



Research on the Construction of Performance Evaluation System of State-owned Assets Management Hospitals

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Abstract: Management of hospital with state-owned assets lies in the reconstruction of state-owned assets professional operation performance evaluation system. The professional operation of state-owned assets management and operation of hospitals will promote the comprehensive transformation of state-owned assets management function, from the material form of hospital management to the value form of asset control. The management of state-owned hospitals focuses on the real economy and separates the management of state-owned assets from the benefit of state-owned hospitals. Starting from the goal of specialized management of state-owned assets, this paper puts forward the thoughts and principles of selecting performance indicators of specialized management of state-owned assets, and constructs the performance evaluation index system of specialized management of state-owned assets.

Keywords: state-owned assets, hospital, performance evaluation, operation

1. Introduction

There are still a series of problems in the reform and development of state-owned hospitals. The 19th National Congress of the Party proposed to improve the management system of all kinds of state-owned assets, reform the authorized management system of state-owned assets, promote the strengthening, optimization and expansion of state-owned assets, and effectively prevent the loss of state-owned assets [1]. In this context, accelerating the reform of state-owned assets authorized operation system and exploring effective reform ideas and approaches have become an important part of the reform of state-owned hospitals and state-owned assets management system[2]. Asset operation does not create value, but divides industrial profits by optimizing resource allocation. The establishment of a special operation platform for service industry operation and the separation of asset operation and industrial operation are conducive to the flexible application of various asset operation skills, enhancement of the liquidity of state-owned assets and improvement of resource allocation efficiency [3].

At present, there are relatively few literature about the evaluation of operation efficiency of state-owned assets management hospitals, and relevant scholars mainly focus on the evaluation of operation efficiency of state-owned assets. In terms of the objectives and ideas of the evaluation system construction, the existing literature believes that the performance evaluation of state-owned assets operation should reflect both the interests of owners and the behaviors of managers, and a differentiated performance evaluation system should be established to realize the appreciation of state-owned assets and the macroeconomic goals[4].

The performance evaluation of state-owned assets operation should be different from the specialization of state-owned hospitals. The evaluation of state-owned assets operation should be based on medium and long-term evaluation, and the evaluation indexes should be accurate but not too harsh. The evaluation system is constructed from the six dimensions of economic added value of return on assets and value-added rate of investment. In terms of the selection of performance evaluation indexes, the state-owned assets operation performance evaluation system is constructed through financial market and internal operation.

However, the current research is limited to the analysis of the hospital itself, failing to achieve a higher level of analysis of investors. This paper aims to break through the existing hospital-based analysis ideas, analyze the differences between state-owned asset management hospitals and state-owned hospitals, and build a performance evaluation system of state-owned asset operation hospitals from multiple dimensions.

2. Dimensions of the performance evaluation system of state-owned assets management hospitals

The first aspect is liquidity state-owned assets management Hospital's mission is to flexibly use all kinds of assets

operation means, improve the liquidity of state-owned assets. State-owned assets are used to manage hospitals through professional asset operation. State-owned assets are configured as a whole, and the industrial structure is dynamically optimized by relying on highly liquid assets, so as to adapt the asset layout to the requirements of national policies and the mission of hospitals[5]. The second dimension is layout.

According to the requirements, the distribution of the state-owned economy should focus on important industries, key fields and key infrastructure that are related to national security, national economy and people's livelihood, and should be forward-looking towards strategic industries to promote sustained and healthy economic development. State-owned asset management hospitals must also concentrate controlled assets into some key areas defined by the hospital's mission through asset operation. The third dimension is the ability to maintain and add value.

Maintaining and increasing the value of state-owned assets is the basic requirement of the state to the managers of state-owned assets, and also the inevitable requirement of safeguarding the rights and interests of state-owned economic subjects. The professional operation of state-owned assets must pay attention to maintaining and increasing the value of state-owned assets on the premise of improving industrial competitiveness, and fundamentally enhance the ability of maintaining and increasing the value of state-owned assets by improving industrial operation efficiency and overall competitiveness. Fourth, social responsibility

As the important material and political foundation of socialism with Chinese characteristics, state-owned hospitals must fulfill their social responsibilities. On the one hand, state-owned assets management hospitals fulfill their social responsibilities, on the other hand, they support and guide their subordinate hospitals to repay the society. Fifth, institutional reform. The goal of state-owned hospital reform is to form a modern hospital system and market economy operation mechanism more in line with the basic economic system and the development requirements of socialist market economy, and to cultivate a group of state-owned key hospitals with innovative ability and international competitiveness. As the shareholder and controlling party of state-owned hospitals, state-owned assets management hospitals have the responsibility to actively promote the reform and development of their subordinate hospitals.

3. Design of hospital supervision mode for state-owned assets management

In the context of asset management, competitive state-owned hospitals focus on maintaining and increasing the value of state-owned assets and have the mission requirements and functional positioning of market profitability[6]. Therefore, the supervision of competitive state-owned hospitals should be based on the principle of ensuring their management autonomy and improving their internal efficiency. Aiming at the problems existing in the supervision of competitive state-owned hospitals, the following supervision modes are designed.

3.1 Coordinate supervision objects through governance supervision and evaluation

On the one hand, state-owned assets management and operation hospitals manage and supervise state-owned hospitals according to their shareholding ration. On the other hand, strengthen evaluation and constraints. Governance and supervision include: external accidental governance, financial and audit supervision of state-owned holding hospital, state-owned holding hospital and director appointment supervision of holding hospital. If the hospital shows signs of negative business events, major decision-making errors and major financial crises, the external contingency governance mechanism will be activated. First, post-audit and supervision[7]. Second, coordinated management reform.

Financial and audit supervision includes: the establishment of financial director, unified examination and approval system, control of major issues. Financial audit and supervision system should be established, and financial directors should be appointed to the invested state-owned hospitals to reduce information asymmetry. The operating period audit of state-owned hospitals includes the economic benefits of state-owned hospitals, changes in property rights, internal control level, financial compliance, performance of economic responsibilities of leaders, etc. We will formulate a unified audit system for state-owned hospital investment departments.

At the same time, the investment and operation of hospital group hospitals can limit the operating boundary, investment direction and bottom line of state-owned hospitals, so as to make decisions and control the major problems, key links and core problems in the benefits of state-owned hospitals. For state-owned joint-stock hospitals after the reform of mixed ownership, state-owned assets management and operation hospitals select directors according to the number of shareholding and do not interfere in their production and operation.

The dispatch of directors to state-owned hospitals and joint-stock hospitals supervision measures are as follows, the establishment of a full-time dispatch of directors system. Establish a docking platform for state-owned assets management and operation of hospitals and expatriate directors. We will improve the performance reports of directors and the annual work reports of the board of directors. In terms of the evaluation and restriction of state-owned hospitals, in order to expand state-

owned assets, the value preservation and appreciation rate are evaluated. We will strengthen the management of assets and liabilities of state-owned hospitals, strictly enforce the management of assets mortgage and pledge, and regularly evaluate assets.

3.2 Connect regulatory bodies through functional coordination and achievement sharing

Clarify the functions of regulatory agencies. The internal regulatory bodies of competitive state-owned hospitals include the board of Directors, the board of supervisors, the workers' congress and internal audit [7].

External supervision institutions include state-owned assets supervision institutions, state-owned assets management and operation hospitals, external audit, discipline inspection, supervision and other supervision subjects coordinate their behaviors, and coordinate their supervision behaviors through the collection of supervision information, consultation of supervision work, consultation of supervision key consultation, and sharing of supervision results, so as to form regulatory synergy effect.

Supervisory boards and information collection mechanisms can be established. Each regulatory body submits regulatory information to other regulatory bodies in a timely manner, shares regulatory results, and forms closed-loop supervision. The joint meeting system of the Board of Supervisors shall be established to hold joint meetings of the Board of Supervisors on a regular basis to report the progress of supervision work and supervise the rectification of problems.

Coordinate the functions of various supervisory bodies. The coordination and complementarity of internal and external supervision is formed by combining the regulatory force and functional complementarity [8]. Make the effectiveness of supervision in the decision-making and implementation links, strengthen the supervision of audit and discipline inspection and the supervision of state-owned hospitals in the process, and avoid the loss of state-owned assets property rights transaction, advance decision-making mistakes and abuse of power. Key aspects of operations (asset disposal, material procurement, etc.) are heavily supervised.

Coordinate internal control, internal audit, discipline inspection and supervision of state-owned hospitals, share supervision results, and strengthen the depth and effect of supervision. Internal audit uses the results of internal control and supervision to conduct special audit or take the prominent problems existing in hospital management as the focus of daily audit. The problems found in internal audit are the focus of internal control work, and further find the causes of problems from the business process.

Discipline inspection and supervision are carried out through the sharing of internal control monitoring and internal audit results, and the economic responsibilities of leading cadres are audited, the results are recorded, and management personnel files are established to provide an important basis for management personnel changing posts and performance appraisal. Internal control, internal audit and disciplinary inspection are carried out in a joint office, which is highly specialized and has extensive involvement, particularly with centralized funding and centralized authority. In high-risk areas, it can act as the lead to organize relevant regulatory activities.

3.3 Link up the supervision process through information supervision and platform cooperation

In the establishment of state-owned hospital supervision vertical and horizontal linkage information platform, the implementation of intelligent whole process dynamic supervision, penetration of state-owned hospital supervision. In the vertical direction, state-owned assets management and operation hospitals obtain state-owned hospital information through the information platform and give feedback to the information. Horizontally, it includes the overall links of information integration, such as supervision of business management and hospital finance, risk monitoring and information release.

We will establish a modular and specialized mechanism for information collection, analysis and reporting, strengthen information sharing, and make supervision more targeted and timely. Establish abnormal information early warning system of state-owned assets supervision. When abnormal public information is found, state-owned assets management operation hospital will send abnormal information reminder to relevant departments and cooperate with relevant departments to investigate the cause. The link and influence of abnormal information, the establishment of effective supervision information report method, the introduction of information technology into the supervision work report of the board of directors, improve the efficiency of the supervision information report of the board of directors.

3.4 Principles of index selection for state-owned assets management hospitals

The basic principles of index selection are as follows. First, both qualitative and quantitative indicators should be taken into account. State-owned assets management The responsibility of hospitals is to control and operate state-owned assets in the form of value, mainly financial. To a large extent, the performance of state-owned assets can be measured by clear financial indicators, which have quantifiable evaluation criteria. However, the policy objectives of some state-owned assets management are difficult to be defined by quantitative indicators. For example, hospital system reform is also the goal

pursued by state-owned hospitals to invest in hospitals, but the effect of reform is difficult to quantify. These indicators are usually scored by experts.

Second, pay attention to the differences. State-owned assets management hospitals are state-owned hospitals that undertake specific functions. To evaluate the operation performance of this kind of hospitals, the commonness of state-owned hospitals must be reflected. At the same time, it should also be noted that state-owned assets management hospitals are different from other state-owned hospitals in that they do not run real industries or engage in specific businesses. We must pay attention to this particularity when inspecting state-owned assets management hospitals.

4. Measure indicators of state-owned assets management hospitals

According to the basic principles of the selection of evaluation indicators, indicators are selected from six dimensions to construct the performance evaluation system of state-owned assets management hospitals.

4.1 Liquidity

The capitalization rate of state-owned assets, which is the core indicator reflecting the liquidity of state-owned assets, is obtained by calculating the tradable proportion of the total assets managed by hospitals. The higher the degree of state-owned assets, the more convenient the flow.

The capitalization of state-owned assets can expand the value of state-owned assets and reflect the marketization degree of the total turnover of state-owned assets operation. This index is calculated based on the ratio of the annual total transaction volume to the total assets under management. The higher the total turnover rate, the faster and stronger the liquidity of state-owned assets.

4.2 Concentration

The concentration of state-owned assets refers to the proportion of state-owned assets invested in the main business of the invested hospital in the total state-owned assets managed by the invested hospital. State-owned assets management hospitals usually have specific investment direction, the higher the concentration of state-owned assets, the higher the degree of specialization of the investment hospital. The innovation intensity of state-owned assets is derived from the proportion of the equity of high-tech hospitals held by investment hospitals to the total amount of state-owned assets under management. The important function of state-owned economy is to control the forward-looking and strategic links of industry. Therefore, the higher the index, the better the function of the investment hospital.

4.3 Social responsibility

The proportion of public donations spent. This is an important indicator of the social responsibility of state assets and is calculated by calculating the proportion of charitable donation expenditure (weighted by the proportion of participating shares) to the total assets invested in hospital management. The higher the proportion, the better the social responsibility performance.

4.4 Post reform

According to the requirements of the board of directors, professional manager system and other documents on the reform of state-owned hospital governance system, this paper reviews the reform of hospital governance system of the investment hospitals participating in the holding hospitals, and adopts the expert scoring method to score.

4.5 Index analysis

Determine the weight of each indicator so that the final score is possible. According to the set performance evaluation index system, combined with expert advice, this paper establishes the weight of each level of indicators. In determining the standard value, this paper uses the efficiency coefficient method to eliminate the dimensions and calculate the standard value. Standardized scores after treatment ranged from 0 to 100.

The calculation formula of positive indicators is as follows: $\text{Minimum value} = (\text{actual index}) / (\text{maximum index})$ The calculation formula of negative indicators is as follows: $\text{standardized value} = -(\text{actual value} - \text{minimum value}) / (\text{maximum value} - \text{minimum value})$ The standardized scores of all evaluation indicators are weighted and summarized to obtain the performance scores of hospitals with asset management in various countries

4.6 Value maintenance and value-added capability

Value preservation and appreciation rate, which is the core index to measure the value preservation and appreciation ability of state-owned assets. It is calculated by calculating the ratio of state net assets at the end of the year to those at the beginning of the year. The higher the proportion, the better the effect of maintaining and increasing the value of state-owned

assets. Return on equity, an important measure of the proliferation of state assets, is calculated by calculating total dividends and total assets under the management of investment hospitals. The higher the rate of return, the stronger the ability of maintaining and increasing the value of state-owned assets.

5. Conclusion

The ultimate purpose of performance appraisal of state-owned assets management hospital is to further improve the management level of state-owned assets. According to the overall evaluation results and the evaluation results of each single index, the hospital's operating situation is judged, and improvement plans are analyzed and formulated to form a closed loop of performance management and fundamentally improve the professional operation capacity of state-owned assets. State-owned asset management hospitals can also implement performance benchmarking with state-owned asset management hospitals in this and other fields to find their own deficiencies in investment and operation level and support self-reflection and self-correction.

Performance evaluation is an important tool to improve the management and service capacity of state-owned assets and hospitals. By evaluating state-owned assets invested in hospitals that fulfill investors' responsibilities, the regulatory authorities find their deficiencies in asset management direction and asset operation level, and timely guide the investment hospitals to improve their investment level. Performance evaluation can also be used as the basis for regulators to inject and transfer state-owned assets to hospitals and guide the optimal allocation of state-owned assets.

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