

The Exploration of the Path in Decision-making and Democracy Management within the Management Systems of Modern Hospitals

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Abstract: Modern hospitals base their management systems on the division of policies and affairs, administration and practice. The state-owned hospitals become the juristic persons which possess the independent property ownership, franchise, personnel autonomy, right of salary assigning and KPI assessing and etc. By means of which, the government grants adequate autonomy to the hospital management team that features the director of the hospital as the core member. With the above context as the main topic, this paper tends to examine the way to achieve the scientific, efficient and democratic decision-making, further exploring the path to a better optimized management and decision-making system of modern hospitals

Keywords: the management systems of modern hospitals; state-owned hospitals; decision-making mechanism; democratic management

1. Introduction

The management system of modern hospitals, that forms within the framework of the late-model public governance, is a systematic arrangement on the duties and power relationships between the government and hospitals and institutional design about hospital administration. The core of the system practices the rule of division of policies and Affairs. The government grants adequate autonomy to the hospital management team that features the director of the hospital as the core member. The establishment of the scientific decision-making and democratic administration is the key step. In terms of the enhancement in the efficiency and quality of hospital management, the scientific decision-making and democratic administration are complementary. Therefore, constructing the democratic management systems and decision-making mechanism in a scientific way is an effective path to advance the realization of legalizing and scientizing modern hospitals.

2. Optimizing the decision-making mechanism is the first step of establishing the management systems of modern hospitals

As the General Office of the State Council states in the Guidance on Establishing the Management Systems of Modern Hospitals, optimizing hospitals' management systems in an explicit way involves the following thirteen reforming tasks: formulating constitutions of hospitals for regulating the inner-governance structure and power execution, and further enhancing the operation efficiency; optimizing the decision-making mechanism to guarantee that party's purpose could be well embodied in the decision-making process; optimizing the management systems of democracy for letting employees be fully engaged in the decision-making, management and supervision of democracy; optimizing the management on health-care management, human resources, financial assets, KPI assessment, personnel training and etc.; strengthening the construction of hospital culture to set up a high standard of ethnics; fully carrying out the convenient service to the public for a better doctor-patient relationship.[1]

Decision-making is not only the foundation work but also the first step for the management of hospitals. The development of hospitals and result of their management work depend on if they make the decisions or not. Therefore, the establishment of an optimized discussion and decision-making mechanism is the foundational systemic arrangement that promotes the scientization and legalization of hospital management and improve the quality of health-care service, and furthermore, having a great significance on the realization of the tactic goal of health-care reform.

The decision-making mechanism consists of three aspects: power structure, organization system and discussion rules. The power structure mainly refers to the configuration of the decision power, in other words, the relationship among the decision-making main bodies. The organization system mainly comprises the pivot decision-making mechanism, the participation structure, the communication mechanism and the supervision and obligation system. The discussion rule is based upon the programmatic rules of power structure and organization system, which is a highly operational behavior rules for the leadership. These three aspects support each other while complementing and restricting each other, becoming a complete system that leads to a more effective leadership. [2]

3. Establishing the scientific decision-making mechanism is an effective path to realize the process of making decision scientifically and democratically.

The analysis of the decision-making mechanism of state-owned hospital embodies a general principle. The scientific establishment of the decision-making mechanism of state-owned hospitals consists of the following three aspects: first, the power structure of the decision-making refers to the relation between the decision-making entities; second, the organization system includes the resolution mechanism of the decision-making main body, coordination mechanism, decision-making information system, decision-making consulting system, decision-making accountability system and decision-making supervision system. Last, the rule of decision-making consciousness is made up of the organization system and decision-making power structure, with a good function building up behavior norms. With the above-mentioned systems interacting and complementing each other, a complete decision-making mechanism has been established. [3]

The decision-making team of state-owned hospitals, in order to dramatically enhance the efficiency and quality of the decision-making, stimulates the realization of the creatively developing goal, scientifically arranges the system-related decision and non-system-related decision, interacts and communicates with other decision-making participants, finally coming up with the systematic arrangements concerning the distribution of decision-making power, decision-making operation process and decision-making operation rules, etc.

4. The optimization of the decision-making mechanism of state-owned hospitals within the management systems of modern hospitals

4.1. Optimizing the principles that state-owned hospitals should follow

First, hospitals must follow the leadership of the party. They should carry out the fundamental theory, route and strategy of the party, implementing the health-care work instruction, strengthening medicine-health reforming plans and guaranteeing the correct path of hospital development. The party organization of the state-owned hospitals is the foundation for the overall management, which has to be fully influential in every aspect of hospital management.

Second, hospitals must be governed by the law. Hospitals should establish a mechanism of administering themselves by the law and stimulate the modernization of the inner governance of hospitals. Hospitals should, by the law, carry out their governance over personnel training, recruiting and KPI assessing.

Third, hospitals must stick with the principles of democratic centralism. Hospitals should adopt the governing method of combing the collective administering, division of responsibilities and hierarchical management. And they should also optimize the discussion rules and procedures, keeping on enhancing the level of the decision-making of scientificness, democracy and legality.

4.2. Defining the authority of the decision-making duties

Within the management systems of modern hospitals, state-owned hospitals become the entities of legal persons, possessing independent property ownership, franchise, personnel autonomy, right of salary assigning and KPI assessing and etc. State-owned hospitals, with the combination of the relevant rules and the practical goals of their owns, should explicate the duties and authorities of the meeting bodies such as the party committee, the principal administration committee, and other academic societies. The party committee discusses and determines the development and reform, financial budget, inner-organizations set-up and important issues that concerns the security of the right of the medical staffs. The

principal administration committee is the decision-making body that takes charge of the administrative affairs and makes the decision. Those academic societies provides the consulting support and feasibility demonstration for the medical treatment quality control system and pharmacy administration.

The party committee discusses and determines the following matters: 1) the fundamental construction work of the party spirit and ethnics; 2) the examination of constitutions, the modification and abortion of important rules and the setting-up of majors and subjects; 3) the deliberation of significant reforming drafts and the arrangement of annual budget; 4) the recruitment of top-notch talents, the bonus stimulus of employees, the evaluation of titles and distribution of incomes.

The principal administration committee discusses and determines the following matters: 1) the proposal of significant projects and reforming drafts; 2) the plans of human affairs; 3) the key matters of medicine practice; 4) the training and continuing education of employees; 5) the setting-up of administrative management. [4]

4.3. Optimizing the decision-making systems

Scientifically establishing the discussion rules is the basic security for the execution of the democratic management as well as the effective basis which guarantees the scientificness and rationality of the decision-making process. The discussion rules are supposed to regulate and supervise each phase of the discussion process. In collective discussion part, the discussion rules are supposed to, in alignment with the principles of scientificness and democraticness, practice the scientific design so that they can guarantee the scientificness and rationality of the decision-making of state-owned hospitals.

Party committee meetings are held by the committee secretary while the principal administration committee meetings are held by the principal. Administrative matters of significance and professional business should be firstly discussed and passed by the principal administration committee meetings before they are finally determined by the party committee meetings. Hospitals should stick with the principles of making decision scientifically, democratically and legally, strictly kept away from the dictatorship on decision-making. Matters of great significance should be well discussed with and further agreed by both the committee secretary and principal before being handed to the meetings. [5]

4.4. Improving the decision-making supervision systems

Hospitals ought to establish a better decision-making system, perfecting the supervision system and explicating the object and subject of the supervision as well as the content, procedure and mechanism of the supervision. They have to stick with the principle that the man who determines is the one who takes the responsibility. The unification of responsibility and power should be brought into the management system.

5. The democratic management method of state-owned hospitals

The democratic management theory was firstly brought up by McGregor, and has been proved effective in the practice. According to McGregor's theory, state-owned hospitals should establish the employee representative committee in order to execute the right of the democratic management and set up the labor union to organize the employees to participate in the decision-making, management and supervision process.

5.1. Optimizing the management systems of democracy

Hospitals should adhere to the principle that takes workers' congress as the core and emphasizes the importance of implementing workers' right of democracy and regulation of the working procedures. With the leading of the part organization, the workers' congress should be fully put in to effect, building up the platform for the employees to participate in the decision-making, management and supervision of democracy. The opinions of employees on matters of great significance should be sufficiently taken by the leaders, and furthermore, discussion should be held with the participation of employees. Hospitals should create a smooth channel for the management of democracy, set up the system for employees' opinions on significant matters and for information collecting so that employees' thoughts can be known in time and their demands can be responded accordingly.

5.2. Enhancing the ability to conduct management in a democratic way

Firstly, hospitals should educate all the employees about their awareness of democratic management, making them realize the importance and necessity of the democratic management. Secondly, the management staffs ought to scientifically interact with employees and explicate the relationship between individual and collective development, making them understand that the work on the democratic management is an effective path for the creative development of state-owned hospitals.[6]

5.3. Enhancing the quality to conduct management in a democratic way

State-owned hospitals should, in the context of new-era, actively innovate the management concepts, introduce new methods of the democratic management and further improve the efficiency of the management work. First of all, state-owned hospitals should stick with the principle that all administrative affair should be transparent and administration should be separate from execution. There should be a particular supervision mechanism responsible for supervising all the conducts. Secondly, hospitals also need to carry out the all-life-duty tracking mechanism, on one hand, building up a perfect profile management system, on the other hand, establishing a system that discover the errors and make the punishment.

5.4. Stimulating the collective will

Rome isn't built in a day, the same goes to the construction of democracy. Not only should state-owned hospitals carry out the democratic education on the leaders but also they should educate their employees about their democratic views. Therefore, in the new era, state-owned hospitals should always stick to the overall-balance- principle, providing the management work with sufficient potential. By means of which, all the staffs in hospitals can be fully encouraged to contribute to the development of hospitals.

6. Conclusions

All in all, the construction of decision-making systems of state-owned hospitals highly matches the practice of the democratic management. These two should be combined organically in practice. State-owned hospitals can optimize their decision-making systems through explicating the authority limit of the administrative body and optimizing the discussion rules and supervision mechanism. State-owned hospitals optimize themselves in the above-mentioned ways not only to meet their own needs for development but more importantly to contribute to the construction of a harmonious society.

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