

中 文 摘 要

在医疗改革不断深化的背景下，企业医院需要保持更为良好的发展潜力。现阶段，很多企业医院内部管理效率相对较低是不争事实，ZT 企业医院也面临着同样的困境。绩效考核作为内部管理的关键一环，是赋能企业医院高质量发展的重要因素，ZT 企业医院原绩效考核指标体系是以成本核算为基础的院科二级考核模式，不符合发展需要。鉴于此，将以资源消耗为基础的相对价值比率法引进绩效考核指标体系的优化研究中，确保绩效考核体系与医院规划目标协同共振，同时建立一套权责相符，适应新形势的绩效考核指标体系十分必要。

本研究以绩效考核理论作为支撑，选取 ZT 企业医院医护人员的绩效考核指标体系作为具体研究对象，通过访谈调研等多种形式，对其现行的医护人员绩效考核指标体系进行了深入全面地分析，并针对发现的问题，运用以资源消耗为基础的相对价值比率法（Resourcebased Relative Value Scale，简称 RBRVS）及其他辅助考核指标，对 ZT 企业医院的医护人员绩效考核指标体系进行优化设计与改进。与此同时，为了确保优化后的绩效考核指标体系能够顺利实施，从多个维度出发，提出了相应的保障措施。

本文旨在为 ZT 企业医院进行医护人员绩效考核指标体系的优化设计，涵盖 RBRVS 点数和辅助考核指标的确定。优化绩效考核指标体系对于医护人员来讲，能够真正体现其劳动价值，激发其工作热情；对于 ZT 企业医院来讲，可以留住人才稳定队伍，缓和医患矛盾，履行社会责任，最终达到提高医疗服务能力和运行效率，促进医院实现高质量发展的目标。同时，本文也为与其同规模的企业医院在绩效考核指标体系，特别是医护人员绩效考核指标体系的设计与优化方面，提供了具有理论指导意义和实际应用价值的参考。

关键词：企业医院；绩效考核；以资源消耗为基础的相对价值比率法

ABSTRACT

Against the backdrop of continuous deepening of healthcare reform, corporate hospitals need to maintain a better development potential. Currently, it is an undeniable fact that the internal management efficiency of many corporate hospitals is relatively low, and ZT corporate hospitals also face the same dilemma. Performance evaluation, as a key part of internal management, is an important factor in empowering corporate hospitals for high-quality development. The original performance evaluation index system of ZT corporate hospitals is based on cost accounting and is a department-level assessment model, which does not meet the development needs. In view of this, the optimization study of introducing a performance evaluation index system based on resource-based relative value ratio method is essential to ensure the resonance of the performance evaluation system with hospital planning goals. At the same time, establishing a performance evaluation index system that aligns responsibilities with rights and adapts to the new situation is highly necessary.

Based on the theory of performance appraisal, this article takes the performance appraisal index system of medical staff in ZT Enterprise Hospital as a case study, conducting in-depth analysis through forms such as interviews. It thoroughly analyzes the current performance appraisal index system of medical staff in the hospital and, addressing the identified issues, optimizes and improves the performance appraisal index system of medical staff in ZT Enterprise Hospital using the Resource-based Relative Value Scale (RBRVS) method and other supplementary assessment indicators. Simultaneously, to ensure the smooth implementation of the optimized performance appraisal index system for medical staff, corresponding safeguard measures are proposed from various dimensions such as organization, training, technology, and culture.

This article aims to construct a performance evaluation index system based on the RBRVS method for ZT enterprise hospitals, covering the determination of RBRVS points and auxiliary evaluation indicators. Optimizing the performance evaluation index system can truly reflect the labor value of medical staff and stimulate their enthusiasm; for ZT

enterprise hospitals, it can retain talents, stabilize the team, ease doctor-patient conflicts, fulfill social responsibilities, ultimately improve medical service capabilities and operational efficiency, and promote the hospital to achieve the goal of high-quality development. At the same time, this article also provides theoretical guidance and practical application value references for enterprise hospitals of the same scale in the design and optimization of performance evaluation index systems, especially the performance evaluation index system for medical staff.

Key words: corporate hospital; performance appraisal; RBRVS

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