optimum effectiveness and efficiency of a firm neither depend on its financial resources nor on using the latest technology, even if its, is not the best strategy, rather it is determined by the extent to how well it is using its dedicated, motivated, and efficient employees.

LITERATURE REVIEW

- **McCarthy and Garavan, 2001**

As the individual employee contributes to improving the performance of the organization (Van Emmerik, 2008), an individual performance management system must be in place that helps them understand their role in achieving strategic objectives. **McCarthy and Garavan (2001)** suggest employees must receive constant support and feedback on their performance and have opportunities to gain more expertise in their roles through learning and development programs. They add that performance management can only be successful if each section manager truly understands how to motivate and provide adequate learning and development resources; so that each is measured by the success of their direct reports, not simply by business results. The setting that surrounds behavior, for example, what people say and do that is praised or criticized over time can also help in supporting patterns of success. The level of success an organization experiences in applying the elements of performance management originates in the capability of its staff in serving stakeholder needs, meet objectives, and create a culture where the focus is aimed at building long-lasting habits of success.

METHODOLOGY

The methodology employed in this study involves a combination of qualitative and quantitative research approaches. Data was collected through surveys, questionnaire interviews, and document analysis, allowing for a comprehensive understanding of the performance management practices employed in successful hospitals. The data will be analyzed using statistical techniques and thematic analysis to derive meaningful insights and outlines the professional and real methodology employed to investigate the best practices in performance management and appraisal systems for hospital success. A mixed-methods approach combining qualitative and quantitative research methods is utilized to provide a comprehensive understanding of the topic.

RESEARCH DESIGN

- Research Design:

A descriptive research design is employed to explore the current state of performance management and appraisal systems in hospitals. This design allows for the collection of qualitative and quantitative data to describe and analyze the best practices employed in successful hospitals.

DATA COLLECTION

Quantitative data from surveys are analyzed using software, employing descriptive and inferential statistics to examine the relationships between different variables. Qualitative data from interviews and document analysis are recorded and thematically analyzed to identify patterns and best practices in performance management and appraisal systems.

STUDY TOOLS

- Surveys:

A survey questionnaire is administered to hospital employees, including managers, supervisors, and front office staff. The survey collects quantitative data on various aspects of performance management and appraisal, such as feedback processes, competency evaluation, and technological integration. The survey responses are analyzed using statistical techniques to identify trends and patterns.

- Interviews:

Conduct structured interviews with the Hospital's HR managers or employees. Use interview guidelines to maintain consistency. Ask specific questions to increase the chance of getting the interview right. Ask questions to obtain deeper insight and rich qualitative data.

MATERIAL AND METHODS:

Study design: Cross-sectional study

Setting: Focuses on the Sancheti Hospital, Pune to examine its performance management and appraisal systems and explore the practices, challenges, and outcomes within the Hospital.

Operational definitions:

A set of established strategies and processes that effectively measure, assess, and enhance employee performance aligning with hospital goals and leading to improved individual and hospital outcomes.

ETHICAL CONSIDERATIONS:

- Informed consent.
- Confidentiality and Anonymity
- Consent for Data Use
- Minimize Risk and harm
- Voluntary Participation

Study population

Inclusion criteria:

- i. The employees recently joined the hospital.
- ii. Experienced staff within the Hospital.
- iii. Contract based Housekeeping staff within the Hospital
- iv. Employees who have not completed the required period as per hospital norms.
- v. Probation period or notice period employees.

Exclusion criteria:

- i. Who does not meet the inclusion criteria.
- ii. Who does not provide complete data on the study variables or who has missing data that cannot be imputed.

Duration of study: 2 Months

Sample size: 100-200 Employees

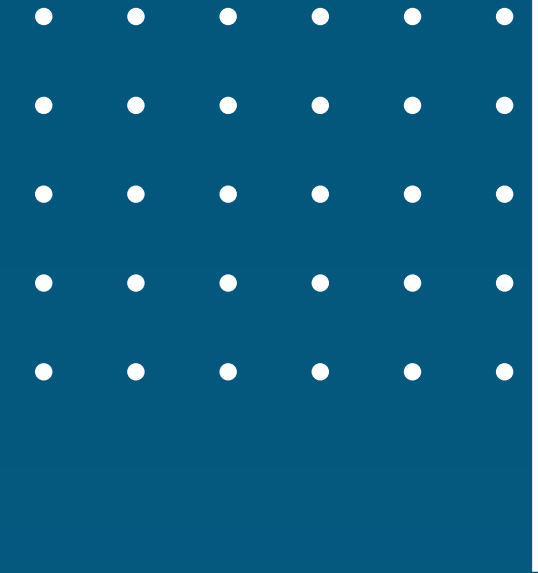
Sampling technique: Consecutive Sampling

DATA ANALYSIS PLAN:

Descriptive statistics, Content Analysis

Softwares:

MS Excel,, Payroll, and Spine HR



OBJECTIVES

ANALYSIS AND FINDINGS

OBJECTIVE 1-

To identify and analyze the key components and features of effective performance management and appraisal systems.

- ❑ The Hospital manages an employee Performance Management System (PMS) through a combination of performance evaluations, goal/target setting, feedback mechanisms, and professional development opportunities. There are various and common techniques used by hospitals to manage employee performance:
- **Performance Management Systems:**
Many hospitals use PMS software or systems to structure the performance management process. These systems enable HODs, Managers, Supervisors, Incharges, and employees to set goals, track progress, provide feedback, and document performance-related discussions. They also

- **Performance Evaluations:**

Hospital conduct periodic performance evaluations to assess employees' job performance. These evaluations may include feedback from HODs, Managers, Supervisors, Incharges, patient satisfaction surveys, and performance measures specific to the employee's role.

- **Goal/Target Setting:**

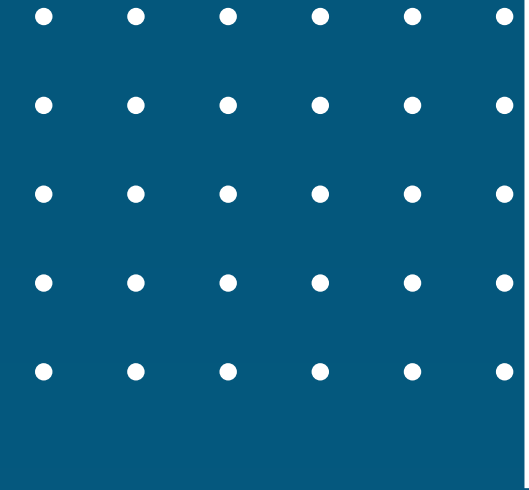
Hospital administration works with employees to set specific, measurable, achievable, relevant, and time-bound goals. These goals allow employees to focus on areas that contribute to their professional growth and overall hospital performance.

- **Feedback and Training:**

Regular feedback is essential for managing employee performance. The Hospital encourages Managers, Incharges, or Supervisors to provide constructive feedback and training to employees, highlighting their strengths and identifying areas for improvement. This feedback helps employees understand their performance requirements and make necessary adjustments.

- **Performance Improvement Plans (PIPs):**

In cases where an employee's performance Fails to Meet Requirements (FM), the hospital may implement performance improvement plans. PIPs outline specific actions and timelines for the employee to improve their performance. These plans include additional training, mentoring, or supervision to support the employee in Meeting the Requirements (MR).



- **Training and Development:**

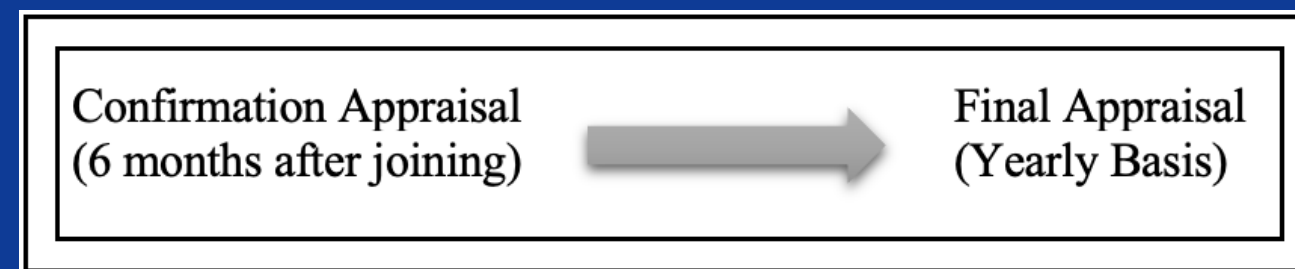
A Hospital invest in training and development programs to enhance employees' skills and knowledge. These programs may include workshops, seminars, and conferences. By offering continuous learning opportunities, hospitals encourage employees to stay updated with the latest medical advancements and best practices.

- **Recognition and Rewards:**

Recognizing and rewarding exceptional performance is an important aspect of managing employee performance. The Hospital may have programs in place to acknowledge and appreciate employees who consistently demonstrate the work. Rewards can include financial incentives, certificates, public recognition, or career advancement opportunities like Promotion.

- ❑ The Appraisal System used in Sancheti Hospital is tracked by the Incharges, Managers, or Supervisors, and appraisal is done by the Head of the Departments.

The Process for new employees works like this-



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Confirmation Appraisal:- This Appraisal takes place after the completion of 6 months. The employee's performance is then evaluated by standard goals. These evaluations were done on the Qualitative parameters-

1. – BA (Below Average)
2. –A (Average)
3. – G (Good)
4. – VG (Very Good)
5. – OS (Outstanding)

Employee's performance during this period decides whether he/she will be confirmed, or the period will be extended.

Final Appraisal:- After confirmation, the employee's performance gets evaluated with the regular yearly appraisal System. These evaluations were done on the Quantitative parameters-

FM- Fails to Meet Requirements,
MM- Meets Minimum Requirements,
MR- Meets Requirements,
ME- Meets & Exceeds Requirements, and
CE- Clearly Exceeds Requirements.

OBJECTIVE 2-

To evaluate the impact of clear performance expectations and standards on employee performance.

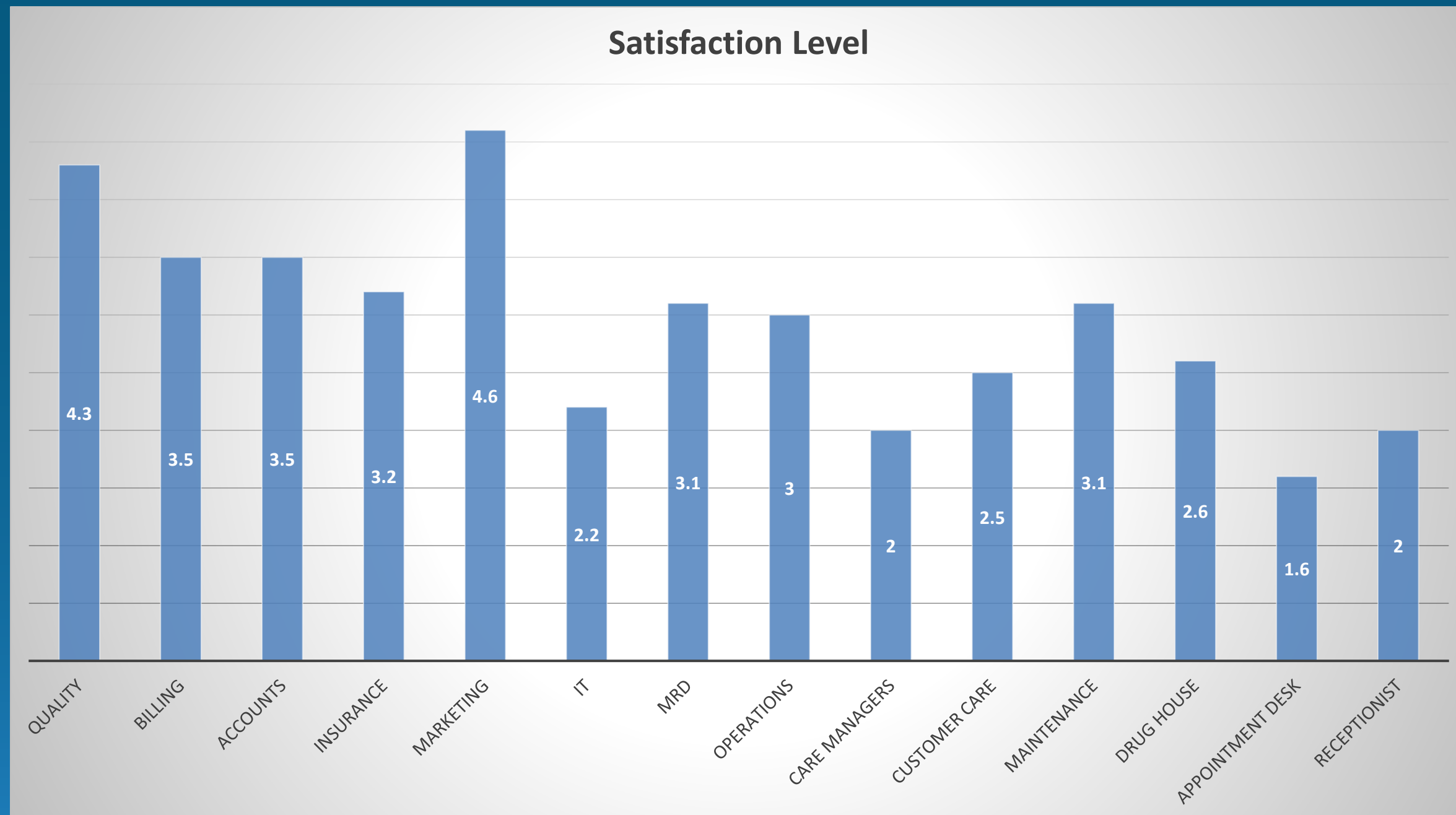
To Study this, a Questionnaire was prepared for all Nursing Staff. The surveys are done for non-medical staff and Employees.

Total Non-Medical Employees- 93



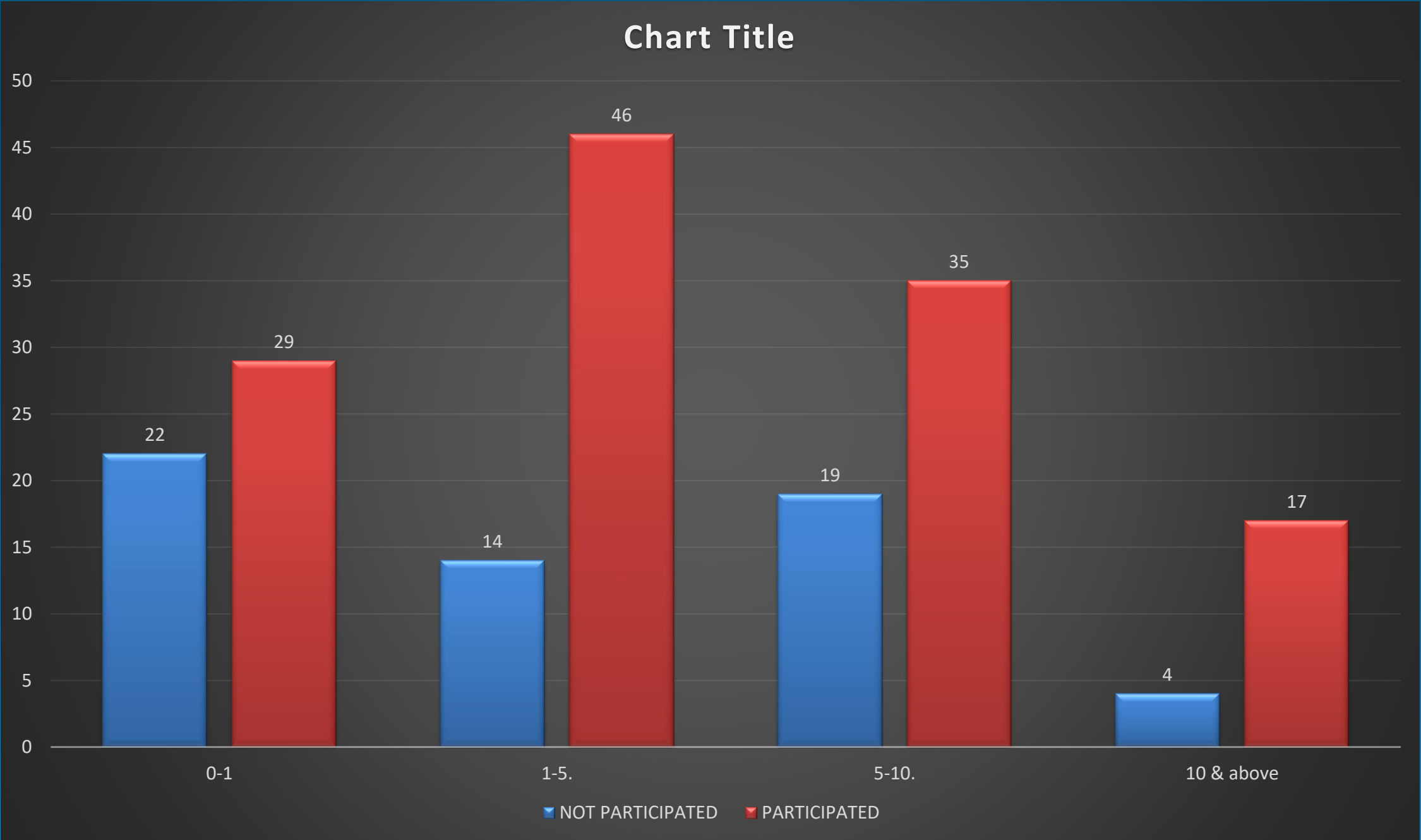
➤ Department-wise Satisfaction Level

- The most Unsatisfied Departments are IT, Care Managers, Appointment Desk, and Receptionist.
- The most Satisfied Department is Marketing Department
- On the other hand, Insurance, Accounts, Billing, MRD, Operations, and Maintenance departments are average satisfied with PMS and Appraisal.
- The Drug House Department is on a Neutral level with PMS and Appraisal



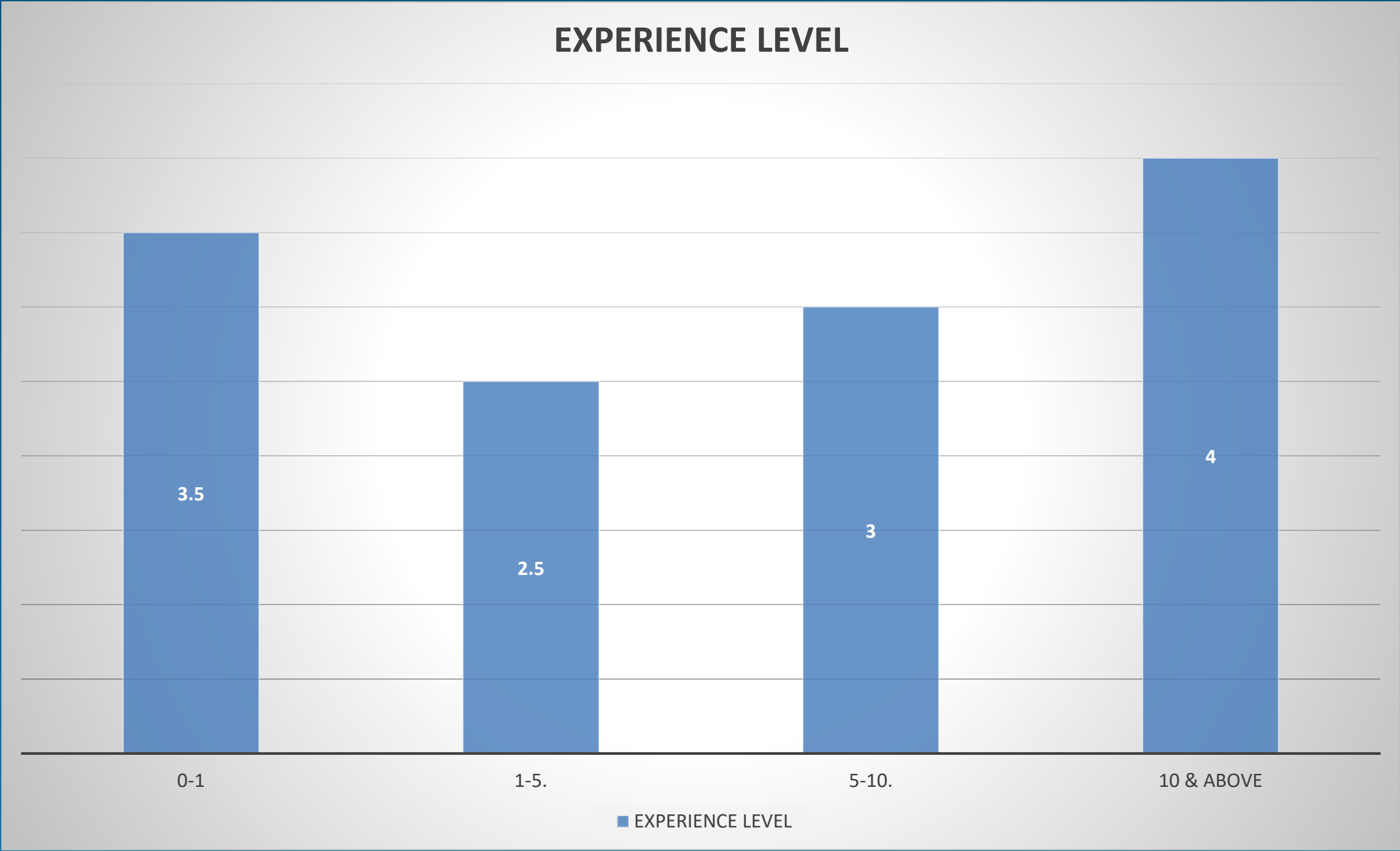
- ❑ Total Nursing Staff Working in Hospital- **186**
- ❑ Total Nursing staff participated in PMS and Appraisal- **127**

- The total Nursing staff who participated in the PMS and Appraisal was 127 of which 29 staff were participated out of 0 to 1 yr. of experience.
- The total staff between experience 1 to 10 yr. was 81 in which 46 employees were between 1 to 5 yr. experienced and 35 employees were between 5 to 10 yr. experience.
- The total staff who participated above 10 yr. the experience was 17.



❑ Satisfaction Level of Nursing Staff-

- The most Unsatisfied Nursing Staff is between experience 1 to 5 Yrs., where found that between 5 to 10 yrs. of experience staff are average satisfied with the PMS and Appraisal System.
- The Freshers or experienced up to 1 yr. staffs are much more satisfied than other experienced Nursing staff.
- The experienced level above 10 yrs. are highly satisfied than other nursing staff



RESEARCH QUE

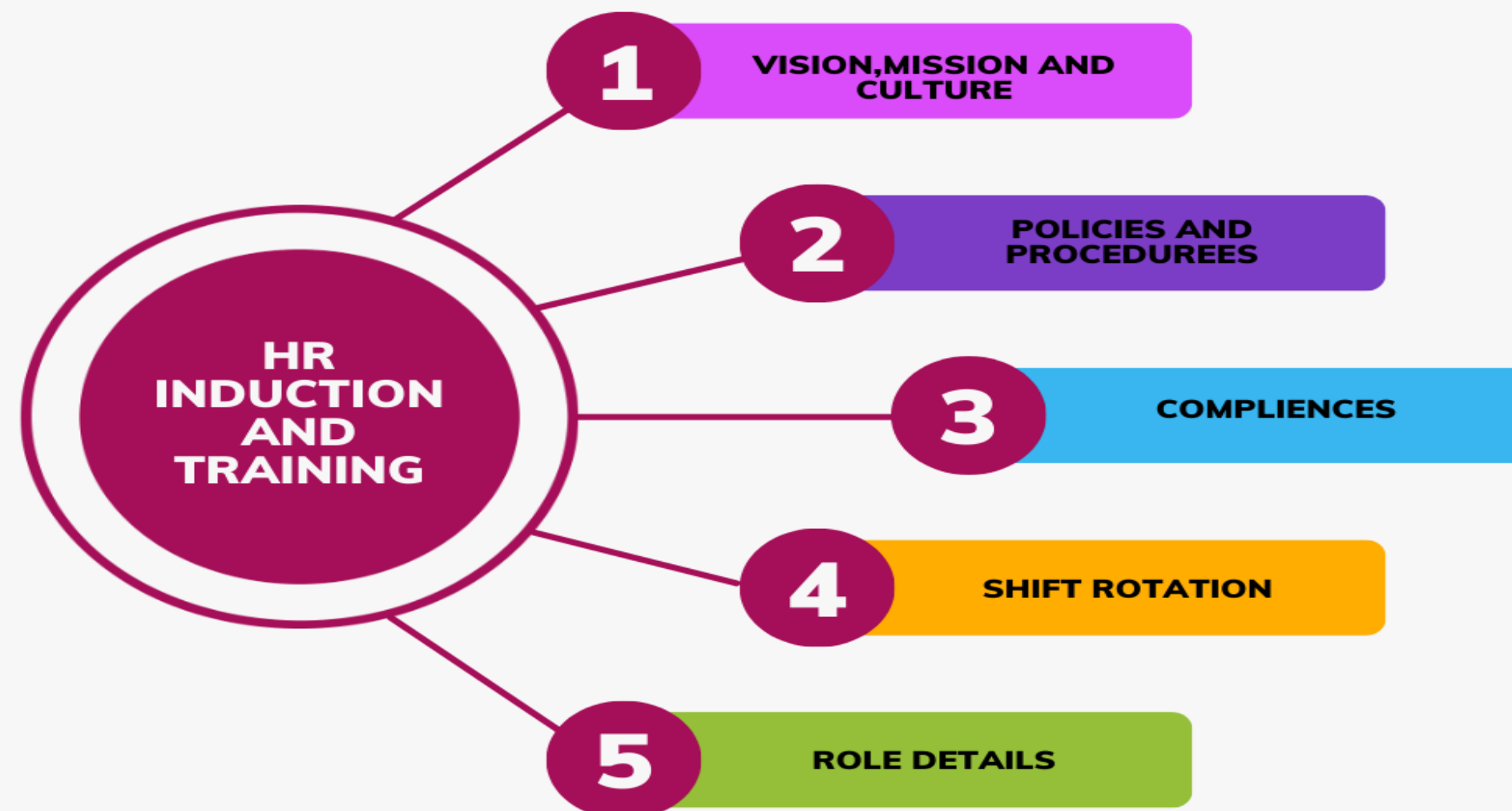
❖ What role does employee engagement and participation play in the success of performance management systems?

- For the PMS in the Hospital, Employee engagement is done through several things such as Induction and training programs every month for those who joined recently to the hospital, and the festivals and programs arranged by the Director of the Hospital or Board Members.
- The Director of the Hospital arranges small meetings every 15 days with every Department Head and any one Employee of that department for discussion, conversation, feedback, concerns, or any innovative idea for the hospital.
- The Participation of departments and employees of each include.-

DEPARTMENTS`	EMPLOYEE COUNT
◦ IPD & OPD	2 HOD &4 Employee
◦ NURSING	1 OD, 2-Nursing Manager, WARD In charges & 3-4 Employee
◦ QUALITY	1-HOD, & 2- employee
◦ BILLING AND INSURANCE	HOD'S of Dept
◦ ACCOUNTS	HOD and 1 Employee
◦ SECURITY	HOD and Security Incharge
◦ HOUSEKEEPING(HK)	HK Manager &HK Incharge
◦ Human Resources(HR)	HOD, 1 Employee in HR operations and 1 in Payroll
◦ RESEARCH	Research Incharge
◦ MARKETING	Whole Marketing Team
◦ OPERATIONS	HOD and Managers

❖ Monthly Induction and Training Programme-

- **Induction** is the process of welcoming newly recruited employees and supporting them to adjust to their new roles and working environments by the HR Department in the organization.
- The Induction program in Sancheti Hospital is held in 3rd week of every month. The Induction Program is Led by the HR operations person and that will run a full day training program for 2-3 days in 3rd week of every month.





RESULTS

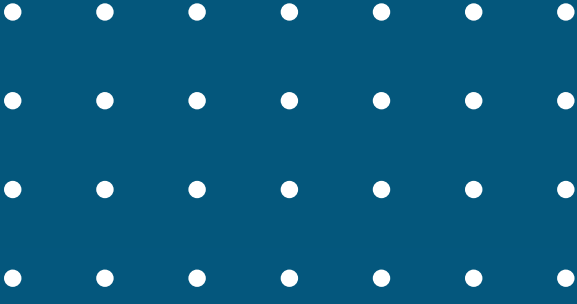
- The study on best practices in performance management and appraisal systems for Sancheti Hospital revealed several key findings like Employee Development and Engagement, Induction, and Training
- The findings are results that most of the Employees and staff are not satisfied including IT, Care Managers, Appointment Desk, and Receptionists with the appraisal and PMS
- Employees were dissatisfied with the fact that their performance was tracked by Supervisors, Managers, or Incharges but appraisal was done by HOD.
- The Experience Factor was also a matter in the Appraisal, as the supervisor was not that experienced, so experienced people were not happy about the authority to track being given to the supervisor.
- In the Drug House Department, most of the employees were new joiners (have experienced only confirmation Appraisal), So their perception was neutral.
- The most Satisfied Department is Marketing Department due to their work satisfaction and the performance tracked by the HOD is valuable and accurate.

- On the other hand, Insurance, Accounts, Billing, MRD, Operations, and Maintenance departments are average satisfied with PMS and Appraisal
- In some instincts, the Nursing staff is not satisfied with the Incharge decision to change their ward to a different one.
- Most unsatisfied people were those who joined and were experienced between 0 to 5 yr. They were the employees who saw a drastic change in Management after Sancheti Hospital New Building Construction had started. So they were having kind of workload. Their perception was that new employees should not work more than their shifts, but hospital expects to do so.
- The results indicated that hospitals that align their performance management systems with their organizational strategy tend to experience higher levels of success. By ensuring that performance goals and metrics are in line with the hospital's overall objectives, employees are better able to contribute to the hospital's success.



CONCLUSION

- ❑ In conclusion, the implementation of best practices in performance management and appraisal systems is a must for the success of hospitals.
- ❑ A well-designed and effectively executed performance management system can drive employee engagement, productivity, and overall organizational performance. By aligning performance goals with the hospital's strategic objectives, providing continuous feedback and training, investing in employee development, promoting engagement, and integrating technology, hospitals can create a culture of excellence and achieve sustainable success.
- ❑ For implementation of best practices requires careful planning, involvement, and ongoing evaluation. Hospital leaders and human resource professionals play a critical role in promoting and supporting these initiatives. Regular monitoring, feedback, and adjustments are necessary to ensure the effectiveness and relevance of the performance management and appraisal systems over time. The implications of this research highlight the need for hospitals to adopt and continuously improve their performance management and appraisal systems. By implementing best practices, hospitals can foster a culture of high performance, motivate employees, enhance patient care, and achieve long-term organizational success.



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THANK YOU