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GD 公立医院绩效管理系统的优化研究
The Optimization Research on Performance Management
System of GD Governmental Hospital

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摘 要

长期以来，我国不断推行事业单位绩效改革，逐步推行绩效工资，但困难重重。公立医院作为我国准公益类事业单位典型代表，具有行政和市场双重身份，有一定经营收入和自主管理权限，近年来其员工待遇、医患关系、行业黑幕饱受舆论非议，本文希望通过文献研究、个案研究以及定性分析等方法对公立医院绩效管理进行研究，寻找公立医院组织目标的正确定位，并在探索公立医院绩效管理优化改革途径的过程中，找到实现其社会公共服务使命的有效方式，借此为类似公立医疗机构，乃至准公益型事业单位建立绩效管理体系提供有益参考。

首先，第一章介绍公立医院实施绩效管理的社会背景和政策依据，表明该项研究的实用性和重要性。接着，第二章主要通过收集国内外相关文献资料和研究成果，对有关理论进行综述，并认真梳理、分析国内外公立医院绩效管理的特点和值得借鉴之处，综合研究 GD 公立医院绩效管理基础理论。其次，第三、第四章将选取具有一定代表性的 GD 医院作为实例，分析其现有绩效管理状况，结合相关理论知识和实践研究成果为基础，希望通过研究剖析，探索在现有条件下可行、有效的绩效管理体系优化。最后，在第五章和第六章，就现实可能出现的问题、困难，提出保障绩效管理体系顺利实施的举措，以及进一步深化研究的思路。

经本文研究分析，认为科学的绩效管理是改变公立医院不良发展状况的有效途径，但目前多数公立医院未建立真正意义的绩效管理体系，也未发挥绩效管理真正作用。要在根本上转变公立医院一系列的负面现象，就要重新优化相适应的绩效管理体系，一是做到组织目标定位正确，二是设立科学合理的评价指标，三是注重绩效结果的应用。

关键词：公立医院；绩效管理；绩效工资

Abstract

For a long time, China continues to carry out performance the institution reform, gradually implement performance pay, but the difficulties. Public hospitals in China as the typical representative of quasi public institutions, has a dual identity of administrative and market, have a certain business income and independent management authority, in recent years its treatment of workers, the doctor-patient relationship, industry suffered public criticism, through literature research, case study and qualitative analysis method to research the performance management of public hospitals look, correct positioning of institutions organizational objectives, and to explore the process optimization approaches to reform public hospital performance management, find ways to realize the social public service mission, which is similar to the public medical institutions, as well as the quasi public welfare institutions to establish a performance management system to provide a useful reference.

First of all, the first chapter introduces the social background and public hospital implementation of policy on the basis of performance management, demonstrate the usefulness and importance of the study. Then, the second chapter mainly through the collection of domestic and foreign literature and research results, this paper reviews the theory related to, and carefully combing, analysis on performance management of domestic and foreign institutions and is worth using for reference, the basic theory of performance management in public hospitals. Secondly, the third, fourth chapter will select the typical GD hospital as an example, analyze its existing performance management status, combined with relevant theoretical knowledge and practical researches, I hope through research analysis, to explore the system optimization under the existing conditions is feasible, effective performance management. Finally, in the fifth chapter and the sixth chapter, difficulty in practical problems, put forward management system to guarantee the performance, the smooth implementation of the measures, and the way to deepen the research.

Analysis of this study, that the scientific performance management is an effective way to change the bad situation of public hospitals, but most public hospitals did not establish the true meaning of the performance management system, also did not play a real role in performance management. The negative phenomenon in the transformation of public hospital a series, will be re optimized suitable

performance management system, one is to do organizational goal of right, two is the establishment of scientific and rational evaluation index, three is the emphasis on the application of performance results.

Keywords: Governmental Hospital; Performance Management; Merit Pay

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