



## CLIENT PROFILE

# UMC implements Performance Manager® to improve employee satisfaction and leadership accountability

### Improving employee satisfaction

In healthcare, employee satisfaction is more than just a 'feel good' initiative. It's a strategic imperative that directly affects patient satisfaction and employee retention. That's why so many organizations are turning to software like Performance Manager from HealthcareSource® to help them drive specific initiatives that improve employee satisfaction. The software promotes paperless employee performance appraisals, ongoing communication between employee and manager, tracking of appraisal workflow, competency tracking, in-service, and other learning-opportunity tracking. But if you're like many healthcare organizations, the thought of rolling out a new system can seem like an insurmountable task and brings up many questions. How long will it take? Will the software really be able to handle all of our organizations unique requirements? Will I get the support I need when problems arise?

University Medical Center (UMC) Health System in Lubbock, Texas, had some of the same fears when they considered purchasing software to help them improve and maintain their high employee satisfaction scores. The hospital — which is the primary teaching hospital for Texas Tech

University — employs more than 3,000 people and has been honored among the Best Places to Work in Texas. In fact, when compared with hospitals nationwide in 2009, employee satisfaction at UMC ranked in the 97th percentile.

In early 2010, UMC began researching software solutions to help improve their performance management process across the organization. The goal was to ensure that each employee felt good about the process, and understood their role in the organization. This meant that every employee needed an accurate job description and performance criteria. In addition, the hospital also needed the ability to measure intangible qualities outside of technical skills and abilities, such as attitude and effective patient communication.

### Training, measuring, and compliance

Leadership accountability was also a key priority according to Adrienne Cozart, Vice President of Human Resources at UMC. "We needed a way to measure how our leaders were doing related to the performance of the organization. We also wanted to give them all of the tools they needed to do an effective performance appraisal and meet their employee satisfaction goals."



### About UMC Health System

**Location:** Lubbock, Texas

**Specialties:** Primary teaching hospital for Texas Tech University

**Overview:** UMC Health System is the leader in comprehensive healthcare delivery in West Texas and Eastern New Mexico. UMC benefits the health, welfare and economy of the entire region. With a commitment to service, UMC's medical staff and employees have a shared vision of serving patients in the best teaching hospital in the country.

**Employees:** 3,000

**HealthcareSource Solutions:** Position Manager®, Performance Manager®



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UMC researched other performance management software vendors, but ultimately chose HealthcareSource based on their training component and ability to understand the unique needs of healthcare organizations. “The ability to conduct training and measure competencies online is critical to stay compliant with the Joint Commission and to continually improve the quality of patient care,” said Cozart. “HealthcareSource was the only vendor that didn’t require us to purchase a separate online training module.”

### Responsive implementation team

In May 2010, a dedicated implementation team was assigned to help UMC transition smoothly to the new system. By November, they were up and running. “Getting the system up and running in less than six months really impressed us,” said Cozart. “I’m certain it happened because the HealthcareSource team was so responsive and quickly developed work plans to resolve any problems that arose. By the time we were finished, I really felt like I knew all of them personally.”

Cozart was especially happy that the new system was introduced at the company’s quarterly leadership development session. “They have aggressive employee satisfaction goals to meet and we were so proud that we

could give them the tools they need to meet these goals,” said Cozart.

### Positive feedback from managers

The reaction from managers to Performance Manager has been positive even only a few weeks after implementation. They appreciate the fact that there is one system that allows them to provide feedback throughout the year. And that it makes it easy to access all the information needed to conduct a meaningful performance appraisal. It also makes leaders more accountable by guiding them through the correct way to conduct the process. “The leaders who were already doing the process correctly say the system is a piece of cake to use and actually makes their jobs easier,” said Cozart.

### Right decision for UMC

Cozart and her team are confident that they have made the right decision. “I think some healthcare organizations haven’t moved forward with purchasing the software because they worry that they won’t get the support they need when problems or concerns arise,” said Cozart. “This will never be an issue with HealthcareSource. We have a saying at UMC that Service is our Passion. I feel like HealthcareSource has the same passion, and I would wholeheartedly recommend them to other healthcare organizations.”



*Performance Manager is an easy to use and quick to implement performance management system for healthcare.*

- **Performance Appraisals:** Process is automated and paperless. Appraisals, goal setting, and job history are available online.
- **Competency Management:** Online checklist that can be accessed anytime, anywhere by managers, educators, and preceptors.
- **Learning Management:** Tracks and maintains compliance while managing immediate and ongoing training requirements.
- **Performance Reporting:** Includes over 30 standard reports that help measure manager and employee effectiveness.

With more than 1,000 hospital customers, HealthcareSource is the leader in talent management for the healthcare industry. Through its software-as-a-service solutions, HealthcareSource helps hospitals acquire, develop, and retain the best workforce possible in order to maximize the quality and efficiency of patient care. The company’s talent management solutions include applicant tracking, performance management, onboarding, behavioral assessments, video interviewing, physician recruiting, and a leading healthcare job board. A private corporation, HealthcareSource focuses exclusively on the healthcare industry and consistently earns high marks for client satisfaction and retention.

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