

Research on the Logistics Management Service Socialization of Public Hospitals in Yunnan Province

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Abstract—The logistics management service system is the basis to operate a hospital, and is one of important indicators to evaluate the modernization level of a hospital. Owing to the powerful position of the public hospitals in China, their logistics management services are usually lagged behind, which affects the ability of sustainable development. In order to study the socialization progress of the logistics management service in Chinese public hospitals, the home and abroad logistics service socialization mode are summarized, the current situation and existing problems of logistics management service socialization in public hospitals in Yunnan province are analyzed, and the countermeasures and suggestions are put forward finally. It is expected to provide a theoretical reference for the improvement and promotion of logistics management service socialization practice in Yunnan province and China.

Keywords—logistics management; logistics service socialization; public hospital; social service

I. INTRODUCTION

Hospital logistics management and service department, as a support system of hospital, provides services for rescue, medical, scientific research and teaching in clinical departments of a hospital. At the same time, it also aims to facilitate the life of medical staffs and patients visit. If we say that the clinical department is the core of a hospital operation, then the logistics management and service department is the basis for the normal operation of a hospital. Its management efficiency will affect the normal development of medical treatment, teaching and scientific research work. Logistics system is one of the important evaluation indexes to measure the level of modernization of a hospital. The traditional logistics management system of a public hospital in China has been running for several decades under the planned economy mode, the socialization reform of which is slow since it is restricted by the theoretical cognition, the traditional system and the custom. With development of market economy, the medical and health system reform has made a great progress, so the reform of logistics management and service socialization should be paid more attention and be promoted faster. Through actual investigation and theory summary of the home and abroad socialization modes of hospital logistics service, this paper aims to analyze the current situation and existing problems of the socialization of logistics management services in public hospitals in Yunnan province, and provide the countermeasures and suggestions. It is expected to have a

theoretical reference value for the reform and promotion of the logistics management and service socialization practice of public hospitals in Yunnan province and China.

II. REVIEW ON PRACTICE AND LITERATURE RESEARCH ON HOSPITAL LOGISTICS SOCIALIZATION AT HOME AND ABROAD

In practice, the hospital logistic management and service socialization of the developed country is common. The effects are, first, to reduce the operating costs; for example, 70 percent of the hospitals in the United States may reduce the operation cost through some form of outsourcing services; the second, hospitals may focus on its core business and improve the level of medical quality. The hospital logistics service socialization mode in Hong Kong is the one of intensive, professional, standardized, scientific and technological type. It reduces the cost of logistics services, and improves work efficiency and quality of service. It has received a high praise from patients and senior management. Active exploration and practice has been carried out on the establishment of regional intensive entities and inter regional specialization entities in Shanghai city, which includes three approaches: hospital joint, social joint and logistics projects entrusted to the community. It has made a great achievement on the reform of logistics management.

On the theoretical research, the domestic hospital gradually realized the importance of logistics management and services. Some discussions were made under national conditions. For example, Zhu Shumei(2013) analyzed three types of hospital logistics management service model, which are the closed management mode, service socialization mode and medical extension industry model. Under the national conditions and the hospital operation mode, the paper drew a conclusion that the model of medical extension industry is consistent with the development level of most hospitals in China (mainly refers to the public hospitals)[1]. Sun Lin(2013) put forward the "business" management concept and "embedded", "outsourcing" management modes to be applied in hospital logistics management[2]. Chen Boxun(2013) analyzed the existing problems of logistics management of public hospital, and put forward a set of management mode, such as improving work system, strengthening cost control, fine management, promoting energy-saving emission reduction[3]. Liu Kai(2014) put forward the ways to improve

hospital logistics management, such as talent team construction and training, improving management system, promoting socialization process of logistics services, strengthening information construction, updating management concepts[4]. Shao Jianfen(2011) pointed out that the hospital logistics management service socialization reform must be prepared in several aspects: the unity of ideological work, function change, logistics enterprise management, logistics management service socialization to be tailored[5].

All in all, the medical system in China is mainly operated and based on the public hospital, so it is subject to the concept and the system. Although there were researches in theory and practice on the logistics service socialization of a public hospital, it is far not enough. Based on the above research results, focusing on the public hospitals in Yunnan Province, this paper aims to analyze the present situation, problems, causes and countermeasures of the socialization of logistics management and service, and especially make a deep research

on the socialization process of the hospital logistics management services in the western and less developed provinces in China.

III. ANALYSIS ON THE CURRENT SITUATION OF LOGISTICS MANAGEMENT SERVICE SOCIALIZATION OF PUBLIC HOSPITALS IN YUNNAN PROVINCE

A. Current situation analysis

The logistics system of a public hospital in Yunnan Province generally includes five departments, they are financial management, asset management department, logistics department, defend department, and infrastructure department. Among them, part of functions of logistical and defend department have carried out social management of service outsourcing, which are shown in Figure 1 and Figure 2. These departments to provide logistics services for operation of a hospital may be summarized as below.

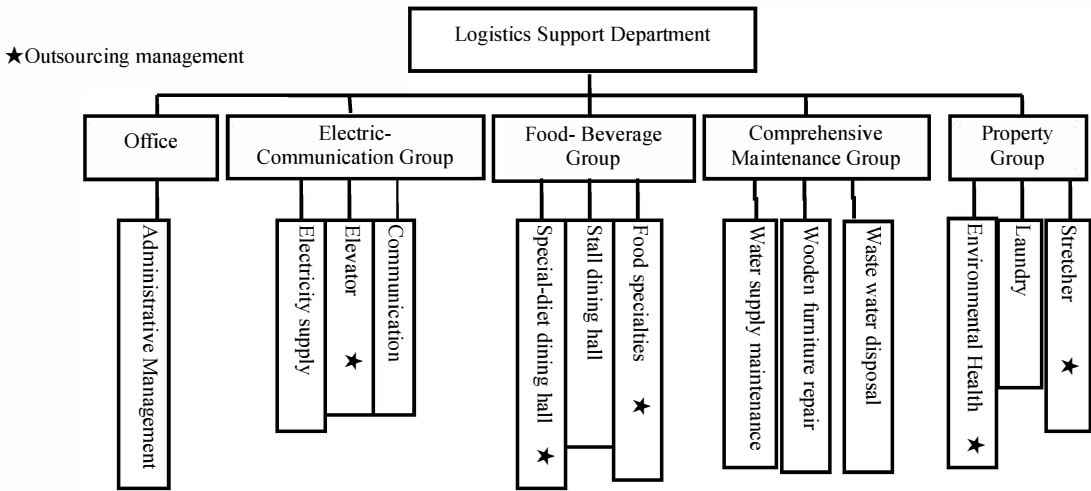


Figure 1. Function structure diagram of Logistics support department in a public hospital

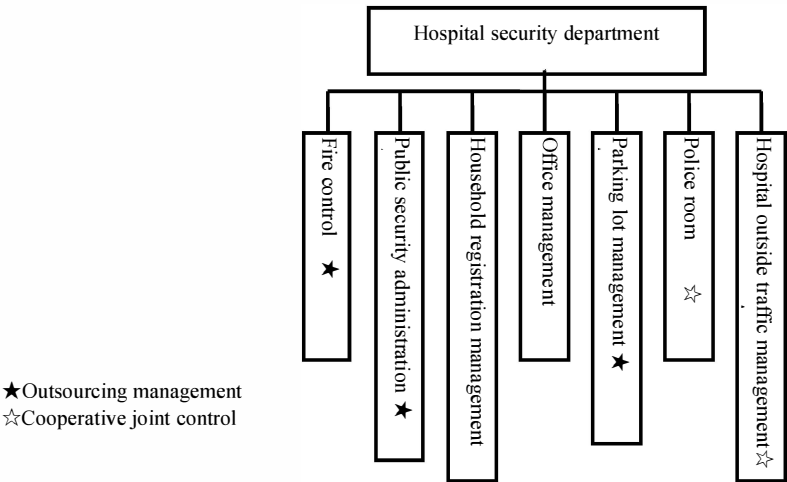


Figure 2. Function structure diagram of hospital security department

(1) Clear division of responsibilities

Firstly, it provides logistical support for the first-line clinical departments, such as financial management, medical equipment resource and power resource management; secondly, it provides services for patients living, such as food and beverage service, environmental order management; thirdly, it provides services for the workers' life, such as real estate management, infrastructure construction, office repair and maintenance, property management (cleaning, maintenance, equipment operation, green, and security).

(2) Improve the logistics service quality inspection and management system

In accordance with the requirements of ISO9000 quality management system, hospitals have established a scientific and comprehensive evaluation system of quality control on department work, and set up a series of documents about the logistic services project standards, which aims to reinforce the process of management service in specialized and standardized management mode, and carry out dynamic assessment. The requirements and standards of service are made public to deepen quality service. The logistics service quality, level, attitude and ability have been improved greatly therefore.

(3) Carry out logistics cost accounting management comprehensively, and improve the management effectiveness

Through classification, stripping, comparative analysis and project analysis on logistics operation cost, the hospital logistics operation cost were made clear, and it laid the foundation for the estimation of logistics budget. On this basis, a logistic financial contract with the logistics department was implemented, which means cost overruns do not fill the balance of retention.

According to the total cost accounting management of an enterprise, the guarantee and business accounting were divided and carried out in the logistics department. Service security unit focuses on cost control, while business unit is encouraged for income generation. As a result, the cost of logistics operation is reduced, the efficiency of capital use is improved, and the efficient and standardized construction of the internal management in the logistic department is enhanced.

(4) Complete the transformation of identity management into position management, and reflect more pay for more work.

In accordance with the requirements of a modern enterprise system, the traditional identity management system has been broke, and the position management was implemented, which set the post according to the need and set staff number according to the position. It will implement the management personnel and staff appointment system in the process of appointment, following the procedure of open recruitment, competition for posts, two-way selection, and merit based hiring.

(5) Establish public bidding system

It has established a public bidding system on the construction of hospital infrastructure, equipment and material procurement, and etc..

B. Existing problems

(1) The power shortage of the logistic socialization reform in a public hospital

For a long time, China's financial sector allocate funds for each hospital based on the number of hospital staff, that is, the amount of money allocated change with the increase or decrease of personnel. Hospital logistics service socialization reform makes the number of staff less, resulting in the reduction of financial allocation. This phenomenon is the resistance to reform. In addition, due to the lack of competitiveness from private hospitals in our country, it also leads to the lack of power in the socialization reform of the logistics service in public hospitals.

(2) The logistics management lags behind the overall reform progress of a hospital

Over years, the public hospitals have been studying various measures to regulate medical behavior, pay attention to quality of medical care and improve level of medical care, while the status and function of logistics service in a hospital management is lack of awareness. Most of senior manager are worried that the reform will have a conflict of interest and reform may fail, so they would rather put the logistics reform task to the successor.

(3) The professional level of a property management company does not meet the requirements of reform

At present, the property management company is few, which can take the responsibility of professional medical service of a hospital. On behalf of hospital, the hospital staffs engaged in logistics department are not willing to accept the socialization of a property management service corporation. In Guangzhou, Beijing and other cities, several hospitals tried to build their own Property Management Company based on the logistics department to carry out some social reform. Its advantage is that it may solve the problem of logistics personnel arrangement, and shorten the run-in period between a logistics company and the hospital. However, this model also has shortcomings. The property company can not completely get rid of the hospital's administrative management owing to not enough sense of market competition, so it is not the real social company.

(4) The low quality of logistics service personnel

The staffs in the logistics department have the following characteristics, aging, low level of culture, and lack of professional knowledge. Facing the rapid expansion of hospital scale and growing demand of normative service quality, the arrangement of them will become a great difficulty and resistance when introducing the social mechanism. This problem restricts the progress of hospital logistics services into the professional and fine development.

(5) The transformation of government functions does not go far enough

The government has not improved and adjusted the new financial allocation system so far.

IV. THE COUNTERMEASURES TO PROMOTE SOCIALIZATION REFORM OF LOGISTICS MANAGEMENT AND SERVICE IN PUBLIC HOSPITALS

A. Expand the scope and level of logistics reform, standardize hospital logistics resource allocation, and rationalize management and service functions

From perspective of "big logistics", in order to meet with the rapid development of the hospital business, it is necessary to carry on system combing with the contents of hospital service, and build an adaptive logistic service system. That is to say, with the actual needs of reform practice and hospital development, all the logistic affairs, such as food service, staff house property, printing, material supplies, mortuary, wash pulp services, water, electricity, gas, communication, elevator, oxygen supply, sewage treatment, sporadic housing repairs, green health and cleaning, stretcher service and etc., should be managed and operated by the logistics department in accordance with the contract. According to law of market economy, the logistics department should restructure and optimize the allocation of resources for reasonable and effective use.

B. Promote the operation of logistics service management system based on project management

At present, the hospital logistics department implements the common logistics management system of responsibility. It reduces the logistics operation cost, but also has some limitations. For example, it can't control the running cost of water, electricity, gas and communications business, and can't get the understanding of the clinical department. This makes a contradiction between controlling cost and improving support ability. The result is that the logistics department has to take responsibility at the expense of the interests of department. This is not conducive to the promotion of reform. Therefore, it is necessary to reform the logistics management system of responsibility firstly. The effective operation mechanism of logistics support department should be established to implement the multifaceted and multiple channel cost control based on the core of item charge and project management.

C. Deepen the reform of logistics personnel distribution system, and strengthen the competition mechanism

The reform of personnel distribution system is an important part in the reform of logistics, and is the key to success. In the process of logistics staff transforming from identity management to position management, the entry and exit channels of personnel should be broaden, and the competition mechanism be strengthen.

To be specific, the logistics department should carry out the second reform of personnel system. On the condition of assessing comprehensively logistic workload, work tasks and

intensity, set station on need, arrange staff on post, and open most of jobs to the community.

It is necessary to improve the distribution method of logistics post salary linked to benefit, cost, quality and performance assessment, make the distribution reflect more pay for more work, strengthen awareness of competition, service and quality, further mobilize work enthusiasm of staffs and improve their work efficiency.

D. Introduce social competition mechanism, and promote the socialization progress of logistics reform

The purpose of logistics reform is to allow a hospital to get better service assurance, lower service prices, and have a more professional level of service. Under the project management and charge mode, introduce social strength to participate in the hospital logistics service and management. Therefore, the following basic work should be done well.

(1) Prepare to do the definition and audit of logistics fixed assets

To manage assets, the fixed assets used by logistics department should be made a clear definition and audit, a system of fixed asset ledger be established, the value of fixed assets of logistics be kept or increased, and logistic fixed assets depreciation extraction and management measures be set up.

(2) Improve management mechanism of party A and party B

To establish management mechanism of Party A and Party B, such works should be done, (1) to make clear rights and responsibilities of both sides; (2) to strengthen the supervision and management on Party A to Party B's service process and quality; (3) to establish efficient and fast logistics affairs consultation mechanism between both sides.

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