

CHAPTER-13

BEST PRACTICES IN PERFORMANCE MANAGEMENT AND APPRAISAL SYSTEMS FOR HOSPITAL SUCCESS

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DOI: <https://doi.org/10.52458/9788197040849.2024.eb.ch-13>

Ch.Id:- IIHMR/GRF/EB/THMPG/2024/Ch-13

INTRODUCTION

This introduction outlines the practical and professional aspects of implementing optimal practices in performance management and appraisal systems for the success of hospitals. In the dynamic landscape of healthcare today, hospitals are continually striving for excellence and achievement. An integral determinant that significantly impacts hospital success is the efficient management of employee performance through robust performance management and appraisal systems. These systems offer a well-structured framework for establishing expectations, fostering improvements, and assessing performance. By adopting the best practices in performance management systems and appraisals, hospitals can optimize employee performance, align with the strategic goals of various departments, and achieve overall success. Recognizing the unique challenges within the hospital context, the institution identifies and implements tailored best practices in its administrative approach [1,2].

In the professional realm, especially within the hospital industry, it becomes imperative for hospitals to structure their performance management systems (PMS) and appraisal systems with a focus on goals and strategies. By emphasizing employee performance objectives directly aligned with the hospital's vision and mission, the institution can instill direction and purpose among its workforce, cultivating a harmonious and unified workplace conducive to success. Clear and fair performance expectations are communicated to employees in a transparent and concise manner, emphasizing the importance of achieving performance goals. The implementation of SMART goals not only enhances employees' skill sets but also provides a framework for evaluating employee performance [3].

RESEARCH OBJECTIVES

1. To identify and assess crucial elements and characteristics essential for the efficiency of performance management and appraisal systems.

2. To assess the influence of well-defined performance expectations and standards on both employee performance and the overall outcomes of the hospital.

RESEARCH METHODOLOGY

The methodology employed in this study utilized both qualitative and quantitative approaches. Data were gathered in collaboration with the HR department staff through hospital-wide surveys and one-on-one interviews with employees. The collected data were then analyzed using documented standards, providing insights into the practices of the Performance Management System (PMS) and appraisal processes within the hospital. Statistical techniques and software like MS Excel and MS Word were employed for data analysis, facilitating the extraction of meaningful outcomes and insights from the professional and real methodology applied to assess the hospital's PMS and appraisal systems.

A Descriptive research design was implemented to comprehend the state of the PMS and appraisal system. This involved a data collection approach that combined both qualitative and quantitative methods. Through this method, the hospital gathered diverse data to describe and analyze the best practices of employees that support and contribute to their success.

RESULTS & DISCUSSION

The examination of best practices in performance management and appraisal systems at Sancheti Hospital uncovered significant findings related to Employee Development and Engagement, Induction, and Training. Notably, a notable outcome revealed that a majority of employees and staff, including those in IT, Care Managers, Appointment Desk, and Receptionists, expressed dissatisfaction with the appraisal and Performance Management System (PMS). The discontent stemmed from the fact that performance tracking was conducted by Supervisors, Managers, or Incharges, with appraisals made by Heads of Departments (HODs). The lack of experience among supervisors in handling such responsibilities left experienced staff dissatisfied with the tracking of

their performance. The Drug House department, consisting of some fresher employees, expressed neutral views. The Marketing Department emerged as the most satisfied, given their work satisfaction and the valuable and accurate performance tracking by the HOD. Conversely, departments such as Insurance, Accounts, Billing, MRD, Operations, and Maintenance reported average satisfaction with PMS and appraisal. Nursing staff, in certain instances, expressed dissatisfaction with the decisions made by the Incharge to change their ward. The most dissatisfied individuals were those with 0 to 5 years of experience, witnessing significant management changes during the construction of Sancheti Hospital's new building. They perceived an increased workload and disagreed with the expectation for new employees to work beyond their shifts.

CONCLUSION

In summary, the incorporation of best practices and the effective implementation of a well-designed Performance Management System (PMS) continue to positively impact employee engagement, productivity, and overall hospital performance. By aligning performance goals with the strategic objectives of the hospital, offering continuous feedback and training, dedicating more time to employee development, and enhancing technological software, the hospital can foster a culture of excellence and achieve success. The literature review, research findings, and analysis underscore the significance of PMS and appraisal systems in goal setting, feedback provision, and recognition. Focusing on these practices enables the hospital to capitalize on improvements in employee performance and outcomes. The successful implementation of such practices necessitates careful planning, engagement, evaluation, and the allocation of resources, with support from hospital administrators and leaders. HR professionals play a crucial role in developing and supporting these initiatives. Regular monitoring, feedback mechanisms, and adjustments are vital for ensuring the effectiveness and relevance of the appraisal and PMS. The research suggests a compelling need for the hospital to assess and enhance its PMS and appraisal systems.

REFERENCES

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2. Measuring and Managing Performance in Hospital (Paperback)
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