

Research on System Development of New Hospital Human Resource Management Based on Performance Assessment

Jin Ke

Hospital of Wuhan University of Technology, Wuhan P.R. China, 430070
(E-mail: jinkewh@163.com)

Abstract: Performance assessment is an essential segment in hospital's human resource management, effective human resource performance assessment can surely guarantee the achievement of hospital's goals. Analyzing the present research reality of hospital's human resource performance assessment, and associating with regular work of hospital's human resource management from different perspectives including principle, method, content, apartment, standard, this article brings forward the suggestions about strengthening the human resource performance assessment of hospital. Hospital's human resource performance assessment should be scientific, impartial, and fair, strengthen the development of the assessment department, and clarifying the obligation of different level; clarify the objectives of the assessment and improving the system of assessment; specify the criterion of assessment according to different level management. It is concluded that performance assessment is not only beneficial to the improvement of the employee's value but also beneficial for the sustainable healthy development of hospital.

Key words: Performance assessment; Human resource; Assessment system

1 Introduction

As the development of the social economy and management level, the system of performance assessment is being implemented in advanced hospitals across the nation. Performance assessment is the kind of gauge that organization ranks the employee's value from judging the contribution they have made by objectively assessing the employee's capability, attitude and adaptability, including procedure, criterion and method. The system of performance assessment is designed by human resource department which requires every administrator of each department assesses its employees' performance regularly, through applying the forms including form filling, report and examination.

Up to now, the development of hospital's performance assessment can be divided into two stages: In 1960s, hospital usually took a employee's morality, intellectual ability, dedication, contribution as criterion to assess employee's salary at the end of year, which is also being used till now by many hospitals. In recent years, with the marketization of hospital and introduction of new management concepts, management of hospital is becoming more and more scientific, at the same time, with the desperate desire for advanced management skills, managers have made some attempts to implement some assessment tools, like performance assessment of managers, advanced technician, professional work of department, and absorbed scientific quantitative index into assess contents step by step, this string of implementation make the management of performance assessment more regularized, standardized, scientific on a large scale.

On one hand, due to the continued use of annual system of performance assessment in administrative organs and public institutes by many advanced hospitals, and because of the same assessment criterion regardless of profession and the ranks, and all dealing with employee's morality, intellectual ability, dedication, contribution which cannot correctly reflect the contribution and performance of them. what is more, the assessment system lacks of formal quantitative index, takes no account of the assessment management, and always considers the consequence of the assessment as the direct stick to determine a employee's bonus distribution and position uprise, which results the failure in the results application of the development of employee's technology and performance—the essence of the performance assessment management. Traditional management of performance assessment has no scientific standards to follow, with the subjectivity, arbitrariness and limitation of the value of the administrators of hospital, so the lack of effectiveness and scientific, in performance evaluation system is inevitable. What is more, owing to the lack of communication and feedback between the manager and employees, employees will develop a kind of resistant attitude as well as low identification toward performance evaluation system which is surely harmful to the execution of it.

2 The Construction of the System of Human Resource Performance Assessment in Hospital

2.1 Principle

(1) Principle of equitableness, open, justice: Segments like examination criteria, assessment and consequence which determines employee’s payment should be objective and fair. All the employees should be treated equally, the criterion of the assessment should be open to everyone.

(2) Principles of scientific evaluation: Applying correct scientific technology, accurately assess the work quality of all levels’ employees. And the whole design process should be objective, rational and scientific from the establishment of evaluation criterion to feedback application of the check results

(3) Principles of easiness and maneuverability: The assessment criterion should be simple and easy to apply. On one hand, it should be beneficial for employees to determine their direction of improvement. On the other hand, it is helpful to the evaluation of employee by managers to achieve optimal results which is the yardstick with less efforts.

(4) Principles of on time feedback: Feedback the performance assessment’s results on time to correct and rectify the flaws and shortcomings of the assessment for employees both in behavior and procedure. A performance assessment without feedback is meaningless which cannot motivate employees and dig out their potentiality.

(5) Principles of layer clarifying :with the complicated position designed and responsibility different, performance assessment should recognize the clear layer awareness and post responsibility as the criterion to assess employee’s performance, judging by their level and to highlight emphasis.

2.2 Assess method

Implementing cost accounting in hospital, fulfilling the target of whole process and employee management in department, clinic, administrative department and logistics and carrying out cost accounting in every segment including medicine, medical technology, nursing and logistics, through the methods like plan, control, accounting, analysis, assessment, with the calculation of the cost, and let everyone get involved in this procedure and eventually minimize the cost to its lowest on the basis of properly utilization of resources.

2.3 Contents of assessment

The system of performance assessment consists of two parts: system of qualitative index and system of quantitative index. Qualitative index is the kind of performance assessment gauge that cannot be specifically calculated but can reflect employee’s performance through the service receiver, manager, and colleague’s evaluation and comments. It includes: responsibility, morality, service attitude, rational drug use, medical flaw, academic achievement, professional capability, teamwork, discipline, and assess performance through distribution of questionnaire by administrative department and referring to related materials. (Figure 1) Quantitative index is the kind of index that can be calculated and objectively reflects employee’s performance, achievement and potential, with emphasizing in employee’s contribution. (Figure 2)

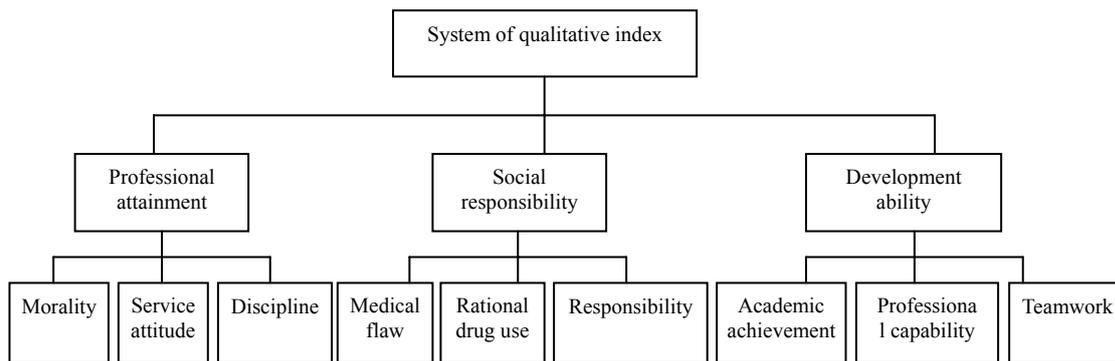


Figure 1 Qualitative Index Assessment System of Hospital’s Human Resource Performance Assessment

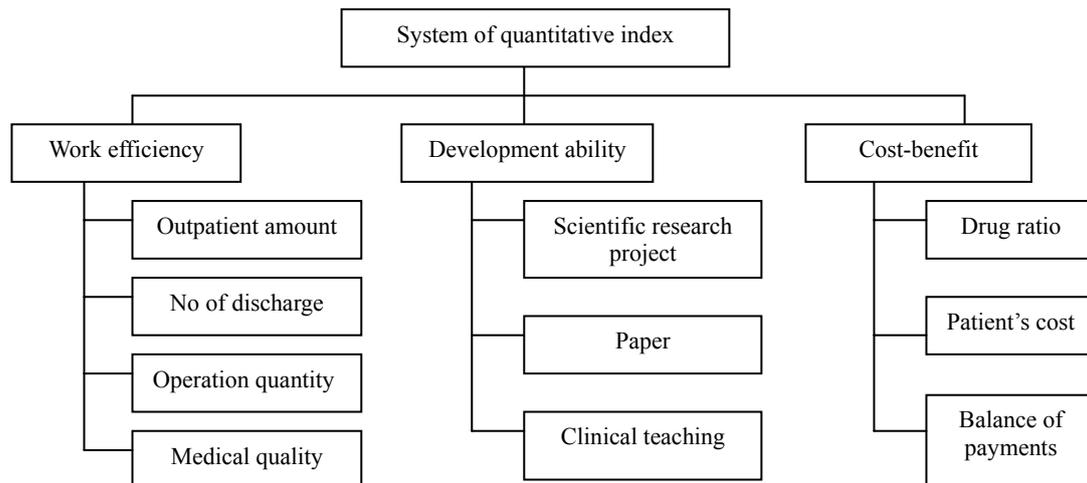


Figure 2 Quantitative Index Assessment System of Hospital’s Human Resource Performance Assessment

2.4 Formula for calculation

Including: 1)Assessment calculation for clinician and nursing employees=(income of responsibility center-synergy cost-direct cost) ×coefficient×score of general goal assessment±specialized check. 2)Assessment calculation for department of medical technology=(income of responsibility center –synergy cost-direct cost) × coefficient × score of general goal assessment±specialized check. 3)Assessment calculation for department of pharmacy =number of prescription paper×salary of single prescription × score of general goal assessment±specialized check. 4)Assessment calculation for department of administration and management=average salary of four types of employees as clinician, nurse, technical, pharmacist×70%×coefficient of all levels of employees×score of general goal assessment±specialized check.

3 Suggestions of Improving the Management of Hospital’s Human Resource Performance Assessment

3.1 Scientific, equity, fairness in human resource performance assessment

Establishing perfect talents competition incentive mechanism is the core of management, and management of hospital should able to keep talents, what is more, it must also stimulate talents’ enthusiasm. According to present international competition situation and resent revolution of hygiene policy in China, hospital should establish a incentive human resource system based on the following aspects: establishing open, equal, competitive and preferred employment mechanism; Establishing scientific, justice, and open performance assessment system; Establishing work and duty definitely as well as effective power delegating post responsibility system; Establishing justice, equal, reasonable compensation management system; Establishing perfect welfare and social security system; Providing good development space for employees; Implementing human-oriented management, and cultivating employee identification as well as team collaboration spirit.

3.2 Strengthening the establishment of evaluation organization, clearing duties of all levels’

Performance assessment is a complicated procedure, if hospitals want to implement effective human resource performance management, they should firstly equipped with high profile management employees. Establishing three-level assessment organization, that is the committee of performance assessment, performance assessment of human resource department, and department performance assessment. (Figure 3) The committee of performance assessment is the highest right framework, which makes hospital’s annual performance goals, establishes and maintains performance management system of hospital and do the general assessment work of rank of middle-level manager. Human resource department is the implementary organization of performance assessment, which perfects and maintains specific system and procedure of assessment, develops advanced technology of performance assessment and management, trains and guides assessment work, coordinates employee’s appeal, reports examining situation of different departments quarterly and annually, rectifies, guides and punishes the irregular conducts in the assessment process, building examination archives for every employee, avoiding departure from the general goal of hospital. Department as the actual executor of aiding

auxiliary implementation, assessment and communication feedback, is responsible for the general implementation of the setting of assessment work, performance goal and work plan and plus assessment criterion of its own department, responsible for auxiliary guidance training made by the human resource department, moreover, helps employee to amend their improvement plan, and also responsible for comprehensive evaluation of all employees, dealing with the appeal during the assessment work, and rectifying the irregular conducts in the performance work.

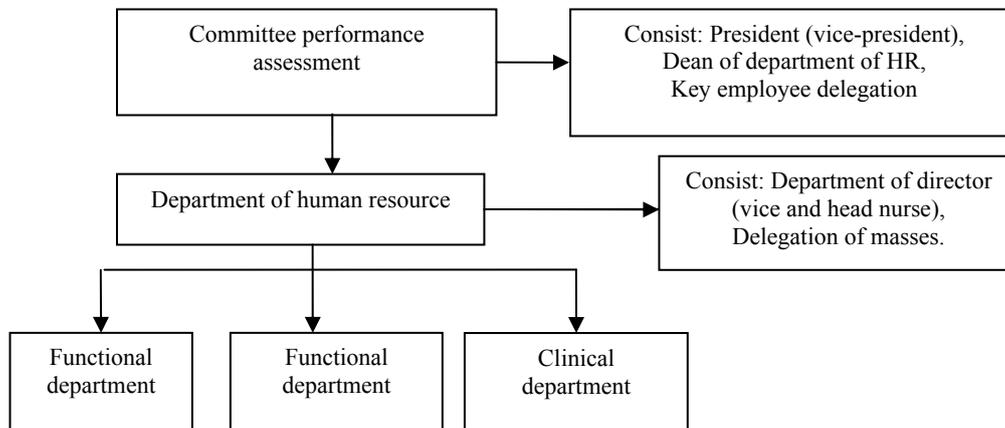


Figure 3 Composition Diagram of the All-level Mechanism of Hospital's Human Resource Performance Assessment

3.3 Clearing the goal of assessment, perfecting assessment system

Hospital's human resource performance assessment should associated with the general goal and develop strategies of hospital, the terminal goal in human resource management is helping hospital to realize its settled objectives. Hospital need to establish human resource management system to guarantee the scale of employees and resources, ensures the correct implementation of human resource performance assessment[6]. At present, most of hospitals are carrying out president responsibility system, that is the collaborative signature of on-duty target by the up administrative department and the president. Because the target is made from the view of actual work of hospital, which involving general economic targets and development outline of hospital, with the easiness of operation, as a result, this general targets is the strategy of hospital in a short term on the basis of which the hospital's general performance assessment can be made.

3.4 Refining assessment criterion, manage according to different level

Establishing a relatively comprehensive, adaptable human resource performance assessment system is the effective guarantee for the quality of the evaluation. Assessment criterion's making should based on the difference between the clinician and administrative employee, which account to different quantitative index, with the bring in of management element, technology element and responsibility element to the assessment element.

1) Assessment aiming at medical technical employee: taking the number of received patients, outpatient amount, availability and velocity of bed, average length of stay, the number of discharge, drug ratio, medical dispute, scientific research level, teaching instance, advocate of new technology and profession into assessment element.

2) Assessment aiming at administrative employee: according to the requirements of professionalization of modern administrative employee in hospital—specialization of manager, serialization of profession, specialization of technology, modernization of management concept, marketization of manager, etc, absorbing professional ethics, performance evaluation, assessment of professional capability, comprehension and application of policy, etc, into the contents of assessment.

3.5 Application of efficient auxiliary system of management of performance

At present, due to the redundant personnel and busyness of professions in most of middle and large size of hospital, most of hospitals have the problems like over-loaded human resource management work and high complexity of the task. So, we need to apply advanced and adaptable human resource performance assessment auxiliary system combined with the hospital's own characteristics, and to provide full-scale, accurate, and timely information feedback to all departments in hospital, which will beneficial to the operation of all departments in hospital. Management software supplier at home and

abroad like, Yongyou, SAP, Gold butterfly, all respectively launch its BPM(business performance management)product. According to the forecast of IDC (Internet database center), the market of BPM solution is increasing at the pace of 25% per year [7]. Under the circumstances of the wide application of computer and Internet technology to hygiene and management, utilizing efficient performance management auxiliary system can effectively improve the operation efficiency of human resource performance management innovation system in hospital.

4 Conclusion

Performance assessment is the yardstick for hospital's employing, is the most essential method for management of hospital at present, moreover, it can improve hospital's management level and its income, these days, the importance of performance management is becoming more and more realized by hospital's managers. Through performance assessment, the capability, strength, and attitude of employees' can be correctly evaluated by the organization, so they can be put in the right position, and their maxim capability and potential can be excavated, will be helpful to the fulfillment of hospital's business goal and employee's individual development goal. On the other hand, performance assessment can discover the shortcomings of every employee's knowledge, technology, idea, and psychological qualities based on which the employees can be trained respectively, and can boost their training work by continued performance assessment management.

All in all, hospital is the kind of organization that embedded unique characteristics, its performance assessment has its own uniqueness in assessment of organization, department duty, assessment criterion and assessment procedure. By establishing a systematic, regular performance assessment system, performance assessment can surely improve the professional quality, management level and income of hospital and advocate the enthusiasm of the employee, eventually developing a good recycle of assessment and work improving.

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