



Automated Performance Appraisals Saves Hospital \$1,000s

An effective performance appraisal process can instill an organization's culture in its employees, but if valuable managers' and employees' time is consumed by paper work it is counterproductive.

After six months of use, managers and staff at an 800 person hospital liked the new performance appraisal process emphasizing the hospital's value-driven culture. There were just two complaints, the paper intensive process took too long to complete and employee data was not readily accessible by managers. By working with a local IT provider and building on technology they already had, the hospital automated the process and saved thousands of dollars a year.

Finding a Solution at Their Fingertips

Opened in 1986, the National Rehabilitation Hospital (NRH), a part of Medstar Health, is a private, not-for-profit rehabilitation facility. NRH provides inpatient, outpatient care, and day treatment programs at its main hospital in northwest Washington and at thirty-four NRH outpatient centers located throughout the Washington-Baltimore area.

To accurately reflect their "New Value Process", a comprehensive culture-change program established two years ago, NRH needed to reinvent the performance appraisal process. Robert Hartman, VP of Communications at NRH, engaged Gill & Piette, Inc., an IBM Business Partner, to construct the new performance appraisal process using the Lotus Notes platform.

Moving from a time consuming, paper based performance appraisal process to an automated process saved NRH time and money by increasing productivity. "By automating, with the help of Gill & Piette, we cut the cost of doing performance appraisals in half," comments Paul Rao Ph.D., VP for Clinical Services, Quality Improvement, & Corporate Compliance at NRH.

Deborah Lewis, Ph.D., VP for Human Resource at NRH, reports that staff response has been excellent. "Supervisors find the new automated performance appraisal easier and quicker to use. Since Lotus Notes was already used for e-mail, managers were able to do performance appraisals in a comfortable environment with only modest training."

Working closely with NRH's Performance Appraisal Team and Human Resource Manager, Cynthia McCormick, Gill & Piette identified data requirements and workflow needs to automate the performance appraisal process. The result not only provided an automated process, but also a much needed staff management database accessible by managers throughout the hospital. "By making staff information readily available to our managers we are able to run a more efficient hospital," adds McCormick.

Gill & Piette worked with NRH to automate the process, provide full documentation, training classes and ongoing support to insure the system worked properly. "I found Dick Gill and his team to be very efficient and pleasant to work with," says McCormick.

So what's next for NRH and Gill & Piette? "We have several new projects with NRH, such as recruiting and pre-employment workflow. Working with NRH and Medstar Health is wonderful. Their people are friendly, hard working, committed to their organization and their patients," comments Dick Gill, President of Gill & Piette.

Gill & Piette is now offering the same human resource solution to other organizations, specifically with licensing and accreditation issues. The new product is named HRx.