
ANALYSIS REPORT:

Improvement of an HR Priority Area In Foshan Maternal and Child Health Hospital

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Executive Summary

Human resources are the "first resource" in the competition of public hospitals, and performance management is the core key to determining the level of human resources management, directly affecting the economic benefits and social status of hospitals. It is the cornerstone of the development and decline of hospitals. Doing a good job in human resources performance management under the new situation, building a reasonable talent team, and maintaining a sustainable attractiveness of hospitals are the core of hospital reform and development. From the perspective of optimizing human resource performance management in public hospitals, this article conducted a survey and research on the actual situation of Foshan Maternal and Child Health Care Hospital, analyzed the existing problems based on the analysis of literature research results, and proposed optimization countermeasures for human resource performance management in hospitals from four aspects: clear objectives, comprehensive assessment, application of results, and organizational culture. It provides a certain reference for exploring and researching human resource performance management in hospitals under the new situation.

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1. Introduction:

Hospitals are institutions that undertake social and public health functions, and are the main body of China's medical and health service system. As a high-tech industry, talent is the cornerstone of hospital development, and performance management is the core key to determining talent development. How to do a good job in human resource performance management in the new situation is the key to hospital development strategy. Although human resource performance management in most hospitals has become relatively mature over time, there are still some practical problems, mainly reflected in: backward performance management concepts, unclear performance objectives, lack of performance appraisal mechanisms, unreasonable application of performance results, and disharmonious organizational culture. This article will take Foshan Maternal and Child Health Care Hospital as the main research object, starting from the optimization of human resource performance management, study its talent structure, assessment mechanism, results application, organizational culture, and other conditions, analyze the problems and reasons existing in the hospital, and propose countermeasures and suggestions to improve human resource performance management from the perspective of its relevant theories and needs, Provide reference for hospitals and public departments to optimize and reform human resource performance management.

2. Overview of Foshan Maternal and Child Health Care Hospital:

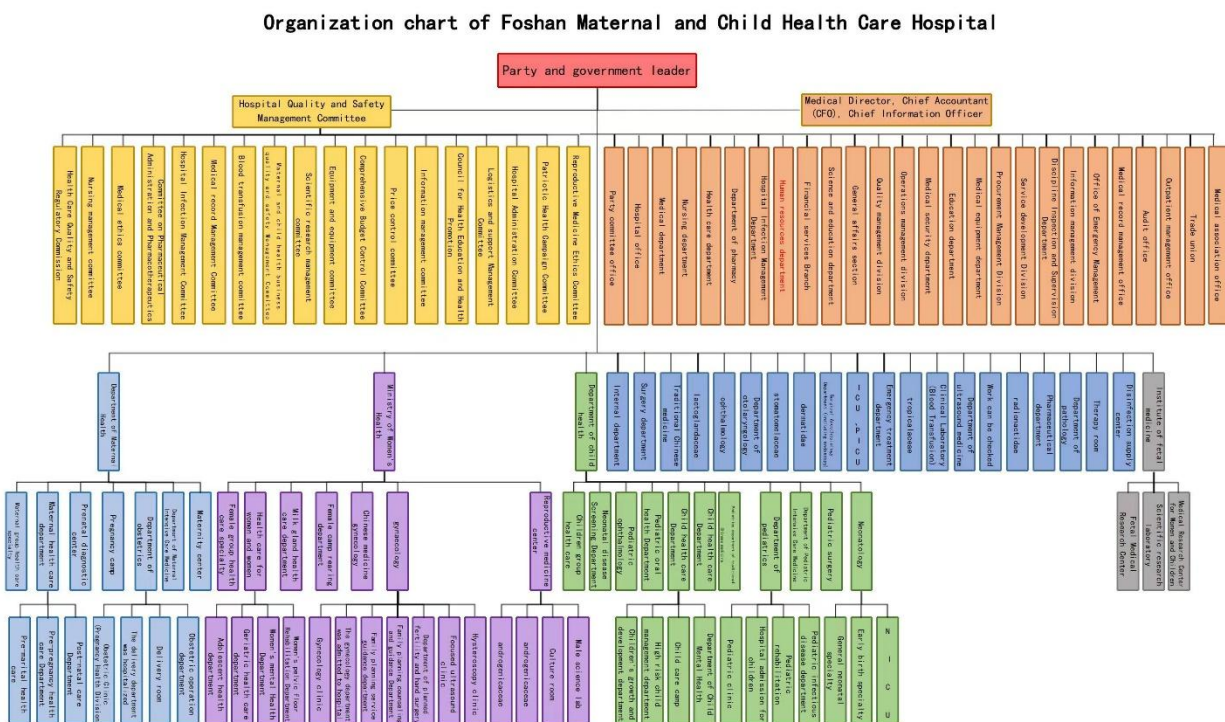
2.1 Background Information of the Hospital

Foshan is one of the four ancient towns in China. Foshan Maternal and Child Health Care Hospital was founded in 1951, with a construction area of 250000 square meters and fixed medical equipment of over 700 million yuan. Currently, there are 1350 beds, 2315 employees, 50 doctors and 418 masters, accounting for 20% of the total number; There are 329 people with senior professional titles and 681 people with intermediate professional titles, accounting for 43% of the total. The hospital has an annual outpatient and emergency volume of 2.79 million person-times, a delivery volume of 17100 person-times, a discharge volume of 62000 person-times, and a surgical volume of 63000 units. "It is a large, modern, Grade III, Grade A maternal and child health care institution that integrates medical, educational, research, and rehabilitation care. It is the city's critical maternal and maternal care center, critical newborn care center, critical child care center, and maternal and child health business guidance center. It is the first Grade III, Grade A maternal and child health care hospital in Foshan City, and the first medical institution in Guangdong Province that has passed the German Medical Quality Certification (KTQ).", Ranked among the top 20 nationwide in the performance evaluation of maternal and child health care institutions, and ranked first in the performance evaluation of national tertiary public hospitals. International cooperation has been carried out with multiple hospitals such as the Children's Hospital affiliated to

the University of Heidelberg in Germany, the Children's Hospital of Philadelphia in the United States, the Mary Hospital of Hong Kong, the Macau University of Science and Technology, and the University of Macau.

3. Organizational structure of Foshan Maternal and Child Health Care Hospital:

Architecture diagram



The management structure of Foshan Maternal and Child Health Care Hospital implements a 'two-level hospital department responsibility system', which is an obvious vertical management model.

The hospital has a dedicated human resources department with a total of 12 employees:

composed of a director and 11 employees. It is a functional department responsible for hospital organization, cadres, talent, and human resource management. It is mainly responsible for the

recruitment and employment of hospital personnel, talent team construction, assessment management, professional title promotion, cadre appointment and removal, salary and treatment, attendance management, employee training, continuing education, and resident training management.

4.Current human resource performance management methods in hospitals

4.1 Annual assessment:

refers to the annual assessment form distributed throughout the hospital, covering basic information, annual summary, department head evaluation, assessment results, and other contents, with the purpose of selecting outstanding employees of the year. The evaluation process is highly subjective, with no corresponding indicators for quantitative reference, and is not practical.

4.2 Medical ethics evaluation and professional ethics supervision:

The evaluation shall be conducted in accordance with the Implementation Plan for Medical Ethics Evaluation in the Health System of Foshan Maternal and Child Health Care Hospital. The specific conditions recorded in daily work, business assessment, satisfaction survey, etc. are used as the main reference basis. In the actual operation process, data quantification is insufficient and the ability to reflect problems is weak.

4.3 Cadre evaluation:

refers to the on-site distribution of evaluation forms at a meeting of all cadres. In practical operations, it often occurs that cadres evaluate each other and ingratiate themselves with each other, even forming cliques, resulting in the lack of feedback and evaluation of the will of grassroots personnel, with little success in improving the ability of the cadre team.

5. Main problems in the performance management of existing human resources in hospitals

5.1 Unclear performance objectives

Currently, there is a phenomenon of unclear performance objectives in hospital human resource performance management, mainly manifested in:

The job responsibilities of departments and positions are not clear, and there are often overlapping and multiple management at work boundaries. When encountering problems, it is easy to shift responsibilities and evade through wrangling;

The key work of the hospital is not included in many department evaluation objectives, and the department does not have clear management objectives, and the formulation of performance objectives is disconnected from the development of the hospital;

Employees' personal participation in performance target management is limited, and there is no deep integration with their work content, career development, and income treatment.

5.2 Incomplete performance appraisal system

(1) The design of assessment indicators is unreasonable. In terms of indicator content design, there are many surveys focusing on integrity, diligence, performance, and integrity, while there are few core key elements that reflect actual business indicators, job contributions, technical capabilities, and service attitudes. The main assessment indicators are the evaluation of the examinee by the department head, and the assessment content is general, prone to loopholes or unstable factors.

(2) The evaluation system has not been established. There is no statistical relationship between the various evaluation indicators, each acting independently. There is no summary statistics or weight allocation for the overall evaluation of hospitals, departments, and individuals, which does not reflect the importance of core key indicators, nor does it provide comprehensive overall quantitative results, which is not intuitive, persuasive, and practical and effective.

(3) The assessment cycle is long and there is no feedback. The existing evaluation cycle generates relatively little evaluation data, and the evaluation cycle is relatively long. Various types of evaluations have gone through the motions, with rigid results, and mutual evaluation has become the norm without performance evaluation feedback.

(4) The balanced scorecard has not been promoted. The balanced scorecard is an assessment method that conforms to modern human resource management, and is currently implemented throughout the hospital.

5.3 Inadequate and reasonable application of performance results

The evaluation results of performance management must be effectively applied in order to truly play the role of performance management, help organizations make correct decisions, improve management levels, enhance the quality of employees, and enable organizations and employees to develop together. However, there is still a large amount of administrative intervention in hospitals. The selection threshold for talent selection, promotion, and job transfer in hospitals remains the establishment of salary and bonus systems. Most of them rely on professional titles and seniority, which is relatively lacking in fairness. The impact of performance results is minimal, and there is no effective application.

5.3.1 Selection and promotion are limited by staffing

Taking compilation as the core content of KPI key performance indicators for talent selection clearly violates the principles of fairness theory. The application of human resource performance management results in hospital development is virtually non-existent, which has no practical effect on talent selection and guidance, cutting off the path of development and promotion of excellent talents, resulting in a large number of personnel turnover and talent shortage.

5.3.2 The talent echelon is broken, and the development of the hospital is weak

Performance results have not been effectively applied to the promotion and transfer of cadres and employees, resulting in the current plight of a critical shortage of talents, a significant rupture in the

echelon, and even no one being able to raise them. This has greatly deviated from the actual needs of hospital development, and has constrained the pace of sustainable development of the hospital.

5.3.3 Salary allocation depends on professional title

Currently, the method of salary and bonus distribution in hospitals does not reflect the principle of fairness, which is also the main reason for low employee satisfaction. First, the department performance bonus coefficient is a one-size-fits-all verification model based on the classification of clinical, auxiliary, and medical technology. With the continuous expansion of the hospital scale, the business volume of each department also varies to varying degrees, and the level of technical content also varies greatly. There are often situations where the workload is larger but the income is not high, and there is resistance to job transfer; The second is that the income of employees mainly depends on the length of service and professional title. The intensity of work undertaken by individuals is not proportional to the volume of business, and it is easy to see that income depends on years rather than contributions. The third reason is that the administrative and logistics departments have fewer personnel, but they undertake the management, service, and logistics support work of the entire hospital, but their treatment is far lower than that of the personnel in the clinical departments.

5.4 Inharmonious organizational culture

At present, there are still many problems in human resource performance management in

hospitals. The cultural construction of hospitals presents an unstable and unfair situation, manifested in the lack of horizontal communication between organizations, high barriers, low talent cohesion, and severe personnel turnover

5.4.1 Lack of horizontal communication in the organizational structure

With the gradual expansion of the hospital scale, the gradual complex changes in the personnel structure and external environment, the "hospital department two-level responsibility system" implemented in the hospital management structure gradually exposes many drawbacks: the lack of horizontal communication between various functional departments, the lack of information sharing channels and mechanisms; The business relationship between clinical departments and functional departments is not close, the issuance of government orders is slow, the implementation is poor, and the barriers and misunderstandings are serious.

6. The significance of establishing a scientific and complete performance appraisal system

The significance of performance management helps to enhance organizational cohesion, improve the relationship between employees and managers, promote the improvement of technical strength, and improve the medical quality and service level of hospitals; Effective performance management can attract talents, enhance the cost awareness of all staff, and promote the improvement of hospital economic benefits. By combining employee recruitment, promotion,

training and development, and labor compensation through performance appraisal, the enterprise's incentive mechanism is fully utilized, and employees are encouraged to actively learn and improve their work skills. At the same time, performance appraisal can assess the strengths and weaknesses of employees, make appropriate adjustments, and rationalize the division of labor. This can not only make career planning for employees, but also provide a more reasonable allocation of resources for the enterprise. In addition, through performance appraisal, employees can be motivated to work and better achieve corporate goals.

7. Conclusion:

Human resources are the "first resource" for their development and play a crucial role in the sustainable development of hospitals. Among them, performance management is the core key to determining the level of human resource management, which has a significant driving role in improving the competitiveness of public hospitals. There are still some problems in modern human resource performance management, which is still in the exploratory stage. The existing human resource performance management in hospitals has major problems such as unclear performance objectives, imperfect performance appraisal systems, and inadequate and reasonable application of performance results. This paper deeply analyzes the problems and causes of hospital human resource performance management, and proposes the following optimization countermeasures and suggestions.

8.Countermeasures and suggestions for optimizing human resource performance management

8.1 Improve performance management concepts and clarify performance objectives

8.1.1 Emphasize the importance of performance management

In order to break the current management dilemma, hospitals must first establish a correct concept of human resource performance management, incorporate performance management into the key work of hospital management, and organically integrate performance goals and hospital development goals.

8.1.2 Conduct job analysis and clarify objectives

Scientific job analysis is to effectively decompose the functions of a hospital into various positions, clearly define its purpose or mission for each position, and rationalize the allocation and improvement of authority and responsibilities; The drawbacks of improving the existing performance bonus system include: (1) setting key goals for the department. (2) Determine the comprehensive coefficient of the department. (3) Performance target evaluation.

8.2 Improving the balanced scorecard assessment mechanism

As an innovative means of hospital performance evaluation, the balanced scorecard enables comprehensive quantification of the evaluation, achieving effective supervision of the entire hospital's departments, cadres, and employees, comprehensively reflecting the ability levels of

employees in business, learning, service, and management from multiple aspects, helping to identify problems, improve oneself, provide a more fair and efficient platform for talent development, and also determine reasonable development goals for department management, thereby promoting the long-term development of the hospital. The assessment objectives of the balanced scorecard mainly include: (1) up and down, left and right, fair and efficient; (2) More work, more pay, positive feedback; (3) Team growth, personal binding.

8.3 Optimize the application of performance results to achieve star promotion

Introduce a star promotion system to optimize the talent selection and promotion of public hospital cadres, fair distribution of salary and treatment, as well as the ability of supervision and management, truthfully reflect the level of employees, retain outstanding talents, and ensure a clean and healthy development style of the hospital. We will focus on rationalizing talent selection and making salary distribution fair.

Performance appraisal management is a gradual and systematic project that requires comprehensive coordination and matching. Based on the actual situation of Foshan Maternal and Child Health Care Hospital, when using the balanced scorecard assessment mechanism, there are many personnel involved, complicated procedures, and considerable workload. If there is no intelligent management system for statistics and rating, it is difficult to use the balanced scorecard assessment method. At the same time, the expenditure cost of hospitals will also increase accordingly.

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