SCOPE: All Company-affiliated subsidiaries including, but not limited to hospitals, ambulatory surgery centers, outpatient imaging centers, physician practices, HealthTrust Workforce Solutions, Corporate Departments, Groups, and Divisions.

PURPOSE: Provide guidelines to measure performance through formal performance evaluations at specific intervals, in a timely, fair, and equitable manner. Formal evaluations provide an opportunity for staff and managers to discuss and document job-related behavior and performance. While competency assessment is an element of the annual evaluation process, it is addressed in the Competency Assessment Policy. As a standard of performance common to all employees identified within the scope of this policy, an element of the annual performance evaluation shall include the coverage of the Code of Conduct.

RESPONSIBILITIES: Employees should receive a formal performance evaluation, at a minimum, on an annual basis. Evaluations for employees on Leave of Absence (LOA) should be completed within a 30-day window of returning to work.

A performance evaluation period should not exceed thirteen (13) months.

This policy does not create a right to receive a formal performance evaluation. A supervisor is not required to provide an employee with a formal performance evaluation when the supervisor has determined that a good and sufficient reason exists to not provide the employee with a formal evaluation.

A Performance Improvement Plan (PIP) is an action plan to help address and correct unsatisfactory work performance.

In order to inculcate the Mission and Values throughout the organization and to ensure the high level of importance placed on this issue by the Company, all employees will be assessed annually against a performance standard relative to their promotion of and adherence to the Code of Conduct.

REQUIREMENTS: The business entity is responsible for providing a copy of the job description and performance evaluation during the pre-employment process. Employees are responsible for reviewing a copy of the job description and performance evaluation prior to accepting a new position and reviewing with his/her manager within thirty (30) days of start date. Employees must acknowledge that they understand the position responsibilities and expectations by signing the job description. Managers are responsible for assessing, assigning, and reviewing with their employees, at a minimum annually, ratings of performance against position responsibilities and performance standards.

In advance of the performance evaluation, employees may prepare a self-evaluation or individual development plan, and/or review past goals, and set new goals and objectives. Employees also may review team evaluations, customer satisfaction surveys, and assessment of skills and competencies. The manager should review and discuss the performance evaluation in detail with the employee and provide the employee an opportunity to complete the employee comment section of the evaluation.
The manager and the employee should sign and date the review for inclusion in the employee record. If an employee is not performing at an acceptable level, the employee may be placed on a Performance Improvement Plan (PIP). If the performance deficiencies are directly related to skill level, the employee may be demoted or transferred to a position of lesser responsibility and/or skill if such a position is available. Employment may be terminated if employee performance does not improve.

Performance standards relative to the promotion of and adherence to the Code of Conduct will be included in all performance evaluations at least annually. Each Company-affiliated facility is responsible for incorporating this standard in their facility’s performance evaluation system.

1. All employees will be held accountable for behaviors displayed relative to the values articulated in the Mission and Values Statement: “We act with absolute honesty, integrity and fairness in the way we conduct our business and the way we live our lives.”

2. All employees will be held accountable for attending training regarding the Code of Conduct program at least annually.

3. In addition to the above, managers and supervisors will be held accountable for setting an example, to be in every respect a model; ensuring that those on their team have sufficient information to comply with laws, regulations, and policies; as well as the resources to resolve ethical dilemmas.

The assessment of all employees against these standards of performance will be documented on the evaluation form and made a part of each employee’s record.

**STANDARDS OF BEHAVIOR:** Examples of questions to include on annual performance evaluation forms include:

**For non-managerial employees**
1. Does the employee demonstrate an understanding of and adherence to the Code of Conduct?
2. Does the employee’s conduct reflect the Company’s values and a commitment to the Code of Conduct?

**For Managerial Employees**
1. Does the manager’s conduct reinforce the Company’s values and promote the Code of Conduct?
2. Does the manager meet his or her leadership obligations under the Ethics and Compliance Program?

**DISCLOSURE:**
If there is any conflict between the information in this policy and a Collective Bargaining Agreement (CBA), the CBA prevails for covered employees.

**REFERENCED POLICIES:**
1. Competency Assessment – Clinical, HR.LD.001
2. Competency Assessment – Non-Clinical, HR.LD.002
3. Discipline, Counseling and Corrective Action, HR.ER.008
DEPARTMENT: Human Resources

POLICY DESCRIPTION: Performance Evaluation

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REPLACES POLICY DATED: 9/1/2000, 11/1/2012

EFFECTIVE DATE: January 1, 2015

REFERENCE NUMBER: HR.LD.007 (formerly HR.OP.021, HR.OP.023 and HR.305)

APPROVED BY: Ethics and Compliance Policy Committee

DIVISION/LOB/ENTERPRISE: Enterprise-Wide

4. Limitations on Employment, HR.ER.019
5. Employee Record, HR.WF.001
6. TJC HR Standard, HR.01.07.01, The Hospital Evaluates Staff Performance

WORK INSTRUCTIONS:
1. Notification of evaluation due dates
2. Collection of completed evaluations
3. Review of completion – required comments, signatures, dated, etc.
4. Compilation of data for HR Board Report

PROCESS MAPS:
1. To be completed at a future date