

# Quick-Hitting Survey Performance Ratings

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## Executive Summary

### Methodology

In October 2018, The Health Management Academy conducted a quick-hitting survey of Leading Health Systems use of performance ratings. The 11 responding Chief Learning Officers (CLOs) represent health systems with an average Net Patient Revenue of \$4.3 billion that own or operate 133 hospitals with nearly 29,000 beds and approximately 1.4 million admissions per annum.

### Key Findings

- Responding health systems utilize an average of four performance ratings for employee assessments.
- Multiple health systems (27%) are moving away from performance ratings and implementing more frequent, conversational review processes.
- Forty-five percent of health systems have introduced the cloud-based ERP tool Workday to help manage performance rating assessments, although only 27% of responding systems have fully implemented the software.

## Results

### Ratings Systems

Responding health systems have an average of four different performance ratings for the health system's performance management process. One health system indicated the number of performance ratings ranges from two to four, varying between the four parts of the annual performance evaluation. Additionally, some health systems reported moving away from performance ratings and instead leveraging more frequent conversations not based on a ratings system in an effort to capture a more holistic view of employee experience and success.

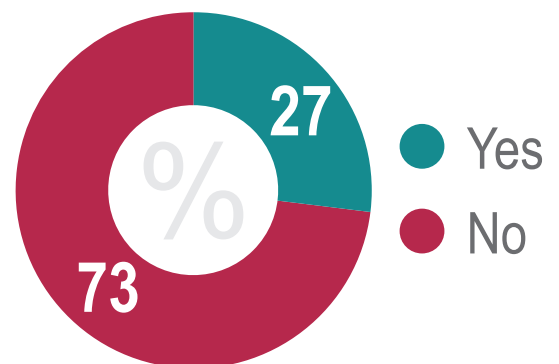
**“We will move away from an annual rating system with a more frequent check-in process that is more development- and future-focused conversations without labels.” (CLO)**

For those that do utilize performance ratings, the ratings assess whether employees' targets were met. Examples of ratings scales include, “Requires Development, Successfully Achieves, Often Exceeds, and Consistently Exceeds” and “Exceptional, Exceeds Expectations, Meets Expectations, Does not Meet Expectations.”

### Workday Implementation

Workday is a cloud-based Enterprise Resource Planning (ERP) tool that helps companies with financial and human resources management. This software has either has or is in the process of being introduced by several (45%) health systems to help manage performance rating assessment, although only 27% of responding systems have fully implemented the software (Figure 1). Two systems indicated that they are in the process of implementing Workday and another respondent is evaluating Workday after a recent merger.

FIGURE 1. HAVE YOU IMPLEMENTED WORKDAY AT YOUR HEALTH SYSTEM?



The health systems that currently utilize Workday partnered with consulting firms to assist in the successful implementation, including Deloitte and PricewaterhouseCoopers. Another system utilized Workday consultants as well as internal HRIS staff for implementation.