

基于平衡计分卡的药学服务绩效管理体系构建与评价^Δ

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中图分类号 R95 文献标志码 A 文章编号 1001-0408(2026)11-1473-05

DOI 10.6039/j.issn.1001-0408.2026.11.16



摘要 目的 构建科学、系统的多维度药学服务绩效管理体系,提升公立医院药学服务绩效管理效益与质量。方法 基于平衡计分卡理论,从财务、客户、内部流程、学习与成长4个维度整理参考指标,运用德尔菲法筛选指标,采用层次分析法确定指标权重,构建药学服务绩效管理体系。基于该体系制定行动计划并实施,以客户评价和药学服务成效变化两个维度进行成效评价。结果 梳理得到参考指标28个,最终形成包括4个一级指标、9个二级指标、20个三级指标的药学服务绩效管理体系。与行动计划实施前相比,实施后临床科室满意度显著提升,11个药学服务绩效管理指标得到改善。结论 成功构建科学系统的药学服务绩效管理,可为医院药学服务管理创新和药学服务高质量发展提供参考。

关键词 平衡计分卡;药学服务;绩效管理;评价体系;德尔菲法;层次分析法

Construction and evaluation of the performance management system for pharmacy practice based on the balanced scorecard

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ABSTRACT OBJECTIVE To establish a scientific, systematic, multi-dimensional performance management system for pharmacy practice, so as to improve the efficiency and quality of pharmacy practice performance management in public hospitals. **METHODS** Based on the four dimensions of the balanced scorecard theory, finance, customer, internal process, learning and growth, reference indicators for pharmacy practice performance management were summarized. The Delphi method was used to screen indicators, and the analytic hierarchy process was applied to determine the weights of indicators. A pharmacy practice performance management system was then constructed. Based on this system, action plans were formulated and implemented. The effectiveness was evaluated from two aspects: customer reviews and changes in pharmacy practice outcomes. **RESULTS** A total of 28 reference indicators were summarized, and a performance management system for pharmacy practice was constructed, consisting of 4 primary indicators, 9 secondary indicators, and 20 tertiary indicators. Compared with action plans implementation before, the satisfaction of clinical departments was significantly improved, and 11 pharmacy practice performance management indicators were optimized after implementation. **CONCLUSIONS** A scientific and systematic performance management system for pharmacy practice has been successfully established, which can provide a reference for the innovation of hospital pharmacy practice management and the high quality development of pharmacy practice.

KEYWORDS balanced scorecard; pharmacy practice; performance management; evaluation system; Delphi method; analytic hierarchy process

药学服务作为医疗卫生服务的重要组成部分,在保障安全合理用药、改善患者就医体验、提升医院运营效率等方面发挥不可或缺的作用。近年来,药学服务转型、公立医院绩效考核、按疾病诊断相关分组付费(diag-

nosis related groups, DRG)/按病种分值付费(diagnosis-intervention packet, DIP)支付改革等政策深刻重塑了医院药学部门的职能定位,药学服务工作内涵和自身建设更加具体且量化^[1]。2020年,国家卫生健康委和国家中医药局在《关于加强公立医院运营管理的指导意见》中明确指出,医院应当根据卫生健康部门、中医药主管部门确定的绩效考核指标,建立内部综合绩效考核指标体系,从医疗、教学、科研、预防以及学科建设等方面全方位开展绩效评价工作^[2]。药学服务工作流程复杂且牵涉

^Δ基金项目 国家卫生健康委医院管理研究所2024年度医院药学高质量发展研究项目(No.NIHAYS2433)

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