

CHALLENGES

- Ineffective paper-based performance appraisal process
- No visibility or accountability
- Compliance with The Joint Commission

RESULTS

- Migrated 1,300 appraisals and 400 job descriptions in 2 months
- Intuitive and user-friendly system
- Increased manager accountability
- Real-time status of appraisals
- Top notch customer service

Ashtabula County Medical Center

ACMC Healthcare System

An affiliate of



ACMC Healthcare System Raises the Bar and Increases Accountability Using Performance Manager

Just months before their annual performance approval process, the HR department at ACMC Healthcare System knew they needed to upgrade their ineffective paper-based system. With 1,300 performance appraisals to manage, the process was always a whirlwind—involving reams of paper and hundreds of phone calls and emails. One slight data-entry error could jeopardize their ability to ensure accountability and compliance with The Joint Commission and other regulatory agencies.

The ACMC Healthcare System serves the more than 100,000 residents of Ashtabula County, Ohio, and includes Ashtabula County Medical Center, Ashtabula Regional Home Health Services, and Glenbeigh—a nationally recognized drug and alcohol treatment provider. ACMC Healthcare System consistently strives to keep up its core measures for quality care and achieved certification from the Society of Chest Pain Centers for treating patients with chest pain and heart failure. A key component of these recognitions is the performance of its caregivers and employees. That's why they needed to immediately find a way to automate the complicated process of performance and management.

Limited Visibility and Accountability

Robert Sincich, Vice President of Human Resources for ACMC Healthcare System, described the old employee appraisal process as chaotic. "The worst part was that we could never find anything. Someone would tell us they gave it back to their boss, and the boss would say they gave it to Human Resources, who must have lost it." Some managers were also submitting generic appraisals instead of evaluating employees on individual merit. "Some of them were simply changing names on the appraisals — all other comments were exactly the same. We felt we were letting our employees down. Our managers had a duty to deliver positive, constructive messages to them on a regular basis."

Vendor Evaluation

ACMC Healthcare System reviewed several vendors with automated solutions, eventually narrowing it down to two. According to Sincich, there were several reasons why they ultimately decided on Performance Manager® by HealthcareSource®.

First, ACMC Healthcare System was already using HealthcareSource Position Manager® to automate their applicant tracking process and saw an opportunity to share information between the two products to save even more transaction time. The most compelling reason was the superior value of Performance Manager. "The other vendors' solutions just couldn't offer this value at the same price," said Sincich. "It was ultimately an easy decision to make."

Implementation

ACMC Healthcare System's implementation goals were lofty. They needed to migrate 1,300 appraisals and over 400 job descriptions in a mere two months. "I thought that this would be an insurmountable task," admits Sincich. "It didn't give us any room for unexpected issues."



HealthcareSource deployed significant resources to help the organization meet its aggressive deadline. They had regular conference calls with implementation specialists to review key deadlines and milestones. HR managers received user-level and administrative training, ultimately preparing the entire organization for the annual appraisal rollout.

A New Way

Upon implementation, all ACMC Healthcare System employees received Performance Manager User Guides and hands-on training sessions. “Our employees had no problems adapting because it’s so intuitive and user-friendly,” said Sincich.

Manager reaction has been positive as well, although there’s been some resistance to change. “We’re holding them accountable now, encouraging them to have meaningful performance discussions with employees. The old way of doing things isn’t acceptable now that we’ve raised the bar,” said Sincich.

So how has the process changed HR? The most dramatic improvement is the real-time ability for them to see the status of every single appraisal.

“We couldn’t be happier,” Sincich remarked. “From the discovery phase through implementation, everything has run very smoothly. Since we’ve launched, their customer service has been remarkable as well. We’re thrilled with our new automated system and feel quite comfortable using it knowing that Performance Manager is backed by such top-notch customer service”.

ABOUT ACMC HEALTHCARE SYSTEM

Location: Ashtabula, OH

Overview: ACMC Healthcare System, an affiliate of Cleveland Clinic, includes Ashtabula County Medical Center, Ashtabula Regional Home Health, and Glenbeigh, a drug and alcohol rehabilitation hospital, and serves more than 100,000 residents of Ashtabula County, Ohio. ACMC Healthcare System achieved certification from the Society of Chest Pain Centers for treating patients with chest pain and heart failure.

Employees: 1,300

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About HealthcareSource

With more than 2,500 healthcare clients, HealthcareSource is the leading provider of talent management solutions for the healthcare industry. The HealthcareSource Quality Talent Suitesm helps healthcare organizations recruit, develop, and retain the best workforce possible in order to improve the patient and resident experience. The company’s cloud-based talent management solutions include applicant tracking, behavioral assessments, reference checking, employee performance, compensation, competency and learning management, and eLearning courseware. A private company focused exclusively on the healthcare industry, HealthcareSource consistently earns high marks for client satisfaction and retention. HealthcareSource has been regularly ranked as a leader by KLAS Research for Talent Management, in addition to recognition in Healthcare Informatics 100, Modern Healthcare’s “Healthcare’s Hottest,” Inc. 500|5000, Deloitte Technology Fast 500, and Becker’s “150 Great Places to Work in Healthcare” list.