

## An Analysis on College Hospital Management in the Background of College Logistics Socialization

PENG Yan<sup>[a],\*</sup>

<sup>[a]</sup>Lecturer, Changchun University Hospital, Changchun, China.  
\*Corresponding author.

Received 22 August 2015; accepted 15 October 2015  
Published online 26 November 2015

### Abstract

Based on the author's many years of work experience in the college hospital, combined with the developmental law of China's college hospitals and the innovative theory of Chinese Communist Party, this article advocates that college hospital management in the background of college logistics socialization should be guided by the scientific concept of development, and introduce modern hospital management philosophy; take scientific management as the goal, improve efficiency and focus on benefit; build a college hospital culture harmonizing with the college culture.

**Key words:** College logistics; Socialization; Hospital operation; Hospital management

Peng, Y. (2015). An Analysis on College Hospital Management in the Background of College Logistics Socialization. *Cross-Cultural Communication*, 11(11), 128-131. Available from: <http://www.cscanada.net/index.php/ccc/article/view/7583>  
DOI: <http://dx.doi.org/10.3968/7583>

### INTRODUCTION

During college hospitals' socialization process, in the premise of ensuring the health care of staff and students, college hospitals make indelible contributions in the field of research, teaching, and implementing quality education. They have four important functions, including public health service, prevention and healthcare, basic health service and health education. This cannot be equated to the management of other college logistics sectors, and should be guided by more scientific and reasonable.

### 1. BE GUIDED BY THE SCIENTIFIC CONCEPT OF DEVELOPMENT, PROMOTE A COMPREHENSIVE, COORDINATED AND SUSTAINABLE DEVELOPMENT OF COLLEGE HOSPITAL OPERATION AND MANAGEMENT

#### 1.1 Update Ideas, Explore and Innovate, Adhere to the People-Oriented Service Concept

Operation and management of college hospitals must continue to improve functions, actively explore developmental ideas in the new era, adhere to the principle of "training, making achievements, focusing on quality and producing benefits", always plan hospital construction with innovative thinking, guide hospital to make progress with new ideas, and properly reflect the functions of college hospitals. The leaderships and employees of college hospitals must timely change the service concept from medical treatment service to healthcare service, and serve for the diseased group, sub-healthy group and healthy group. Taking into account different groups and different needs, we must actively adopt targeted measures, provide different services in biology, psychology, sociology, prevention, healthcare, medical treatment and rehabilitation, and achieve the best quality services of respecting, understanding, caring and helping (Gong & Wu, 2002).

#### 1.2 Attach Great Importance to Human Resource Development, Stabilize Professional Teams

Different from other medical works, college doctors should not only have the idea of serving the people wholeheartedly, but also should have health science knowledge and a variety of screening technologies; know about laws and regulations of health science, have an understanding of college hygiene management plan, and know the contents and methods of college health education; master common disease prevention and

treatment work, and be skilled in first aid and accident treatment (Ibid.). College hospitals should establish an employment philosophy of “recognize talents, utilize talents, cherish talents and gather talents”, introduce talents at all levels in a variety of ways, strengthen trainings to employees in disease prevention, treatment, research and other related work, broaden their knowledge and service scopes, improve service capabilities, and build a multi-layered team of professional and dedicated employees.

### **1.3 Strengthen Hospital Scientific Management, Actively Promote the Reform in Line With Hospital Characteristics**

Recently, the national government has made great efforts to develop health institution supporting reform and healthcare reform. In order to be coordinated with the development of the situation, college hospitals actively studied hospital internal management system and competition system, vigorously developed competition for employment and promoted optimized grouping. They reformed distribution systems, mobilized the enthusiasm and creativity of all employees, and recruited outstanding graduates from medical colleges. They increased investments in medical equipment to establish good quality of sanitary conditions and maximize the use of resources.

We should further promote hospital conditions to be ecological, hospital services to be humane, hospital information to be digital, hospital management to be scientific, hospital management to be professional, technologies, equipment and buildings to be modern, and provide high quality of medical and healthcare services for the faculty and students. (Li, 20005)

## **2. INTRODUCE THE CONCEPT OF MODERN HOSPITAL MANAGEMENT, AND PROMOTE THE MANAGEMENT OF COLLEGE HOSPITALS**

### **2.1 College Hospitals Should Establish a Market-Oriented Operational Philosophy**

The only road that college hospitals follow market economic reforms is the costing system, and will also achieve the results of entering into the market and participating in competitions.

Cadres and workers strived to find ways to decrease expenditures, make the operating costs constrained and continue to decline and increase the economic benefits of the hospital. College hospitals should continue to accelerate the implementation of the prospective cost accounting system, based on the calculation and research on the costs of medical services, develop the accounting method and evaluation index system for various hospital departments. (Li, 2006)

College hospitals should actively explore and improve the department’s bonus distribution reform program, reflect the principles of more pay for more work and

decentralization, establish a sound and feasible bonus incentive, distribute most of bonuses to the frontline employees, employees at high-risk positions, and employees with outstanding contributions.

### **2.2 College Hospitals Should Establish a Quality-Centered Brand Idea**

Quality of medical care has become the lifeblood of college hospitals, and medical quality is closely related with patients’ life and health. When patients select a hospital, they firstly pay attention to the level of medical care.

To ensure the quality of medical care, it is important to accelerate the level of education and the level of inspection and supervision, improve the medical quality management system, ensure that every patient can enjoy a high-quality medical service in each procedure from medical records to filling prescriptions, from admission to discharging. At the same time, we must strictly abide by medical quality examination criteria, make medical quality examination institutionalized, standardized and regularized, and nip every deficiency in the bud. Through the introduction of ISO9000 quality management system, we must improve each medical quality indicator, reduce patient disputes and accidents, and further strengthen the brand. (Ibid.)

### **2.3 College Hospitals Should Establish a Patient-Centered Philosophy**

College hospitals should maintain the principle of “patients’ satisfaction first”, regarding it as a standard of serving all people and implementing medical practices.

Strictly speaking, the most prominent problem of patients is health care costs. We must strictly adhere to hospital cost accounting system and charge reasonably, clarify the treatment cost standard of various common diseases, require all medical employees to adhere to reasonable inspection and rational drug use, strictly control all steps of medical expenditures, simplify registration, treatment, charging, hospitalization and other treatment procedures, effectively reduce the financial burdens of patients. (Ibid.)

In the context of logistics socialization, college hospitals are independent economic entities. If college hospitals want to achieve a healthy development, they must carry out researches on modern enterprise operation ideas; only by upholding the patient-centered principle, comprehensively improving the competitiveness of college hospitals, we are able to ensure the sustainable development of college hospitals.

## **3. ESTABLISH A SCIENTIFIC MANAGEMENT SYSTEM TO PROMOTE THE MANAGEMENT OF COLLEGE HOSPITALS**

### **3.1 College Hospital Should Strengthen Employee Management**

A sustainable development of college hospital relies on talents, so we must strengthen the construction of

talented team and strengthen employee allocation mechanism. Firstly, we must take in-depth studies on distribution system reform, and maintain the enthusiasm of employees. We must adhere to the principles of emphasizing performance, distributing according to work, and giving consideration to fairness. Set wages according to work performances, further build a distribution incentive system centered on performance, contribution and diversity.

For those positions bearing great responsibility for hospital management and key technical positions, we must truly effect the principle of paying according to work, reward meritorious employees and punish wrongdoers, further mobilize the enthusiasm of all employees. Secondly, speed up the pace of reform, widely apply employment system into management. We must seriously implement contract management system and competitive system, separate evaluation and appointment, improve identity management, promote the active flowing of employees and promote survival of the fittest. (Yang, 2007)

Thirdly, strengthen the construction of good atmosphere of college hospitals, abandon bad medical moralities, and establish a good image of the college hospital in society. With the enhancement of social civilization, speeding up of the pace of people's lives and increase of work pressures, mental illness begins to spread widely among college students, so the demands for mental healthcare mainly fall on the shoulders of college faculty. College hospital employees should correct their attitudes in ideology, master good qualities and strong technologies so as to provide an excellent service.

### **3.2 College Hospitals Should Strengthen Medicine Management**

Pharmacy management is an important part of college hospital management. In order to improve the economic efficiency of college hospital, it is necessary to intercept the "intrusion" of outside pharmaceutical market, reduce the burden of unreasonable medical costs, make consumers accessible to "cheap medicines, assured medicines", thereby protect the interests of colleges, hospitals and patients.

Procurement of medicines should be based on daily medicine sales and the characteristics of college hospital, reasonably control medicine structures and medicine categories, reduce inventory. We must adhere to the bidding principle of openness, justice and fairness, compare the prices, qualities and expiration dates of similar medicine from different manufacturers, strengthen supervision and management to medicine purchase, not only pay attention to enhancing medicine procurement transparency, but also be strict in medicine quality and price. (Ibid.)

### **3.3 Strengthen Cost Management**

Public health budget to college students becomes increasingly tense, which requires the financial work of college hospitals to be rationally planned, and develop from simple accounting system to multi-dimensional accounting management and cost accounting system.

Firstly, college hospitals should ensure the basic medical care of all employees, and restrict this guarantee into the scope that the governments and hospitals can afford. Integrate college student health insurance into local social security scope so as to improve the level of medical care of college students. Secondly, college hospitals need to increase revenues and decrease expenditures. Implement responsibility into individuals, improve hospital asset price claim system. Thirdly, strengthen the management of hospital departments, focus on prevention, healthcare, combination of prevention and treatment, early diagnose and early treatment on major diseases, and prevent the heavy medical expenses due to delay prevention. Finally, pay attention to the medical expense reimbursement approval system. College staff and students should be firstly diagnosed and treated in a college hospital, and for those complicated diseases which cannot be properly treated in the college hospital, should be transferred to an off-campus hospital designated by Ministry of Health with the permission of the college hospital and get reimbursed; without the permission of the college hospital, a patient will not be reimbursed for hospital transfer. Fourthly, construct a harmonious college hospital culture and promote the management of college hospitals

#### **3.3.1 Definition of the Culture of College Hospital**

College hospital culture is an important part of campus culture, which not only has the characteristics of medical industry, but also has the characteristics of college culture.

The products of the interactions between historical and modern environments are various, and college culture is one of them, which is established by all college staff and students during a long period of activities in education, teaching, research and living. Colleges promote socialization, personalization and civilization of educational work through cultural heritage and innovation to nurture talents. Hospital culture means that hospitals take the advantage of culture to promote people's management, through improving people's cultural qualities, build a good cultural atmosphere, establish a distinct hospital spirit, lead the correct values, establish professional principles and apply mature operational theories, so as to establish a high-quality image of the industry, improve competitiveness of hospital, establish good management theories, management ideas and management methods. (Wang & Zhao, 2004)

#### **3.3.2 Role of the Cultural Construction of College Hospital**

The core of hospital cultural construction lies in its rich connotations. The first is historical heritage, namely, making use of rigorous academic spirit to study a hospital's historical shifts and cultural values, reflecting the characteristics of the spirit of college hospital. At the same time, based on absorption of the culture, accelerate the pace of innovation, expand the history and culture. Secondly, improve the human environment of the college hospital.

It should contain not only material culture, such as hospital work and living environment, but also institutional culture, such as

hospital system, mechanism, policy, regulation, hospital value, belief, morality, emotional and psychological environment. It should also contain spiritual culture, which is the weather vane of the common values of all medical workers. (Ibid.)

Additionally, advocate cultural consumption. Cultural construction of college hospitals can provide a variety of excellent cultural and entertainment products for the employees, and form a pleasant and relaxed cultural atmosphere. Finally, adhere to the people-oriented principle. This management philosophy is the essence and foundation of hospital culture,

requiring the cultural construction to take people as the origin and destination. Employees' ideologies, values, ways of thinking and behaviors directly determine and influence the image and characteristics of hospital culture, they are the carriers of hospital culture. Therefore, we must carry out trainings with steps and dominant emphasis. A multi-level, multi-faceted and multi-factor cultural framework can unify the contents and forms of hospital culture, establish its own characteristics and style, and ultimately enhance the competitiveness of the college hospital. (Ibid.)

### 3.3.3 Measures of the Cultural Construction of College Hospital

Cultural construction of college hospitals should focus on serving students, teachers and retired workers, and can serve the communities around the college. *School Health Work Regulations* explain,

The primary tasks of school health work are: examine students' health conditions; carry out health education to students; make students cultivate a good health habit; improve school hygiene environments and teaching hygiene conditions; strengthen prevention and treatment of infectious diseases and common diseases.<sup>1</sup>

According to the realities of colleges, we must integrate health education into students' quality of education, make college hospitals become the training bases of student health education, and establish a set of health education quality assessment systems. After the successful completion of health examination of college teachers and students, immunization and other related work, we must also attach importance to enhancing college hospital's core competitiveness, promoting the cultural construction with hospital characteristics, and strengthening the fundamental task of educating people (*College and University Hospital Restructuring*, para.4, 2004, p.399).

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