



# Enhancing Performance and Development of Employees in a Private Healthcare Group

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# INTRODUCTION:

“We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, add up to big differences that we often cannot foresee.”

Marian Wright Edelman



## INTRODUCTION:

- In October 2012 the Netcare Group took a strategic decision to re-align our performance measurement and development system.
- The changes were aimed at enhancing improved employee engagement by encouraging continuous feedback and coaching.
- It also includes a strategic objective that adds focus to behavioral aspects and measuring employees adoption of the Netcare values.
- This was given a 50% weighting.
- NB! IMPROVEMENT IN THIS AREA WILL ULTIMATELY LEAD TO IMPROVED PATIENT CARE.
- The implementation of the system involved:
  - Line Managers and employee training.
  - Development of an electronic platform to facilitate the process and integrate results into HR systems.
  - Ongoing refresher training and training of new employees during orientation.



# Problem and Interventions

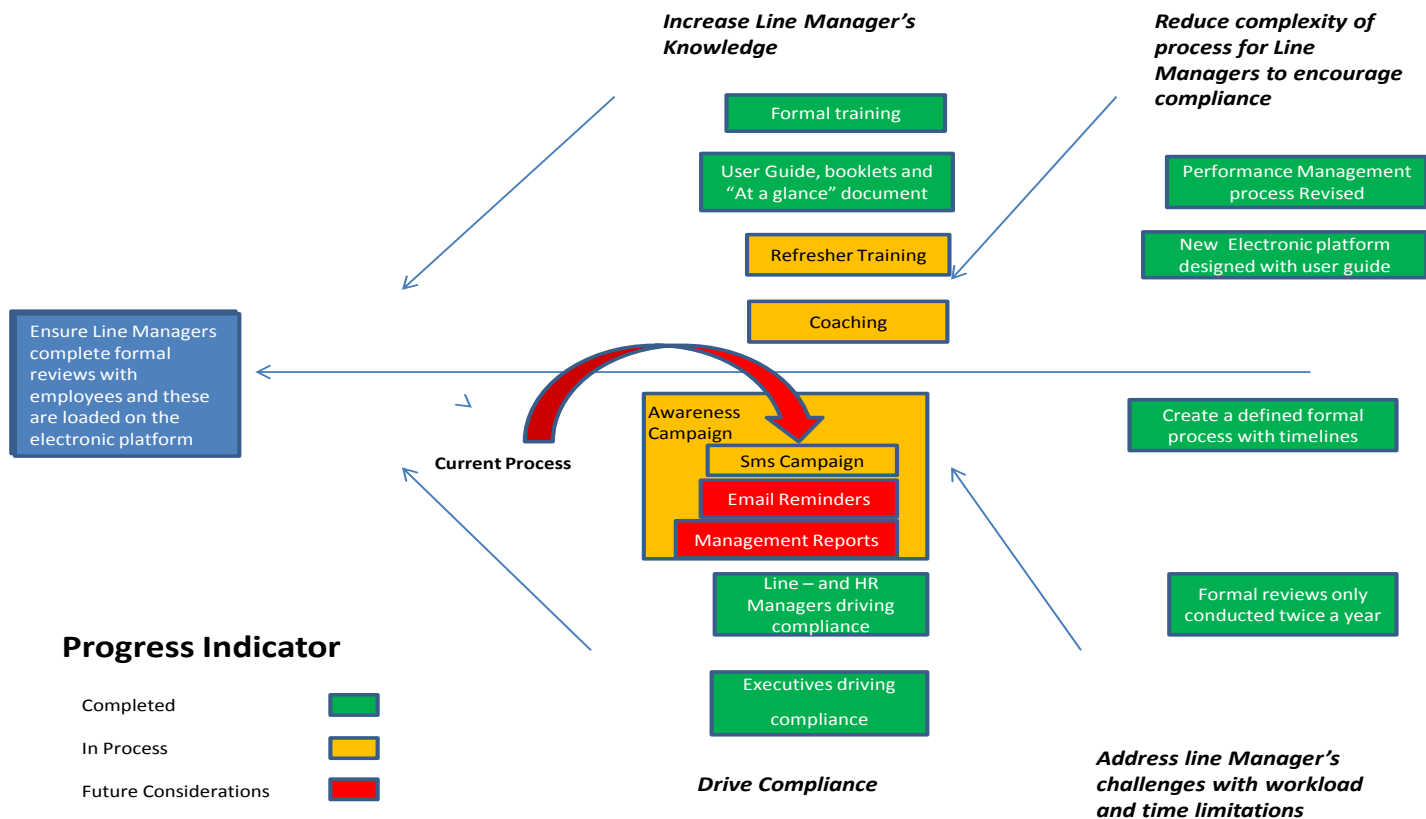


Diagram 1: Cause and Effect Diagram, utilised to conduct analysis and track progression



# Problem Statement

- The new process was introduced, but we realised low compliance.
- Monthly statistics indicated:
  - Low completion of Performance Objectives.
  - Interim Reviews not loaded on the electronic platform.
- Our aim: To launch an awareness campaign with the objective to increase the number of interim reviews conducted with employees.



# Intervention

- For the May / June 2014 interim review period we decided to embark on an awareness campaign to drive compliance.
- The campaign was implemented for the period 17 June to 20 August.
  - First step was a once off memo to senior managers.
  - An sms campaign was launched to remind line managers to load Performance Objectives, conduct interim reviews and load these onto the electronic platform and to reiterate benefits of process.
- Why a sms campaign?
  - Seamless integration with HR Technology.
  - Wider reach in audience.

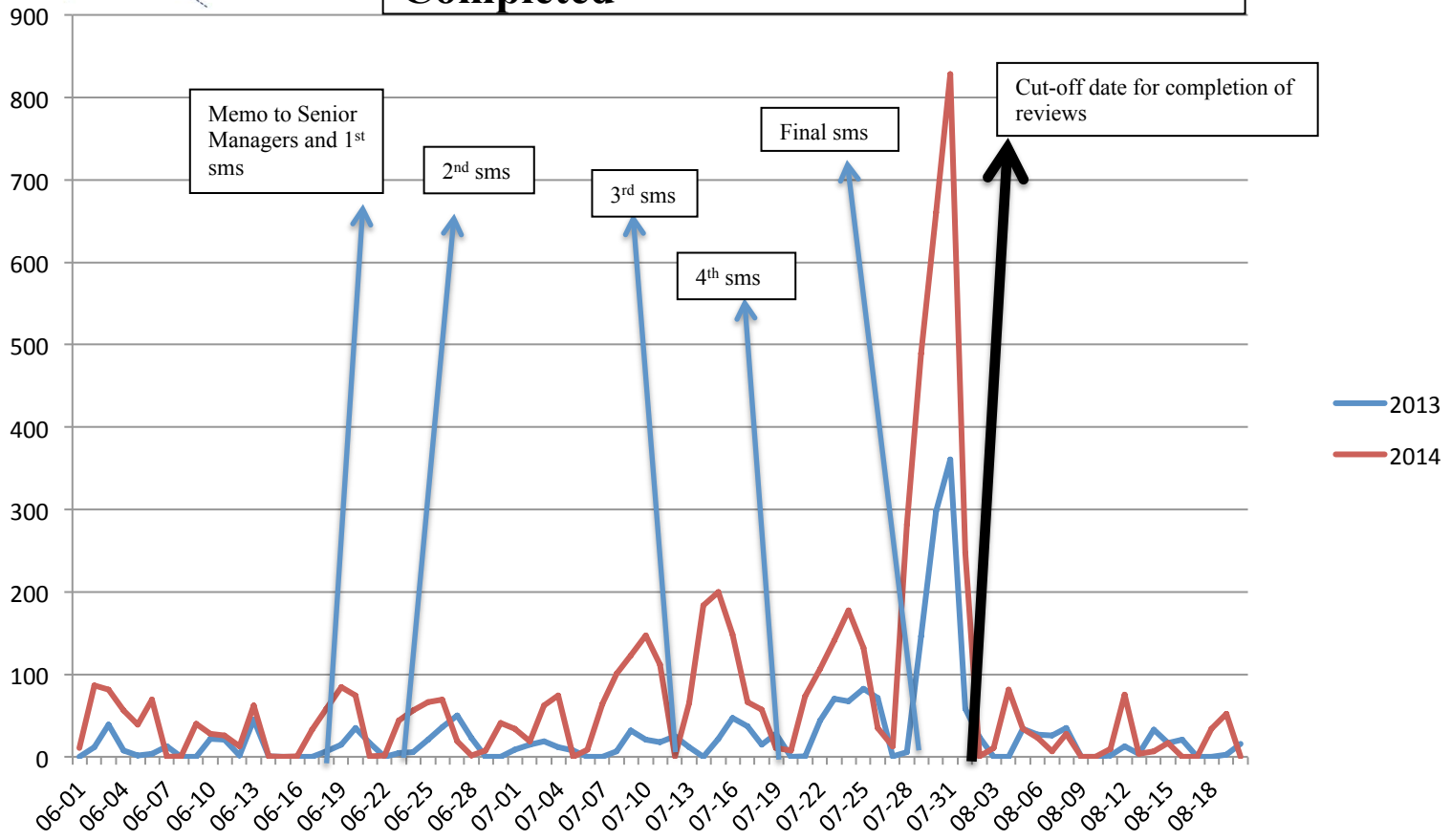
The success of the project can be ascribed to support from senior HR leadership and line managers at all levels in the organisation.



# Results

## Daily measurement of Interim Reviews Completed

Number of Reviews completed

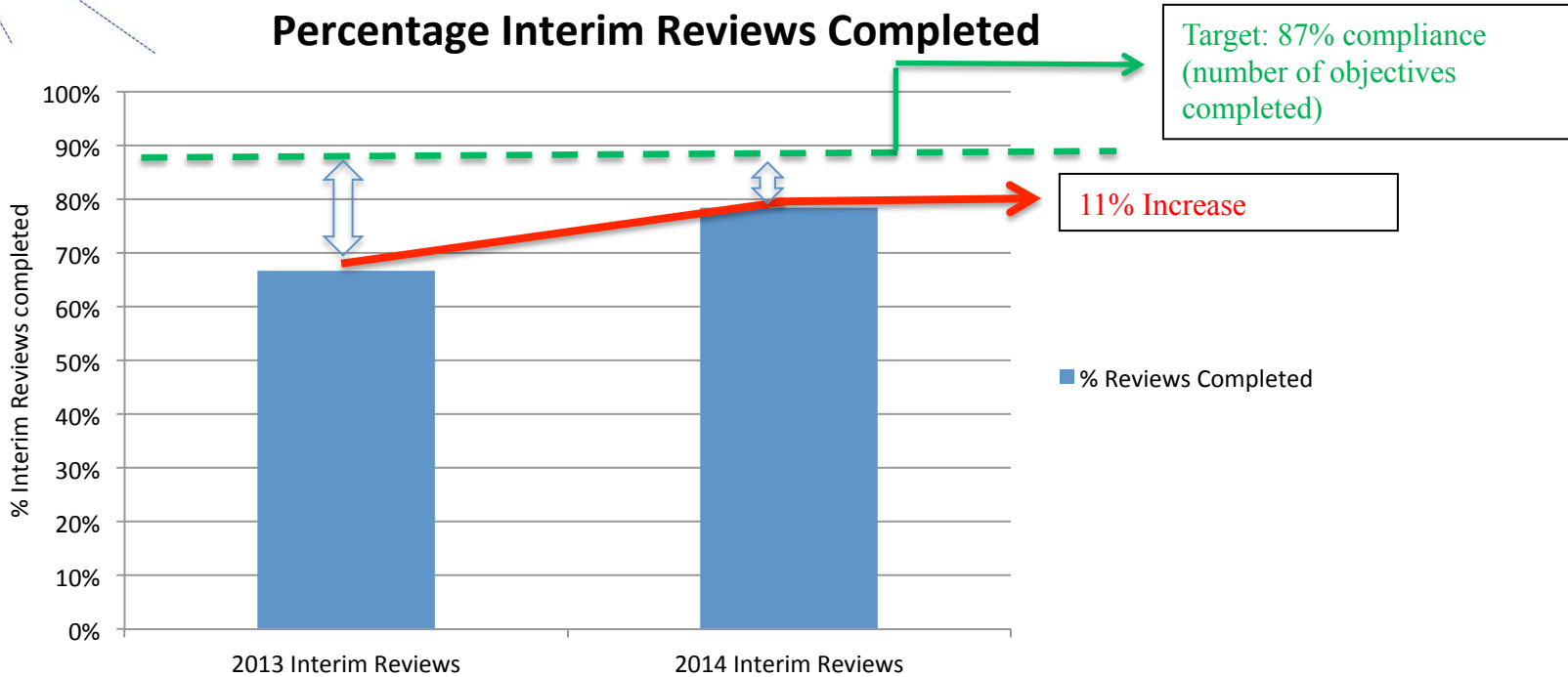


Date: Month/Date



# Results

## Percentage Interim Reviews Completed



	2013	2014	Improvement
% Interim Reviews Completed	67%	78%	11%
	n = 13 380	n = 15 515	





## Lessons Learnt and Going Forward:

- To ensure compliance to a process that is not always at the forefront in the schedule of managers with many pressing priorities:
  - Continuously remind them of the importance of completing the process.
  - Remind them of the benefits of the process.
- The compliance to a process like EPD is very dependent on how strongly it is driven by various stakeholders.
- **DO NOT UNDERESTIMATE SMALL STEPS IN BIG INTERVENTIONS!**
- Future considerations:
  - System Driven Email reports.
  - Desktop Screensavers.
  - Continuous feedback to senior sponsors regarding progress within their business unit (acknowledgement of achievement).



# Questions?

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