

Central Wisconsin Anesthesiology Policy and Procedures Statement

Policy Name: Performance Reviews (360s and traditional)	
Policy Number:	3.1.09
Effective Date:	4/9/19
Category:	Human Capital Management
Subcategory:	Personnel
Subject:	Performance Measurement Tools
Updated on:	

Policy Statement
<p>CWA recognizes the importance of the human factor to our practice's success. Human Capital Management attempts to define and measure the value of employees/shareholders and promote the significant contribution they make to CWA's corporate performance and competitive advantage. A 360 Degree Review is one form of performance appraisal, and it is currently the performance measurement tool used for its physicians and CRNAs. The 360 Degree Review process also provides each physician and CRNA with an opportunity to personally reflect on their performance for process improvement. Traditional performance reviews are the current working tool for the Business Office staff. Staff members are recognized for their accomplishments, strengths and areas for development, and to establish goals and objectives for the next evaluation period.</p>

Applies To: Physicians, CRNAs, and Business Office staff

Procedures/Guidelines:

Performance Management is a system to help employee grow and develop on the job, identify and recognize top performers, and identify under performers and develop plans to either improve their performance or discontinue the employment relationship.

For performance management to be successful, it requires:

- A common understanding of the practice's goals,
- A shared expectation of how individual employees can contribute,
- Employ individuals with the skills and ability to meet corporate expectations, and
- Retain individuals who are fully committed to the mission of the practice.

Performance appraisal tools gathers information relative to what the corporation has established as desired attributes of its employees. The performance appraisal is not performance management; it is an appraisal tool (like the 360 reviews) used to gather data and benchmark against pre-determined goals. The frequency of any performance review is determined at the sole discretion of the Employer. Currently, the 360 Degree Reviews are conducted every 18-months. The Business Office staff reviews are conducted bi-annually.

All providers and staff are required to participate in performance reviews.

Provider specific:

The 360 Degree Reviews for the providers are anonymously submitted using Survey Monkey. Honest feedback and both positive and constructive comments are encouraged. Providers are encouraged to submit matters of concern detrimental to our business or patient safety directly to the Administrator. Providers and staff can also report any concerns through the Human Resources Information System (HRIS) under "Report Issues".

Two physicians and the Administrator meet with the CRNAs to discuss their review results. These follow-up meetings are held and results are shared in a non-challenging manner. The presenters strive to give each

provider a consistent message and address individual questions when presented. Numerical results with defined standard deviation are presented. Positive and negative outliers are identified. The physicians are provided with a copy of their individual scores and comments. The overall scores of both the physicians and CRNAs are submitted to the Board of Directors.

Business Office Staff specific

Traditional performance reviews are the current working tool for the Business Office staff. Staff members are recognized for their accomplishments, strengths and areas for development, and to establish goals and objectives for the next evaluation period. Similar to the 360 Degree Review follow-up process, the Administrator and Revenue Cycle Supervisor meet with each individual staff member to discuss reviews and set goals for the next reporting period.

Any low scores, concerning comments, or performance trends may trigger a follow up meeting with the provider and/or employee that may result in a performance improvement plan (PIP) or other action as deemed appropriate by the board.