

Reconstructing Performance to Promote High-Quality Development of Hospitals

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Abstract: Objective: To stimulate employees' work enthusiasm and promote the high-quality development of hospitals by reconstructing performance. Methods: A set of performance quantification and statistical indicator systems applicable across departments was established. By utilizing the reconstructed performance plan and assessment management model, the role of performance assessment was analyzed through the operational status of various indicators. Results: The ratio of outpatient visits to discharges increased by 1.24 year-on-year, the proportion of surgeries among discharged patients increased by 4.25 percentage points year-on-year, the proportion of minimally invasive surgeries among discharged patients increased by 2.56 percentage points year-on-year, the proportion of Level IV surgeries among discharged patients increased by 3.15 percentage points year-on-year, the average length of hospital stay decreased by 0.62 days year-on-year, the proportion of medical service revenue increased by 5.38 percentage points year-on-year, the growth rate of average drug expenses per outpatient visit was -18.79%, the growth rate of average drug expenses per hospitalization was -33.16%, and the case mix index (CMI value) increased by 0.04 year-on-year. Conclusion: Reconstructing performance can effectively achieve the goals of patient satisfaction, employee satisfaction, and the healthy, sustainable, and high-quality development of hospital medical groups and tightly integrated medical consortia.

Keywords: Performance restructuring; Satisfaction; High-quality development; Integrated medical consortium

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1. Introduction

In the modern healthcare system, performance restructuring is not only a crucial means to enhance hospital management efficiency but also a key driving force for promoting the high-quality development of hospitals. With the continuous advancement of medical technology and the growing demand for healthcare services, hospitals need to continuously innovate and optimize their performance management approaches to adapt to the increasingly

complex and dynamic healthcare environment. This study aims to improve scientific performance evaluation plans and performance management objectives through performance restructuring, thereby stimulating and mobilizing the enthusiasm of hospital staff. This approach seeks to achieve a balanced consideration of both social and economic benefits, ensuring patient satisfaction, employee satisfaction, and the healthy, sustainable, and high-quality development of hospitals ^[1].

2. Methods

2.1. Drawing on the essence of the RBRVS (Resource-Based Relative Value Scale) developed by Harvard University in the United States and considering the actual operational conditions of Chinese hospitals over many years, this study analyzed the benefits, costs, difficulty, risks, and labor volume of medical services completed by healthcare professionals based on thousands of medical fee items issued by the state. Subsequently, a classification and statistical analysis were conducted to establish a set of cross-departmental performance quantification statistical indicator systems ^[2]. (Formula: Current departmental performance income = $(\sum \text{Number of work items} \times \text{Item scores}) \times \text{Point unit price}$).

2.2. By scientifically setting performance management objectives, improving performance assessment indicators and assessment plans, and constructing a real-time performance communication and feedback mechanism, we aim to stimulate and mobilize the enthusiasm of hospital staff, achieve a balanced consideration of social and economic benefits, and ensure patient satisfaction, employee satisfaction, as well as the healthy, sustainable, and high-quality development of the hospital ^[3].

2.3. Conduct comparative research based on the performance assessment results of national, provincial, and municipal exams to comprehensively improve assessment scores. According to the performance assessment monitoring indicator system established by the state, Shandong Province, and Qingdao City for secondary public hospitals, select some regularly retrievable national monitoring indicators for performance assessment of secondary public hospitals, provincial monitoring indicators, and evaluation indicators for high-quality development of public hospitals for analysis ^[4].

2.4. When implementing this strategy, we will first ensure that all hospital staff deeply understand and recognize the importance of this performance management system. Through various means such as organizing training seminars and producing educational promotional materials, we will make every employee realize that performance management is not only a tool for evaluating their work performance but also a crucial means to drive the overall progress of the hospital and their own career development ^[5].

2.5. Establish an open and transparent performance assessment process. Each employee's performance will be quantitatively evaluated based on the benefits, costs, difficulty, risks, and labor volume of the completed medical service projects. These assessment results will serve as important references for decisions regarding employee promotion, salary adjustment, and bonus distribution. Through this approach, we can ensure that each employee's contributions are fairly and reasonably rewarded ^[6].

2.6. Establish a real-time performance communication and feedback mechanism. Employees can promptly

understand their performance status and engage in communication with their supervisors to jointly formulate improvement plans. This mechanism not only stimulates employees' enthusiasm for work but also helps them continuously enhance their professional skills and service levels.

2.7. Strengthen internal hospital management, improve institutional development, and promote informatization construction to provide strong support for the high-quality development of hospitals ^[7].

2.8. The closely-knit medical community units, Malianzhuang Central Health Center and Shuiji Central Health Center in Laixi City, have concurrently referenced the performance system of the People's Hospital to re-establish performance metrics, establishing transparent performance evaluation plans and processes, and comparing business revenue with the number of admitted and discharged patients ^[8].

3. Results

Performance evaluation results from the Qingdao Health Commission: The ratio of outpatient visits to discharged patients increased by 1.24 year-on-year. The proportion of surgeries among discharged patients increased by 4.25 percentage points year-on-year. The proportion of minimally invasive surgeries among discharged patients increased by 2.56 percentage points year-on-year. The proportion of level IV surgeries among discharged patients increased by 3.15 percentage points year-on-year. The average length of hospital stay decreased by 0.62 days year-on-year. The proportion of medical service revenue increased by 5.38 percentage points year-on-year. The growth rate of average drug expenses per outpatient visit was -18.79%. The growth rate of average drug expenses per hospitalization was -33.16%. The Case Mix Index (CMI value) increased by 0.04 year-on-year. Both Malianzhuang and Shuiji Central Health Centers experienced varying increases in outpatient volume and the number of admitted and discharged patients, with business revenue gradually improving and all performance indicators showing positive development.

Table 1. Comparison of Performance Assessment Data Results of Laixi People's Hospital by Qingdao Municipal Health Commission

Institution Name	Laixi People's Hospital
Outpatient-to-Discharge Visits Ratio	1.24
Percentage of Surgical Discharges (%)	4.25
Percentage of Minimally Invasive Surgical Discharges (%)	2.56
Percentage of Discharges with Level-IV Surgery (%)	3.15
Surgical Site Infection Rate for Clean Wounds (%)	0
Mortality Rate in Low-Risk Group (%)	-0.14
Average Length of Stay (days)	-0.62
Proportion of Outpatient Revenue (%)	-1
Proportion of Inpatient Revenue (%)	1
Proportion of Medical Service Revenue (%)	5.38
Nurse-to-Doctor Ratio	-0.01
Case Mix Index (CMI)	0.04

Table 2. Comparison of Outpatient and Discharge Numbers in Performance Assessment of Laixi People's Hospital by Qingdao Municipal Health Commission

Inpatient Discharges				Outpatient Visits			
May 2022 - May 2023	May 2023 - May 2024	Absolute Change	Growth Rate	May 2022 - May 2023	May 2023 - May 2024	Absolute Change	Growth Rate
81,622	95,497	13,875	17.0%	1,461	3,017	1,556	106.5%

Table 3. Comparison of the Ratio of Outpatient Visits to Discharge Numbers and Average Length of Stay in Performance Assessment of Laixi People's Hospital by Qingdao Municipal Health Commission

The ratio of outpatient visits to discharged patients				Average Length of Stay			
May 2022 - May 2023	May 2023 - May 2024	Absolute Change	Change Rate	May 2022 - May 2023	May 2023 - May 2024	Absolute Change	Change Rate
56	32	-24	-43.3%	8.49	6.87	-1.62	-19.1%

Table 4. Comparison of the Proportion of Outpatient Revenue to Medical Revenue in Performance Assessment Results of Malianzhuang Central Health Center

Outpatient Revenue				Proportion of Outpatient Revenue			
2023	2024	Change (Absolute)	Change Rate	2023	2024	Change (Absolute)	Change Rate
2,657,267	2,481,023	(176,244)	-6.6%	75%	76%	1%	1.7%

Table 5. Comparison of Inpatient Revenue and the Proportion of Inpatient Revenue to Medical Revenue in Performance Assessment Results of Malianzhuang Central Health Center

Inpatient Revenue				Proportion of Inpatient Revenue			
2023	2024	Change (Absolute)	Change Rate	2023	2024	Change (Absolute)	Change Rate
880,764	765,778	-114,986	-13.1%	25%	24%	-1%	-4.0%

Table 6. Comparison of Outpatient Visits and Discharge Numbers in Performance Assessment Results of Shuiji Central Health Center Table

Metric	Outpatient Visits				Inpatient Discharges			
	2023	2024	Absolute Change	Growth Rate	2023	2024	Absolute Change	Growth Rate
	23,063	34,707	11,644	+50.5%	345	251	-94	-27.2%

Table 7. Comparison of the Ratio of Outpatient Visits to Discharge Numbers, Average Length of Stay, and Proportion of Medical Service Revenue in Performance Assessment Results of Shuiji Central Health Center

The ratio of outpatient visits to discharged patients				Average length of hospital stay				Proportion of medical service revenue in total medical revenue			
2023	2024	Abs. Change	Change Rate	2023	2024	Abs. Change	Change Rate	2023	2024	Abs. Change	Change Rate
67	138	71	22.9%	10.00	8.60	-1.40	-14.0%	28%	35%	7%	25.0%

4. Performance Evaluation of Shuiji Central Health Center

Conclusion: Performance management is a crucial component of modern hospital management systems, and performance restructuring serves as a significant means to drive high-quality development in hospitals. Several domestic experts have pointed out a series of issues with current performance evaluations, such as insufficient orientation in performance management, incomplete performance evaluation indicators, lack of specialized indicators, and indicator redundancy. This study aims to inject new vitality and momentum into the high-quality development of hospitals by restructuring performance, transforming performance evaluation concepts, strengthening data analysis and information technology applications, improving incentive mechanisms, and enhancing employee participation and collaboration. Through the formulation of performance plans, the implementation of performance evaluations, and the utilization of evaluation results, it is possible to effectively regulate internal hospital management behaviors and provide high-quality medical services to patients, which holds significant practical implications for China's healthcare reform. Since October 2023, Qingdao Municipal Hospital has taken over the management of Laixi People's Hospital, improving and adding outpatient and surgical performance evaluations based on the original performance evaluation system. After a six-month trial period, various tasks are now progressing steadily with stage-by-stage achievements. From January to April 2024, business revenue has steadily increased, revenue structure has continuously optimized, outpatient and emergency visits have grown by 18.03% year-on-year, surgeries have increased by 48.76% year-on-year, pharmaceutical revenue, the proportion of drug expenses, and average drug costs per visit have continued to decline, significantly enhancing the hospital's operational capabilities and service efficiency^[9].

In the process of implementing these measures, we will always adhere to the patient-centered service philosophy and continuously improve the quality and efficiency of medical services. By optimizing medical processes, enhancing medical technology, and strengthening medical safety, we strive to provide patients with higher-quality and more efficient medical services. To further enhance the accuracy and fairness of performance assessments, we will closely monitor the performance assessment monitoring indicator systems and results established at the national, Shandong Province, and Qingdao levels for secondary public hospitals, promptly following up and adjusting our performance management efforts accordingly. Through the implementation of the aforementioned measures, the hospital can establish a scientific, fair, and effective performance management system, stimulate employees' work enthusiasm and innovative spirit, improve the hospital's work efficiency and service quality, and achieve high-quality development of the hospital. Additionally, through comparative studies of assessment methods such as national, provincial, and municipal assessments, the hospital can continuously enhance its assessment scores and overall strength, thereby providing even better medical services to the people^[10]. We will continue to deepen the reform of the medical and health system, optimize the allocation of medical resources, improve the efficiency and quality of medical services, accelerate the construction of a closely-knit medical consortium, and jointly promote the high-quality development of medical consortia at the county level. We will strengthen the training and recruitment of medical personnel, introduce more outstanding department heads and academic leaders, highlight specialized features, enhance the hospital's reputation and influence, and strive to join the ranks of tertiary hospitals at an early date.

In conclusion, strengthening the management and assessment of public hospitals is of great significance in promoting their high-quality development. Looking ahead, the path to high-quality hospital development still requires continuous exploration. We will take performance assessment as a lever, fully leveraging its role as a "baton" to continuously enhance the overall strength of the hospital and the level of medical services. We aim to pass the tertiary hospital review and assessment as soon as possible, thereby promoting high-quality development

of county-level healthcare. Meanwhile, in line with the indicator requirements of national, provincial, and municipal assessments, we will refine the assessment dimensions for specialized characteristics and strengthen the incentive orientation for talent cultivation and discipline construction. By taking the construction of medical consortiums as a link, we will further improve the collaborative mechanism for county-level medical performance, promote the sharing of high-quality medical resources, and help enhance the overall capability of county-level medical services. We will always adhere to the original intention of “patient-centeredness,” use performance restructuring as a fulcrum, continuously promote management innovation, technological innovation, and service innovation, steadily advance towards the goal of building a tertiary hospital, fully safeguard the health rights and interests of the people, and drive the high-quality development of regional healthcare.

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