

# Hubli Hospital Performance Management — A Research on Group Payments

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## ABSTRACT

**This paper focuses on performance management at Hubli Hospital. Reform of healthcare payment system is an important part of this process. A joint financial investigation. Interviews were conducted mainly with HR managers and staff of 7 hospitals. Technical support for books and journals will be obtained from university and public libraries. Also items from online libraries and reputable websites will be considered. This article examines the development and implementation of a hospital's internal performance management system (IPMS) as a DRG payment system. IPMS based on DRG payment include four elements: corporate governance, evaluation, communication feedback and supporting information. The result of this article is the establishment of a public hospital management system based on DRG payment. This process will help hospitals create a better management system.**

**Key word: Performance Management, Healthcare Payment System, Hubli Hospital**

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## INTRODUCTION

Efficiency is the key to every organization. This is largely based on the fact that the way work is determined is the need. In other words, poor performance leads to poor results, while good performance can push the organization towards higher performance. Healthcare, an important part of business, needs good work to be done to achieve better results. DRG originated in the United States in the 1960s and was later introduced to Europe, Australia and some Asian countries where it was localized, resulting in many localized DRG varieties. This system includes similar patients based on relevant information, and hospitals are responsible for paying the fixed costs of patients treated in the DRG. DRG-based payment separates the hospital's profit from its underlying costs. Thus, financial risk is transferred from the system level to the hospital level. In other words, hospitals must deal with the unknown financial consequences of providing care. Chinese researchers have been considering DRGs since the 1980s. The Beijing version of DRGs (BJ-DRGs) was completed in 2008 and is the first regionalized version of DRGs in China.

In 2008, 1.3 million hospital medical records from 154 hospitals in Beijing were analyzed to investigate the performance of the DRG system. According to Qiao et al. To analyze the impact of hospital expenditures on stroke patients and provide a theoretical basis for medical payment and medical distribution, according to the DRG in Jiaozuo City, Henan Province. According to Wang et al. Multivariate analysis was used to examine the relationship between total hospital costs and hospital age, gender, length of stay, region, and operating level to better understand DRG payments.

In 2019, the National Health Insurance Administration and others designated 30 cities as DRG payment driver cities and also issued specific guidelines for the country's DRG payment driver and group.

Performance measurement in hospitals in the UK focuses on efficiency and effectiveness. Singapore has a dual healthcare system; this means that both public and private healthcare providers play an important role. This puts Singapore's health status on par with other developed countries. However, they seem to focus on the specifics of the implementation of the management process, focusing on the assessment and evaluation of performance indicators. These evaluation results are often used for hospital budgets, but there is no research on the internal workings of public hospitals and they are not important in supporting the overall development of the hospital. At the same time, because DRG payment is still in the process of introduction throughout China, research on the impact of DRG payment on the internal management of public

hospitals has not been described and investigated in depth. Therefore, this paper chooses the diagnosis related to co-payment in administrative affairs of Hubli Hospital for research.

### LITERATURE REVIEW

According to **Robbins** (2005), performance measurement is used by management to make decisions about people. Promotions, transfers, layoffs, awards, etc. It provides input to important decisions such as It can also be used as a metric for selection approval and construction planning. It also serves the purpose of giving employees feedback on how the organization views them. In addition, performance evaluation forms the basis of salary distribution. Decisions about who gets raises and other rewards are often determined by performance evaluations.

According to **Mello** (2006), performance management does not need to be formal to be effective. The most important issue when creating a performance management system is its compliance with the strategic goals of the institution. Additionally, the most important issue in giving performance feedback is whether it fits the organizational culture. Some companies decide to simply remove performance feedback. Instead, they opted for a system that provides regular discussion about work-related issues. Managers say the process works because it is built on values of open communication, trust, and motivates employees to do their best. In addition, any performance-related problems are resolved immediately, and the lack of formality in the process allows regular feedback to be received.

According to the **World Health Organization report** (2010), improving health performance is the basis of health reform, which includes improving the quality of performance and good health services. Quality of care (QoC) is directly related to health outcomes and therefore should be taken seriously. Low- and middle-income countries (LMICs) are keen to implement DRGs to control costs.

### RESEARCH OBJECTIVES

The main purpose of this article

- To examine the administrative affairs of Hubli Hospital and diagnostic studies related to the payment group.
- This article examines the development and implementation of a hospital's internal performance management system (IPMS) as a DRG payment system.

### RESEARCH METHODOLOGY

This article has been prepared using the following research methods:

**Field Research:** A Study on Payment Teams in Hubli Hospital

**Application Period:** 23 June 2018 - 2 December 2018.

**Sample Size:** 7 hospitals in Hubli

#### Source:

Multiple methods will be used to collect relevant data impacts of management operations and how they impact the overall health of a country, state, or hospital. Primary and secondary research will be used.

- First Edition:

The people to be interviewed will be human resources managers and employees of various hospitals. Based on this, the research will also try to explore the effects and problems of using the current performance management system for working in the hospital.

- Second Edition:

Second edition books and journals can be obtained from university and public libraries. Items from online libraries and reputable websites will also be considered.

### DATA ANALYSIS

This article examines the data analysis of DRG payments in the management system of Hubli Hospital. This case study discusses the development and implementation of Internal Performance Management System (IPMS) under DRG payment system at Hubli Hospital. IPMS based on DRG payment include four elements: corporate governance, Performance evaluation, communication feedback and supporting information. Following are the construction:

### **1. Organizational Management:**

Operational Management at Hubli Hospital is a complex task that requires collaboration of various departments in each hospital. System; It has a performance management team consisting of finance, personnel, healthcare, insurance, data, medical records, patient care audit and other departments. Every hospital has a business management office and a team of experts needed to integrate the various management affairs. To provide cooperation and to cooperate in solving problems in the management of operations.

### **2. Performance Evaluation:**

Hubli Hospital Performance Management Office can be calculated based on DRG weighted data and shared with doctors and senior team. However, no edits are made to the data entered in this study. Therefore, performance measures, DRG data weights and DRG numbers are calculated separately.

### **Functional assessment:**

The patient group DRG in Hubli Hospital laboratory can evaluate the doctor group and the nurse group separately, and determine the type of targeting the doctor group and the nurse group according to the management of hospital costs. doctor groups and the elderly group. Doctors and nursing teams calculate the doctor and managed care costs for each DRG group based on clinical pathways and historical data, and determine the doctor and nursing costs for each DRG group, including health insurance payments. Where is the performance score of the DRG case, the target value of the DRG case, and the current value of the DRG case? These include the functional index score and all DRG patients.

### **KPI assessment:**

KPI assessment is based on the goals of the operational management of Hubli Hospital, including the quality of medical services, the safety of medical services, efficiency, and good work. The medical team and the nursing team were evaluated separately. The selection of KPI indicators and the weight of each indicator can be adjusted regularly according to the needs of hospital management and development.

### **3. Communication and feedback:**

Hubli Hospital Management's communication products, which mainly include external communication and internal communication related to the hospital's business areas (such as health insurance and medical fees), are frequently discussed. All departments and staff of the hospital. The Ministry of Health is the policy maker of DRG payments. Hospitals in Hubli must inform the health insurance department of the DRG rules regarding payment and provide timely feedback on problems arising in the use of DRG payments. Under the DRG payment model, hospitals must also collaborate with cost controllers to improve the accuracy of their costs. Information support: Development of operational management systems in Hubli Hospital is distinguished from information technology support by improving the level of technology development, the effectiveness and efficiency of hospital management can be increased. The management objectives achieved in the management of operations can only be achieved by establishing a performance management system based on DRG payments that will meet the requirements of the integrated management system during and after the event and ensure a high level of business and financial integration.

## **DISCUSS**

This study focuses on the management field, which is very important in determining the operation of not only the hospital but also another hospital. On the other hand, the research will be based on real data, which is important for decision-making. Failure to interview a large number of people may hinder the investigation by increasing bias. Treatment is very important.

## **RESULTS**

Many results will be generated based on the information collected from the above points. The results are expected to focus on the current state of performance management and its weaknesses in the day-to-day management of Hubli Hospital and healthcare services respectively. In order to better understand the data to be collected, it must be evaluated using analytical methods such as data presentation and analysis. Additionally, small tools such as an electronic calculator are also needed when calculating data. At the health insurance level, DRG is merely a method of payment, but from the perspective of the hospital's internal operations, DRG is more of a management tool. The main source of DRGs is the change in the cost system, which creates new problems for the internal operations and management of the hospital, which is also important for the impact of DRGs on the internal operations and management of the hospital. This is the key to the impact of DRGs on internal control operations. Therefore, hospitals need to prioritize this and use all tools to manage DRG so that it plays a more important and important role in the management of ancillary operations, especially in the management of internal

operations. Impact indicators for the hospital's four surgery centers show that high time and high cost are the main reasons for the decline in the abdominal surgery category. When performance is calculated according to the quality of the project, the more patients the project completes, the higher the performance, but when the product is calculated according to the severity of DRG, the more ineffective the operation, the longer the patient's life. Hospital stay the number of beds exceeds usage. Progress in cardiac surgery is mainly due to high CMI; this suggests that the initial performance score does not reflect the complexity of the disease treated in this unit and the work of the medical staff. The increase in the hepatobiliary surgery category is also due to higher CMI and lower feeding time and cost. This section explains how to use DRG results to calculate business income, measure professional development, and manage medical costs:

- (1) Calculation of income Benefit: The amount of business benefit can be calculated according to the weight of DRG; as the cost of hosting a DRG case. After receiving the performance results, performance results can be calculated based on actual performance results, performance evaluation and punishment, KPI performance measurement rewards and punishments, etc.
- (2) Evaluate specialty development: Using DRGs and other indicators such as surgery, the development of each specialty in the hospital can be evaluated, and many suggestions for improvements to each specialty can be made. According to the data analysis results, the department can be divided into four groups: star, hot calf, problem, and growth according to the difficulty and good work, and have different purposes and orientations.

### **RECOMMENDATIONS**

This article is recommended:

- Hospitals that lack quality management systems may consider reusing more efficient, cost-effective systems.
- Changes are important for improving health.

### **CONCLUSION**

In this context, in this study, a public hospital performance management system based on DRG payment was developed, and certain points of the process were discussed from four aspects: organizational management, measurement and evaluation, communication feedback and information support. Additionally, this article explains how to use IPMS in the hospital, including preparations before use and important points that must be completed during the operation. In summary, this system will help hospitals create a more effective management system.

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