Breakout Session #2: Is It That Time of Year Again?
Presenter: Sara Morris, RN, MSN

Session Outcomes:

- Describe an innovative comprehensive technique to appraise staff performance.
- Describe an innovative comprehensive technique to communicate staff performance.
- Describe evidence based innovation skills that support high performing teams.

Presenter’s materials attached.
Is it that time of year again?
MOLN Fall Conference
Sara Morris, RN, MSN
October 3, 2019

Outcomes

• Describe an innovative comprehensive technique to appraise staff performance.
• Describe an innovative comprehensive technique to communicate staff performance.
• Describe evidence based innovation skills that support high performing teams.

Performance Journey

• Perfect
• Inspire
• Retain
• Motivate
What is a performance evaluation anyway?

**Record of performance**
- Knowledge
- Skills & ability
- Competency
- Work effort
- Attitude & behavior

The dark side
- Empty ritual
- Nourishes short-term performance
- Builds fear
- Impersonal
- Generalizations
- Non-comprehensive
- Few people actually read their evaluation
The dark side cont...

- Simplistic measurement for a complicated subject
- No room for context
- Difficulty applying feedback
- Constructive criticism typically deflates performance efforts
- "Recent affect"

Employee perspective

- Evaluation
  - OUTSTANDING
  - Excellent
  - Very Good
  - Average
  - Below Average

Employee perspective cont..

- Lack of self-insight
- Unable to self-direct
- Gap between routine expectations & overall job performance
Finding Direction

- Not a “once a year event”
- Cadence of regular check-ins
- Identify performance expectations

What employees want

- Valid
- Reliable
- Consistent
- Objective
- Felt-fairness

Evaluations with purpose

**Employee**
- Increase awareness of performance expectations
- Recognition of areas of improvement/strength
- Enhancement of individual contribution to organizational goals

**Leader**
- Identify high, low, & emerging performers
- Target performance
- Enhance content in performance evaluations
Data rich & feedback poor

Performance scorecard

- Scorecard with personal metrics
- Send quarterly
- Color Coded
- Individualized feedback

Information overload
Provide feedback to employees on areas of improvement/strength in written form using the following standard:

- **Low Performer:** 3 areas of improvement & no areas of praise
- **Middle Performer:** 2 areas of improvement & 1 area of praise
- **High Performer:** 1 area of improvement & 3 areas of praise

**Personal feedback example #1**

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**From:** Morris, Sara J  
**Sent:** Thursday, May 17, 2018 3:12 PM  
**To:** Jane Doe

Jane Doe, below is an update/feedback on your time and attendance as well as other areas of performance.

- You made some improvements on your tardiness. Keep working on it. Remember the expectation is be tardy <25% of your worked shifts.
- I see your sick time is up a little from last quarter. The goal is to have <24 hours of sick time in a quarter; however, I recall you had pneumonia and I expect the numbers will be lower next quarter. Glad you are feeling better.
- Wow, your OT is very impressive! You are far below the 3% expectation. Nicely done. I am proud of you.

Overall, you are meeting expectations in most areas. I need you to make decreasing your tardy occurrences a priority. I would be more than happy to discuss it in person if you need further direction or feedback.

Thanks,

Sara

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**Personal feedback example #2**

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**From:** Morris, Sara J  
**Sent:** Friday, January 11, 2019 1:26 PM  
**To:** Nurse Betty

Nurse Betty,

- Overtime... YOU MADE THE 3% GOAL!!! Looks fantastic... huge improvement. Thank you for working on getting out on time. You have worked really hard.
- Medication Scanning: wonderful as always. You consistently meet the >95% expectations. Thank you for your dedication to medication safety.
- Education deadlines & expectations: All deadlines & expectations met. Nicely done.

Stop by my office during your next shift. I have a unit representative opening I would like to you consider taking.

I am glad to have you on the team.

Thank you,

Sara
Frequency of performance evaluation to maximize employee engagement in performance:

- Low performers: Monthly
- Middle performers: Quarterly
- High performers: semi-annual

Methods:

- Limit to three
- Define priorities
- Set expectations
- Clear is kind
- Share your values
- Know your employee values

Outcomes:

- Missed Education Deadlines
- Overtime
Communicating Performance

High performance is the complete package
• Bedside/technical skills
• Soft Skills
• self-management skills

Relationships

• Setting clear expectations to increase individual accountability and contributions to the team/unit
• Ensure employee understands the link between individual performance and organizational goals
• Ensure recognition of high performers and provide ability for them to mentor their skill as a way to reinforce positive behaviors

Evaluation components

• Engagement in performance
• Receptiveness to feedback
• Include unit based goals
• Everyone has something to work on
• Peer feedback
• Self-evaluation focused on consistency & meeting of measurable
Conclusion

- Leadership engagement
- Authentic partnership
- Investment in what you value
- Belief in making a difference
- What gets watched, gets better

References


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