

Developing On-line Appraisal System with Multi-Source Performance Indicators Facilitating Change in a Diverse Academic Health System

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Background

- National University Hospital (NUH) is an Academic Medical Center, with about 670 Specialists across 62 different specialties and sub-specialties. The wide spectrum of clinicians hold multiple roles in delivering clinical care and contributing to research and/or education activities such as curriculum design, pedagogy, undergraduate and post graduate teaching. Hence, the traditional performance appraisal that appraised clinicians with a single overall grading diluted their value and achievements.
- A new comprehensive performance appraisal system with the aim to embrace diversity, foster innovation and recognize achievements in four key domains: Clinical, Education, Research and Administration (CERA) was inceptioned.

Aim

- To ensure participation, timely submission and foster innovation with an efficient on-line data-supported appraisal system.

Implementation

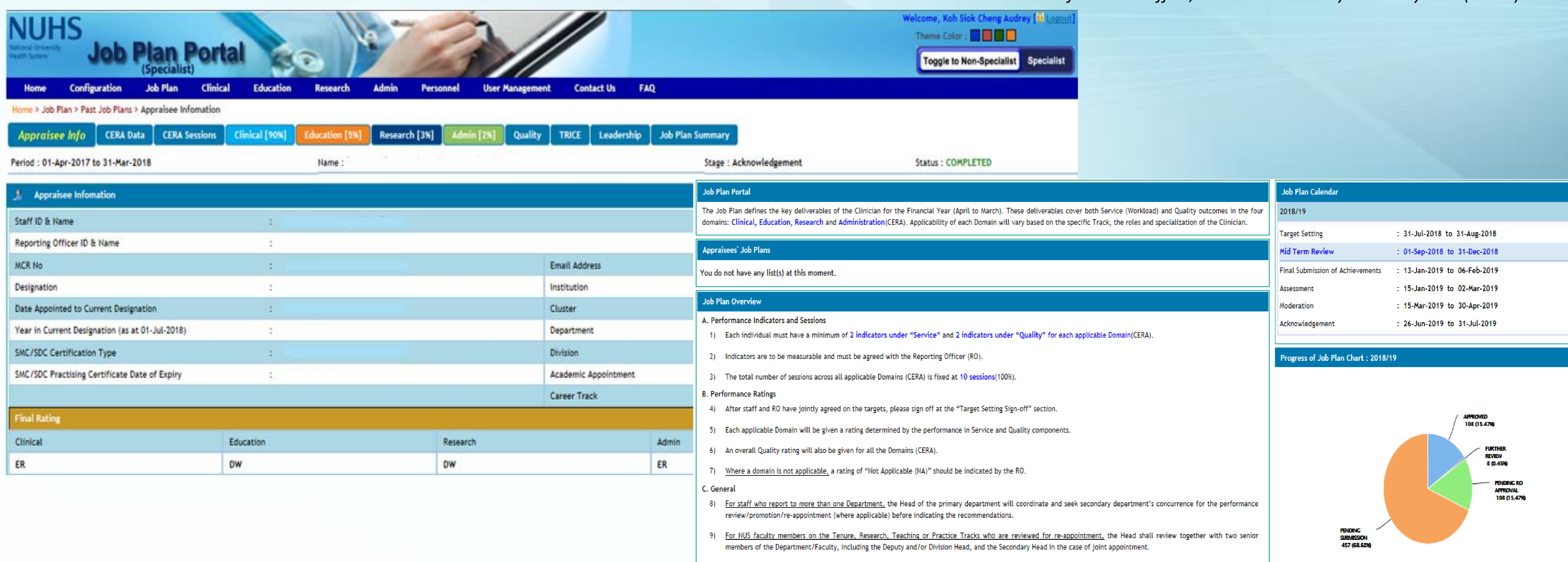
- To better reflect the complexity of work, the performance appraisal system was enhanced with the introduction of an on-line system to capture contributions under each domain. Clinical load, teaching performance scores and duties, grant and publication volume and impact were indexed for benchmarking within departments and across institution.

Results

- Key advantages:
 - Improved productivity with the reduction in moderation process time from 90 days to 45 days
 - Quantitative data to facilitate semi-automated benchmarking of performance within bands
 - Direct visibility of performance, relative to peers, catering to a diverse staff population
 - Participation rate: 100% within 2 months

Acknowledgements

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The screenshot displays the 'Job Plan Portal (Specialist)' interface. The top navigation bar includes 'Home', 'Configuration', 'Job Plan', 'Clinical', 'Education', 'Research', 'Admin', 'Personnel', 'User Management', 'Contact Us', and 'FAQ'. The main content area features a breadcrumb trail: 'Home > Job Plan > Past Job Plans > Appraisee Information'. Below this, there are tabs for 'Appraisee Info', 'CERA Data', 'CERA Sessions', 'Clinical [90%]', 'Education [9%]', 'Research [3%]', 'Admin [2%]', 'Quality', 'TRICE', 'Leadership', and 'Job Plan Summary'. The 'Appraisee Info' tab is selected, showing a table with columns for 'Staff ID & Name', 'Reporting Officer ID & Name', 'MCR No', 'Designation', 'Date Appointed to Current Designation', 'Year in Current Designation (as at 01-Jul-2018)', 'SMC/SDC Certification Type', and 'SMC/SDC Practising Certificate Date of Expiry'. The 'Job Plan Portal' section includes a 'Job Plan Overview' with performance indicators and sessions, and a 'Job Plan Calendar' showing dates for 'Target Setting', 'Mid Term Review', 'Final Submission of Achievements', 'Assessment', 'Moderation', and 'Acknowledgement'. A pie chart at the bottom right shows the 'Progress of Job Plan Chart: 2018/19' with categories: 'APPROVED 100 (15.47%)', 'FURTHER REVIEW 6 (9.45%)', 'PENDING TO APPROVAL 100 (15.47%)', and 'PENDING SUBMISSION 67 (10.26%)'.