

Analysis on the Construction Effect of Hospital Management Department Performance Appraisal Index System

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Abstract. With the progress of the society and the improvement of medical efficiency, the hospital management department puts forward new performance assessment indicators, which improves the enthusiasm of relevant personnel in the hospital and facilitates the management of the management department. At the same time, as the management department of a company, he also serves as the hub of the company and is the driving force for the development of the company. Therefore, a good performance appraisal index system will affect the company's benefit and affect the operation of a company.

Introduction

In the normal operation of a company, the management department plays an important role. Similarly, the implementation of performance assessment indicators by the management department is also related to the enthusiasm of hospital medical staff. In this regard, we have introduced a new performance appraisal index to maintain the orderly and efficient implementation of the hospital system. This paper mainly analyzes the limitations of the performance indicators of the previous hospital management departments, proposes a new performance indicator system, and analyzes the benefits of a good performance indicator to a hospital. It is intended to promote a win-win situation between doctors and patients and contribute to the friendly relationship between doctors and patients.

With the continuous development and progress of social economy, all kinds of industries are increasingly competitive for market resources, including the medical industry. After China announced the reform of the medical industry and introduced the reform policy, the competition among all hospitals has become increasingly fierce. The hospital performance management system in the whole hospital is very important, from the analysis on performance management system of a hospital management philosophy and management level, and performance management system can promote the overall development of hospital and the hospital in the market competition ability and awareness of increased significantly, and performance management is the prime symbol for the hospital in the management of improved. Therefore, in the process of hospital development, we must pay more attention to the performance management system and improve the construction and implementation of the hospital performance management system.

Limitations of Traditional Performance Indicators of Hospital Management Departments in the Past

In hospital performance management, it is necessary to have an in-depth understanding of the significance of performance management. In performance management, there are two main contents: one is efficiency and the other is effect. In addition, it also includes the evaluation of the organization achieved after the overall goal of the hospital is set, and the comparative evaluation of the input of all the people in the organization. The whole performance management can be divided into planning, implementation, evaluation and feedback of four phases, easy to through the performance management system, is the hospital began to set up relevant measures, in order to enhance the enthusiasm of all staff at work and serious sex, such not only can be all staff on job performance ability enhancement, can also increase the performance of the whole hospital and breakthrough. In the current era, most hospitals have begun to construct the hospital performance management system and strictly implement the performance management, which has indeed greatly improved the overall work performance of the hospital. In addition, as a result of the current medical policy reform, waste of materials, low treatment efficiency, brain drain and other problems often occur in many hospitals. The establishment of performance management system in hospitals can not only promote the enthusiasm and seriousness of staff in work. Build a performance management system can impact on the staff's behavior norms, through the establishment and staff wages associations management system, can for the staff behavior norms effect, in addition to establish the management system for staff in the process of service attitude, the hospital the whole treatment process of a certain degree of specification.

The traditional performance indicators in the past mainly consist of "ability, achievement and overtime", some of which may be added with behavior and morality. However, repeated practice will make medical staff lack of

enthusiasm and innovation, which will be very boring. Similarly, the assessment results are divided into four grades of "excellent, good, medium and poor", and it is difficult to judge who is better, losing the symmetry and reducing the comparison psychology of medical staff. Therefore, the traditional performance indicators have some disadvantages, while the management department of our college has put forward a new performance assessment indicator, which avoids these disadvantages and improves the company's benefits after implementation.

New Performance Indicator System

There are some weaknesses in the performance indicator system of the hospital management department in the past. For those weaknesses, we propose a new performance indicator method. To increase the enthusiasm of hospital staff and motivate them to work hard to complete the task while striving for perfection and covering a wider range of knowledge.

The Theoretical Basis of the Performance Index Evaluation System of the Management Department. Scholars have long believed that performance refers to the individual behavior and the results produced under the behavior, so a person's performance and the results produced after his efforts are the indicators to evaluate the performance of this person. As such an evaluation will produce a variety of results, it is required that the performance of the final evaluation results should be diversified, comprehensive and specific, and reduce the disadvantages of one-sidedness and singleness of traditional performance evaluation indicators. In the 20th century, someone put forward the balanced scorecard theory, which is a performance indicator that integrates the four aspects of a person's process of doing things, growth, the evaluation of customers served, and the results generated. Each aspect is constrained by several key criteria. Through the idea of balanced scorecard, a frame structure analysis was carried out to establish an excellent performance index for the hospital management department and provide indicators for the orderly progress of our hospital.

Outline of Performance Appraisal Indicators for Hospital Management Departments. Based on the balanced scorecard, a hierarchical evaluation index is established. The performance indicators are divided into 4 grades, grade 1 0-25, grade 2 26-50, grade 3 51-75 and grade 4 76-100. Each grade is further divided into 5 grades to show the performance of each person more clearly. The evaluation is based on attendance time, growth, customer satisfaction, evaluation of colleagues, evaluation of the boss and weighted results to obtain the final result. At the same time, hierarchical management should be carried out among departments, and internal personnel assessment management should be carried out among departments. Then, the performance results should be statistically analyzed and reported to the upper leadership. After that, the upper leadership should conduct regular inspections and condolences to ensure that the results are real and effective.

Design Award and Evaluation Result Analysis. Regular result analysis is a summary of the good and bad implementation of a system, which is conducive to the further progress of the plan, and the unreasonable situation pointed out and corrected. Analyze and evaluate those who perform well or poorly in the form of meetings or parties. Give moral encouragement and material rewards to departments or personnel who perform well, and take minor punishment to those who perform poorly. However, give appropriate encouragement and ask them to redraw their goals. At the same time, the performance appraisal results should also be linked to the promotion title.

Discuss and Evaluate the New Department Performance Appraisal Index. After the implementation of the system for one quarter, members of the management department will organize senior executives to hold a discussion meeting to analyze and discuss the implementation of the system and make evaluation to discuss the feasibility, benefits and disadvantages of the implementation of the system. Timely feedback will effectively analyze the shortcomings of the hospital in a short time, improve the hospital's internal requirements to all departments, in order to achieve good management results. At the same time, the concern of the superior leader will also encourage the lower level personnel to a certain extent, so that they are encouraged and have a certain sense of responsibility for the hospital in their hearts. They treat the hospital as their own home and patients as their relatives, which will also improve the satisfaction of patients with the hospital and improve its popularity among the people.

Make a Summary. The hospital management department makes statistics on the personnel performance data of this quarter and summarizes the progress of this year. Draw up a written report for the meeting. The report should analyze the resistance of the new department performance index assessment and what influences the implementation of performance assessment, and provide relevant solutions. Compare and analyze the differences between today's performance analysis system and the traditional performance system.

Implementation of Hospital Performance Management System

We Will Implement a Comprehensive Assessment System. In too many departments and various types of department of hospital, among the various departments and each department staff professional level is very high, so in the process of performance management evaluation if it is selected only a few department or the department responsible for assessing, this will cause the entire appraisal process and the result is not very deeply and thoroughly, and only by several departments of the assessment results is not very convincing, even has not been selected to the department of examination result is not very satisfied will refuse to obey the examination. Therefore, in view of this problem, we

should comprehensively carry out the comprehensive assessment system for multiple departments when selecting the departments in charge of assessment, and then assign the whole assessment work to the comprehensive departments to formulate the assessment results together. This can not only improve the quality of hospital performance management assessment, but also enhance the authority of the whole assessment results.

Implement Robust Management Procedures. The soundness of the implementation steps in hospital performance management is related to the overall effect of performance management. Therefore, in the process of performance management in the hospital, it is necessary to conduct trials in departments with a sound management system, such as surgery, orthopedics, obstetrics and gynecology, etc. At the end of the trial performance management and appraisal all then to the whole trial process and results of the analysis, in-depth study of the whole process of the actual situation to organize workers were discussed, and then in the analysis of the whole process of trial if there is any problem must be timely formulate measures for processing. When performance management has a very effective effect after trial in the department, performance management can be promoted in the whole hospital, so as to avoid any accident in the hospital management.

The Benefits of Implementing New Departmental Performance Reviews

Hospital management department is one of the core departments of a hospital, and is the main hub for a hospital to carry out effectively. The stability of the management department is the guarantee for the normal operation of a hospital. Therefore, the implementation of a new multi-level, comprehensive performance appraisal program will help improve the enthusiasm of staff, promote the performance of hospital procedures, and improve the performance of the hospital. At the same time, the performance appraisal has realized the unified management of each department of the hospital. It can compare the horizontal and vertical levels of each department, compare the manpower control, compare the efficiency of each department to the hospital, and compare the quality.

To ensure the long-term and effective performance index assessment system of all departments of the hospital, it is necessary to combine with the actual situation of the hospital. Continue to adjust, reform and progress, and strive for a better and more comprehensive system that truly considers for the safety of people's lives. In fact, the ultimate goal of implementing this system is to require medical staff to care more about patients and ensure the quality of medical services. Continue to make some contributions to the harmonious doctor-patient relationship.

Summary

In this paper, the construction of hospital management performance appraisal index system of effect analysis, mainly according to the analysis of the deficiency of traditional performance system --, puts forward a new performance evaluation index system, analysis of performance assessment indicators of the new framework --, it is concluded that the effect of the system implementation - report shows that implementation of the new department "the benefits of performance appraisal of the order. It aims to cultivate the sense of responsibility of medical staff for their own posts, mobilize the enthusiasm of medical staff, and lay the foundation for a better future of the hospital.

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