

Research on the Strategic Development of Enterprise Hospitals -- Take XZKW General Hospital as An Example

Lihong Yang^{1, a}, Xin Yao^{1, b}, Yanan Yu¹

¹School of Xi'an University of Science and Technology, Xi'an 710060, China.

^a1506649007@qq.com, ^b353287907@qq.com

Abstract

At present, the introduction of the national new medical reform program has brought about great changes to the internal and external environment of hospitals. Based on XZKW general hospital as the research object, under the guidance of modern management theory, using PEST analysis, porter five models to the hospital, we deeply analyzed the macro environment and industry environment, and SWOT analysis method to comprehensive analysis of the hospital internal and external environment, and puts forward the hospital recently, mid, and long-term strategic goals and the corresponding strategic choice. On this basis, combined with the actual situation of the hospital, a clear strategy implementation plan was made. Taking XZKW general hospital as an example, this paper will further consider how eah can fully recognize its own resources and conditions under the new situation, and put forward the most suitable strategies for future development of eah.

Keywords

Enterprise hospital; Development strategy; strategic choice.

1. Introduction

With the deepening reform of China's medical and health system, the national development and reform commission, the national health and family planning commission and other departments have introduced a series of measures to encourage and guide social capital to run hospitals, which further opens up the medical market and intensifies the competition between hospitals at all levels. Due to the advantages of government policy support, financial subsidies and personnel treatment, public hospitals have unique advantages in the development of the overall medical industry, and the development of enterprise hospitals is particularly difficult. In the face of opportunities and challenges, it is of great practical significance for eah to formulate its own development strategy.

Under the background of the rapid progress of the current medical and health system reform, the medical market competition in Tibet is increasingly intensified, the doctor-patient relationship is increasingly tense, and social capital is widely introduced. As a result, XZKW general hospital is facing more and more challenges and unprecedented opportunities. At present, the hospital still lacks a complete development strategy planning, the existing hospital planning has not been systematically investigated and analyzed, and there is no specific safeguard measures. Therefore, it is necessary to make a systematic and complete analysis of the hospital and formulate strategies in line with the actual development of the hospital.

2. Internal and External Environment Analysis of XZKW General Hospital

XZKW general hospital is subordinate to XZKW co., LTD., an extremely large provincial enterprise, which was prepared for construction in 1971. The hospital is located at the intersection of meijian road and mingzhu road in XZ city. Hospital with a registered capital of

59.368 million yuan, covers an area of 45000 square meters, building area of 80000 square meters, set up to 32 ward, 39 clinical departments, 12 medical department, with three provincial clinical and nursing clinical key specialty, 16 municipal key specialty, is approved by the provincial departments of education and health XZ medical university second affiliated hospital, 2011 by the provincial health department approved for level 3 b, such as hospital, is a collection of medical treatment, teaching, scientific research, rehabilitation and prevention is a body comprehensive hospital.

2.1. External Environment Analysis

In terms of politics and law, the third plenary session of the 18th CPC central committee made a general plan for comprehensively deepening reform. The national health and family planning commission (NHFPC) and other departments have successively issued various rules and regulations to regulate the admittance of medical institutions and manage the qualification of medical personnel, so as to realize the full legal practice of the medical industry.

In terms of economic environment, the development of economy has led to the gradual increase of residents' medical and health care expenditure. From 2012 to 2017, the per capita disposable income in both urban and rural areas of Tibet has witnessed a sustained growth.

Social cultural environment, in recent years the development of "health care and pension" medical union industry become a new trend, medical theory and practice ability constantly improve, people gradually realize that health is also contains the spirit of joy, the masses in the clinic and medical technology has not only focus on the medical results ability, also pay more attention to service experience and personal privacy rights, etc.

In terms of technical environment, "Internet + health" has gradually become a global focus. Medical information and hospital information management have become an important aspect to improve hospital service capacity and patient satisfaction. The emergence of online hospitals, online pharmacies and remote consultation has diversified the supply of medical resources and changed the traditional medical service model.

2.2. Internal Environment Analysis

In terms of human resources, by the end of 2017, the hospital had 1,436 professional and technical personnel (including 263 from the branch hospital), 260 senior titles, including 180 senior medical personnel (including 13 retired and rehired), 50 senior nursing personnel, 30 senior technical, pharmaceutical, medical engineering and other series personnel, accounting for 18.11% of the total. There are 472 people with intermediate titles, including 173 with intermediate medical titles, 235 with intermediate nursing titles, and 64 with technical, pharmaceutical, medical engineering and other series titles, accounting for 32.87% of the total number of employees on the job. At present, there are 22 doctors, 190 masters, 1 provincial "333" engineering talents, 22 master supervisors and 35 professors and associate professors in XZ medical university.

In terms of hospital culture, for more than 40 years, the hospital has formed and refined the hospital spirit of "serving the people with moral medicine", the hospital tenet of "providing the best quality service for health demanders", and "respecting life and striving for perfection". The core values of "care for health, service first" and the hospital vision of "people-oriented, science and technology first, first-class quality, excellent service".

3. Analysis and Design of the Development Strategy of XZKW General Hospital

3.1. Advantages of Hospitals

3.1.1. Obvious Regional Advantages

After the opening of zhengzhou-xuzhou high-speed railway, patients in xiaoxian, dangshan and shangqiu of anhui province will be encouraged to seek medical treatment in Tibet. The hospital has a superior geographical location and a dense population in the surrounding community. For a long time, it has been responsible for the health protection of residents in the western region, five counties and two districts, as well as henan, anhui, shandong and other neighboring provinces and cities. It is the western medical center of Tibet. With the completion of the western elevated highway, it is more convenient for residents in western regions to come to the hospital for medical treatment.

3.1.2. Teaching and Research Have Obvious Advantages

From 2015 to 2017, the company has won 3 national natural science foundation projects, 1 national "863" research project, 19 provincial and municipal projects, 12 group projects, 20 provincial and municipal science and technology progress awards, 26 provincial and municipal new technology introduction awards, and 16 group science and technology progress awards, with strong scientific research ability.

3.1.3. Specialized Brand Features Are Obvious

XZKW general hospital has complete departments and distinct features. After more than 40 years of construction and development, the hospital has formed the main medical features of tumor, diabetes prevention and treatment, cardiovascular and cerebrovascular diseases, respiratory diseases, orthopaedic trauma, minimally invasive surgery, endoscopic treatment of digestive diseases and occupational disease prevention and treatment.

3.1.4. High Level of Informatization

As the medical information quality control center of XZ municipal commission of health and family planning, XZKW general hospital has led the construction of the medical information quality control platform of XZ municipal commission of health and family planning. A complete platform for HIS, LIS, EMR (electronic medical record), nursing management and PACS has been built. All information of examination results is Shared and HIS, EMR and PACS are interconnected. The city takes the lead in using the one-card system for outpatient service, the city's first pilot project is connected with the health information management platform of jiangsu province, and the first one introduces CA electronic signature certification, which is widely used in electronic medical records, LIS and PACS.

3.2. Disadvantages of Hospitals

3.2.1. The Overall Scale Is Small

The overall size of the hospital is small. At present, the number of outpatients, discharged patients, operations and other medical core indicators of the hospital are obviously lower than the other three general hospitals of the same level in Tibet.

3.2.2. Lack of Social Recognition

Outstanding performance is outpatient treatment quantity is on the low side. As an enterprise hospital, XZKW general hospital has been serving enterprises since the 1990s and has not been open to the market, which leads to its lack of attraction to the surrounding people. In recent years, although the market publicity has been intensified, the number of outpatients has not increased significantly, so it has not been recognized by the society.

3.2.3. Lack of Economic Resources

In terms of enterprise investment, the subsidies originally enjoyed by eahs have been reduced or even cancelled year by year. In terms of government investment, eahs cannot enjoy the same treatment as government-run public hospitals. On the premise that eahs, like public hospitals, actively undertake social responsibilities, they receive little government investment or compensation. At the same time, all kinds of expenses are increasing, making the economic source of eah more insufficient.

3.2.4. The Overall Income of Employees Is Low

There is a big gap between the basic salary of employees and that of government-run hospitals at the same level. The performance appraisal is not completely done according to the workload. The overall income of employees is relatively low in Tibet.

3.2.5. Poor Infrastructure

The hospital medical room area is small and old, the existing medical building area of 64500 m², only outpatient, medical building, respectively, in 1985, built in 1979 and put into use, the business occupancy area and function layout, not only can meet the growth in medical consultations and ward scale constantly expanding, and far behind the third-level hospital medical housing construction layout standards.

3.3. Opportunities for Hospitals

3.3.1. The Health Industry Has A Broad Prospect for Development

With the steady growth of per capita disposable income in urban and rural areas, the market for the future development of healthy industries will gradually expand. With the promotion of China's health construction, the government will gradually increase its investment in medical and health care. All these factors promote the further release of residents' demand for medical services and the expansion of the medical market.

3.3.2. Shareholding Reform

With the introduction of a series of national, provincial and municipal policies to encourage social hospitals, the restructuring of enterprise hospitals has become the best choice for hospitals to survive and promote development. The hospital can make use of policy advantages, introduce advanced systems, mechanisms, funds and technologies, cooperate with XZ medical university to build the second clinical college, boost the comprehensive development of the hospital's science, education and research, and build the hospital into a three-level first-class joint-stock hospital.

3.3.3. Government-Run Public Hospitals Are Limited in Their Expansion

From 2014 to 2015, the national health and family planning commission and the general office of the state council issued special documents to make requirements and arrangements for the control of the expansion of public hospitals, and put forward requirements on the control of public hospital beds, strict construction standards, strict control of large-scale equipment procurement, and prohibition of construction with loans. The outline of the national plan for the medical and health service system (2015-2020) clearly stipulates that unreasonable growth in the size of single beds in public hospitals should be strictly controlled.

3.4. Threats to Hospitals

3.4.1. Fierce Market Competition

By the end of 2017, the number of tertiary hospitals in Tibet had increased to 16. Branches of the central hospital of Tibet and the affiliated hospital of Tibet medical university have been built and put into use. With the influx of social capital, a number of private primary and secondary specialized hospitals have emerged in Tibet, which is bound to impact the medical market in Tibet.

3.4.2. The Workforce Is Unstable

XZKW general hospital is the only tertiary hospital in the urban area of Tibet that is organized by enterprises. With the help of preferential policies, tertiary hospitals in other provinces and cities have a rapid expansion momentum. The key talents of XZKW general hospital are strongly attracted not only by the scale of the hospital, but also by the status and salary of public institutions. In addition, XZKW general hospital has no advantages and lacks attraction for mature talents in the recruitment of medical talents with higher education.

3.4.3. Insufficient Health Insurance Fund

The shortage of medical insurance fund makes the hospital bear great operational risk. The outstanding problems of the new rural cooperative medical system (NRCMS) and the insufficient medical insurance fund for residents in Tibet result in the low settlement rate of medical expenses paid by the hospital. The group's old industrial injury and retired cadres and other medical expenses are implemented total control, settlement is not ideal, these hospitals have brought greater difficulties in fund recovery.

3.4.4. Doctor-Patient Relations Are Strained

With the continuous improvement of patients' health needs, higher requirements have been put forward for the technical level and service ability of hospitals. Due to the distrust between doctors and patients, the media's promotion, information asymmetry and other reasons, the doctor-patient relationship is increasingly tense, affecting doctors' work mentality and the normal order of the hospital.

3.5. Design of Strategic Objectives of XZKW General Hospital

3.5.1. XZKW General Hospital Development Target

Short-term goal of the hospital: integrate medical resources, highlight key disciplines, improve the influence of advantageous disciplines in the region, expand the popularity, and attract patients to visit the hospital, so as to promote the overall efficiency of the hospital.

Medium term goal of the hospital: to strengthen connotation construction and carry out hospital management in accordance with the standards of grade iii and grade a hospitals. In addition, we will attract investment groups with experience in health industry management to join us, carry out shareholding reform of hospitals, introduce advanced systems and mechanisms and external capital, innovate operation and management modes, break down institutional barriers, and improve the level of hospital infrastructure equipment.

Hospital long-term goal: relying on the management of the shareholders, capital advantage, 5 to 10 years, building the huaihai economic zone's largest third rate joint-stock hospital, around slow disease management, new medical developments on the Internet, such as health care, to develop high value-added services, at the same time, in provides the high quality medical service for the society, on the basis of a hospital, two of the group of restructuring XK and factories and hospitals and other medical institutions and pharmaceutical companies, gradually to pharmaceutical circulation, community service, pension industry and other fields, the business scope gradually by the medical field to physical examination, medical rehabilitation, medical combining aspects of development.

3.5.2. Development Strategy Selection of XZKW General Hospital

Considering the broad development prospect of the health industry, XZKW general hospital should choose the expansion strategy. XZKW general hospital needs to continue to play a specialized subject characteristic advantage, development of domestic medical market, the introduction of social capital, promote the whole scale hospitals, as well as the medical institutions of the group of XK collective integration and foreign mergers and reorganization, the establishment of medical group, expand business scale and expand the ways for

development, mainly by the medical field to physical examination, medical rehabilitation, medical combining aspects of development.

The business layer strategy of XZKW general hospital is applicable to the differentiation strategy, which is the best choice for the rapid development of the hospital and the acquisition of market competitive advantage. Facing the fierce competition among urban hospitals in Tibet, XZKW general hospital needs to provide characteristic service projects and service brands through specialty construction and differentiation of specialty services to achieve sustainable development, so as to attract more patients and seek differentiated development.

In terms of functional strategy, XZKW general hospital should choose marketing strategy, human resource strategy and public relations strategy. We will lay a solid foundation for the implementation of the overall strategy by carrying out marketing, implementing the human resources strategy, and maintaining good medical and political and doctor-patient relations.

4. Conclusion

In this paper, XZKW general hospital as the research object, the use of strategic management theory, a comprehensive analysis of the hospital's internal and external environment, put forward the hospital development goals and strategic design.

As one third of the national medical resources, eah is an indispensable part of medical resources. Facing the challenge of the new medical reform, eah should analyze the situation seriously and seek the method of development. Here are the main Suggestions:

Market-oriented, actively expand new service areas. We will provide multilevel and diversified medical and health care services, develop large social and rural markets, increase the number of service projects that meet market demand, and meet the medical needs of enterprises and people in neighboring areas.

Enhance service capability, enhance doctor-patient communication and improve doctor-patient relationship. We strive to treat patients well, to warm them, to improve medical ethics, to minimize complicated procedures, to serve patients in a highly responsible, convenient and efficient manner, and to further respect and protect the legitimate rights and interests of patients.

Strictly implement the medical insurance policy, control the utilization rate of drugs in the basic medical insurance drug list and the utilization rate of drugs at their own expense, and supervise doctors' treatment for diseases, rational drug use and reasonable fees; At the same time, eahs should strive for more government policy support to avoid being forgotten by local policies.

To sum up, the current enterprise hospital change is still in transition period, the enterprise hospitals should take on, work out feasible management development strategy, to create distinctive brand, clear enterprise hospital internal and external environment, market positioning, by making correct development strategy, the hospital will have a clear development direction, by the movements of the internal coordination, can play the whole efficiency, arouse the enthusiasm of the staff. Development strategy is the top priority of hospital work, its formulation and implementation will inevitably promote the development of eah work, is the leading enterprise hospital work, the development of a correct and reasonable strategy can make eah further development and growth.

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