

The Status Quo, Problems and Improvement Measures of Hospital Refined Management in China

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Abstract: The implementation of fine management in public hospitals is an effective management method to improve the management level of hospitals and realize the full utilization of limited medical resources in hospitals. The main function of hospital management accounting is to provide timely and accurate management information for hospital leaders so that leaders can grasp the operational status of medical services of hospitals in time, effectively strengthening hospital management services. In recent years, the implementation of management accounting in the implementation of refined management of the hospital has achieved good social and economic benefits, and the application of management accounting in hospitals is of great significance.

1. Introduction

The implementation of fine management in hospitals is an effective management and management method to improve the management level of hospitals and realize the full utilization of limited medical resources in hospitals. It has been widely recognized and recognized in the process of continuous development and improvement. The connotation is to make each execution link of management work precise and data through various management methods and means, improve the execution and efficiency of the organization, and improve the efficiency of the organization as a whole. The fine management of the hospital is ultimately to refine each work into every link, that is, the harmonious unity of "knowledge-word-walking", the unification of the leadership team and the staff team, and the internal unity of hospital development and patient needs.

2. The Concept and Significance of Hospital Refined Management

The refined management is derived from the exploration of Toyota in Japan in the 1970s. The final application in the automotive industry has led to refined management and refined production. The core concept of refined management can be summarized into four words: "fine and fine Strict and accurate." In the implementation of refined management in hospitals, "fine" is to strive for excellence, not only to cure patients' diseases, but also to have short hospital stays, low medical expenses, and patient satisfaction; "fine" is to refine the medical care operation process and refine management. "Strict" is to strictly control quality, strictly enforce standards and systems; "quasi" is accurate information and decision-making, accurate data and measurement, accurate time connection and correct working methods. Programmatic, standardized, data, and standardization are the most important features of hospital refinement management, achieving precise, coordinated, and efficient operations through the various units of the organization. Fine management is not only the need for hospitals to surpass competitors and surpass themselves, but also an inevitable choice for sustainable development of hospitals.

The so-called refined management is to achieve precise and data-oriented implementation of each execution of management through various management methods and means, improve the execution and efficiency of the organization, and improve the efficiency of the organization as a whole. The essence of "fineness" is the persistent pursuit of science, and it is a refined thinking mode that pursues the ultimate together.

The essence of hospital refinement management is that it is a process of decomposing and implementing strategies and objectives, and is a process that enables hospitals to effectively

implement strategic planning in each link and to enhance the overall execution capacity of hospitals. An important way. After a hospital has established a directional approach to refined management, it is important to combine the current situation of the hospital with the “fine” approach to identify key issues and weak links, and to carry out the system in stages. Then, we will implement the operation, improve a system, and change the relevant system. Only in this way can we finally integrate all the systems and realize the functions, effects and functions of the refined development in the hospital.

3. The Necessity of Implementing Refined Management in Hospitals

With the continuous development of the medical market, the competition between hospitals is increasing, and the medical services are becoming more and more homogenous, which makes it more and more difficult to obtain competitive advantage through the service differentiation strategy. Therefore, if hospitals want to take the initiative in the competition, they must adopt an advanced management method. The refined management method is a higher level of scientific management and is increasingly developed in modern hospitals. Fine management manages the details and provides more thoughtful and meticulous service to medical consumers [1]. Only by accelerating the pace of refined management and improving the management level can the hospital be in an invincible position in the increasingly fierce competition and maintain sustained and stable development.

With the rapid development of medical technology, the division of labor in medical services has become more and more detailed and the degree of specialization has become higher and higher. This requires the hospital to adopt a corresponding management model, so that the hospital can organically coordinate all aspects of work from the technical and organizational management to form a unified system. Therefore, refined management plays a more important role in the management of hospitals.

In recent years, people's medical consumption concepts and consumption levels have undergone great changes, and the choice of hospitals has become more and more rational: the demand for medical care services has also diversified and personalized trends, and the requirements for medical care services have also Higher and higher. As the saying goes, the details determine success or failure. As such, the details of the service are particularly important. In order to fully meet the needs of consumers and satisfy medical consumers, hospitals need to shift to refined management [2].

4. Implementation of the Misunderstanding of Hospital Refined Management

Most hospitals do not have a deep understanding of the connotation of refined management. They only stay in the external form construction and think that this is refinement, but it is not. Fineness is first and foremost a concept, a culture [3]. It requires careful and rigorous attitude, perseverance and excellence to make the work meticulous; fineness is followed by a management behavior, which must be maintained with hospital culture and hospital values. Consistent. Because there is no simple execution of the soul, the road to refinement will not last long.

Regardless of which management method, it is necessary to rely on a sound scientific management system to function, and so is fine management. The most basic records, data, standards and systems in the hospital's various business operations are the basic work of hospital management. It is necessary to pay full attention to these basic management tasks. In the process of implementing refined management, it is necessary to avoid high-handedness, eager to imitate and pursue the refined management mode adopted by other hospitals, and ignore the actual situation of their own hospitals. It is a long process to clarify the road of refined management. It is not eager to seek success. Only when the original management system is perfected and the management is refined based on the basic work is the convenient way and can achieve the desired results. However, "fine" can not be comprehensive, to identify key links, weak links, improve the relevant management system, achieve level improvement, system health, power level, task, responsibility, responsible, phased implementation Only in this way can we finally integrate all management systems to achieve the desired results. Fine management emphasizes the level and connotation, and it must be

practical and just right.

Fine management requires the awareness of rules, emphasizes the system, and regards the system as a means of expression of management methods. It defines and implements the essence of management, so that the operation process follows the rules. However, in the implementation process, "people" still plays an irreplaceable role. Refined management is relative to the arbitrariness and blindness of managers as "people" and does not replace human subjective initiative. If we ignore the role of people, over-emphasizing the rigid implementation of rules and regulations will eventually make the system a "mechanized" implementation standard. However, the hospital is a place with many variables and sudden emergencies. If there is a system alone, it is too limited. At this time, it is necessary to be more responsive to the medical staff. Therefore, it is necessary to use flexible management.

First of all, the refined management advocates to speak with data. It is believed that the hospital's various aspects of work can be quantified and digitally managed, so that the hospital can be refined. In fact, the figures are only one aspect. There is still a considerable part of the work that cannot be quantified by numbers. If only the numbers are used as the basis for hospital administrators to provide reflections, it will inevitably lead to deviations in decision analysis and thus loss of refinement. The meaning of management.

5. Measures to Implement Hospital Refined Management

First of all, refinement is first and foremost a management culture. It embodies the cultural atmosphere and system of management within the hospital organization. The third-rate organization is a project, the second-rate organization is a brand, and the first-class organization is a culture. Only when everyone forms a consensus will it evolve into a conscious and voluntary behavior among employees, which is the self-requirement of management. Second, refinement is still a management concept. It embodies the perfect pursuit of management by hospital leaders and the basic requirements of managers for hospital staff. Ideas determine behavior. Rescuing the wounded and dying is a serious topic. Therefore, the medical activities involved need more careful and prudent work attitude. Only with refined management concepts, guiding rigorous medical practice, and taking every step of hospital management and management, the hospital will obtain Competitive advantage and brand development. Therefore, in the process of implementing refined management, the hospital must first carry out refined concept training for managers and employees, formulate standardized training plans, and provide management with various methods such as out-of-sale training, centralized training and visit research. According to different levels, different positions, different professions, etc., in-hospital publicity and education, while improving management ability and quality, cultivate the refined concept, theory and methods of employees. It is integrated into the work habits of each employee, specific to the strict implementation of each system, careful and thoughtful for each patient. The use of specific and clear quantitative standards to concrete and refined abstract hospital values runs through every aspect of medical activities. The medical staff will gradually change from being a standard to a conscious act, and the hospital management will be transformed from a single system management to an institutional management and cultural management, demonstrating the effectiveness of cultural management.

The basic work of hospital management is the foundation of hospital operation. On this basis, other management work of the hospital can be further improved and the value of the hospital can be realized. Therefore, hospitals must gradually improve the existing management system from easy to difficult, and establish a more scientific and standardized workflow to make the operation of the hospital more rational, rather than leaving the actual work. This makes fine management easier to perform and less resistance.

One of the pursuits of refined management is that the operation process has rules to follow and evidence to follow. However, the hospital is a place where emergencies occur frequently. Both parties providing or receiving services are "people", and people have ideas and souls. Therefore, in the process of implementing refined management, it is necessary to emphasize the importance of human beings. The interaction between people and institutions. In the process of implementing

refined management, we should give full play to people's subjective initiative, instead of simply obeying, and use the PDCA cycle method, quality control circle, vulnerability analysis and other advanced management methods to continuously revise and improve the rules and regulations. At the same time, refined management should be integrated into the management concept of modern personnel management, and develop, utilize and manage people as an important resource, fully develop people's potential, stimulate people's vitality, encourage employees to actively and creatively carry out their work, and make people do their best. It is a good thing for people, suitable for personnel, and ultimately achieve the goal of refined management of the hospital.

The data can reflect the current status and dynamics of the hospital, show the production efficiency, speed and efficiency, and even reflect all aspects of the hospital's production and operation activities. According to the hospital information management system, the data provided by the emergency department, the number of hospital admissions, the average hospitalization day, the number of operating procedures, the cost of medicines, the amount of consumables used, the rate of microbial examination, the incidence of nosocomial infections, and the income of hospitals [4] To provide scientific decision-making basis for managers at all levels of the hospital, and ultimately achieve the management objectives of medical quality, safety, efficiency and efficiency, and promote the sustainable development of hospitals.

The hospital's refined management is a systematic project covering all areas of the hospital. In the process of implementation, it must go beyond the misunderstanding of refined management, adhere to the philosophy of cultivating ideas, combining reality, attaching importance to people's subjective initiative, and implementing decision analysis through numbers. The road to management. Only the refined management that meets the actual situation of the hospital will continue to bloom, and finally bear sweet fruits, thus achieving the goal of a win-win situation for hospitals and society.

6. Conclusion

The refined management of hospitals is a long-term and systematic construction project. It is necessary to abandon the idea of quick success and instant benefit. It is necessary to overcome the fear of distress, study hard, constantly update management knowledge, constantly summarize work experience, and constantly change management methods in order to persevere. The management work went deeper and eventually reached the overall goal of hospital refined management.

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