

## **Holding Effective Employee Reviews**

Does your practice have a formal process for evaluating the performance of employees? If it does, are you certain that the reviews are effective and provide the type of feedback that benefits the practice and your employees?

An employee review is an opportunity to measure an employee's progress in achieving various performance criteria. It's also an opportunity to provide support and encouragement to high-performing employees to help them maintain their standards and continue their progress. Here are some suggestions you might be able to incorporate for future employee reviews.

### **Schedule Reviews Regularly**

High-performing offices frequently schedule employee reviews at least twice a year, sometimes quarterly. However, at a minimum, you should schedule employee reviews annually. Anything less would allow underperforming employees to potentially undermine your practice's operations.

### **Prepare for Each Review**

It's important to prepare ahead of time so that you know what you want to say and how you plan to say it. Be sure you have documentation that supports any claims you plan to make about an employee.

### **Use Objective Benchmarks**

The review is an opportunity to measure and track an employee's success in attaining the goals and standards you have established for that position. Since coding errors are responsible for the rejection of large numbers of claims by insurers, you could, for example, require your billing clerks to reduce rejections by insurers by 10% every year. Front office staff could be measured in regard to appointment bottlenecks or whether they return every call by the end of the day.

### **Engage Employees**

Lead the review with a positive focus on each employee's strengths. Don't use the review to criticize employees in general terms. Instead, the review should emphasize what can be achieved together. It should also be seen as an opportunity to identify and recognize high performers and to detail what steps weak performers must take to improve.

### **Allow Responses**

Allow time for employees to respond to a performance review. When you seek their input, employees will feel that their opinions matter and that they are valued.