



**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ ІМ. С. КУЗНЕЦЯ
ПРИКАРПАТСЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ ІМ. ВАСИЛЯ СТЕФАНИКА
ХМЕЛЬНИЦЬКИЙ НАЦІОНАЛЬНИЙ УНІВЕРСИТЕТ
ДВНЗ «ПРИАЗОВСЬКИЙ ДЕРЖАВНИЙ ТЕХНІЧНИЙ УНІВЕРСИТЕТ»**



РЕВОЛЮЦІЯ КРЕАТИВНИХ ІНДУСТРІЙ: ЯК МАРКЕТИНГ І МЕНЕДЖМЕНТ СТВОРЮЮТЬ МАЙБУТНЄ

**ТЕЗИ ДОПОВІДЕЙ
І МІЖНАРОДНОЇ НАУКОВО-ПРАКТИЧНОЇ
ІНТЕРНЕТ-КОНФЕРЕНЦІЇ**

(24-25 ЖОВТНЯ 2024 РОКУ)

**ХМЕЛЬНИЦЬКИЙ
ХНУ
2024**

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MACROENVIRONMENT OF PUBLIC HOSPITALS IN CHINA: CASE OF QUAN ZHOU PEOPLE'S HOSPITAL

Quan Zhou People's Hospital's (QZPH, or QZRM in Chinese) predecessor of was founded in 1938, the first western medicine medical institution in Qujing city, eastern Yunnan. In 1993, the hospital was rated as a grade III B hospital. After years of development, hospital QZRM has grown into A large-scale comprehensive medical institution integrating medical treatment, scientific research and teaching. The hospital has 2005 employees, including 1754 health professionals, 220 senior titles, 98 postgraduate students; 4 experts enjoying State Council allowance, 3 Yunnan Provincial government allowance, 3 outstanding technicians, 1860 beds, complete professional disciplines and 50 clinical and medical departments.

With the deepening of the system reform of the medical industry, the development of hospital QZRM has also begun to encounter some new problems and new situations. In the face of strong competition from other public hospitals and private hospitals, as well as the continuous improvement of patients' requirements for hospitals, the development of the hospital has encountered many difficulties. In this case, the hospital began to think about the future development of the hospital from a strategic perspective, and hoped to open up a new path for

the sustainable development and growth of the hospital in the future through strategic management.

In terms of macro environment analysis, this paper uses PEST analysis tools from four aspects: political and legal environment, economic environment, social and cultural environment, and technical environment.

1. Political and legal environment. At present, the reform of China's medical system is developing in depth, and all kinds of medical service policies are constantly being introduced and improved. In recent years, the problem of «difficult and expensive cost of medical treatment» has attracted wide attention. In 2023, the General Office of the State Council issued the Notice on deepening the reform of the medical and health system, and proposed the four major tasks of the medical reform in 2023: first, to accelerate the improvement of the universal medical insurance system, consolidate and expand the coverage of the basic medical insurance for employees, basic medical insurance for urban residents and new rural cooperative medical insurance above 95%; the second, to consolidate the system and improve the basic medicine system and the new operation mechanism of primary medical and health institutions, and innovate the performance appraisal mechanism. Encourage the introduction of third-party assessment, strengthen quantitative assessment and effect assessment; third, actively promote the reform of public hospitals, and expand and deepen the pilot reform of urban public hospitals. Take the cancellation of the mechanism of “subsidizing medicine” as the key link, deepen the requirements of separating government and business, management and management, medicine, profit and non-profit, and take the compensation mechanism reform and modern hospital management system; Fourth, promote the reform of related fields, actively and steadily promote the social medical management, and further open the medical service market. We will further optimize the allocation of medical and health resources, and encourage local governments to scientifically formulate regional health plans and plans for the establishment of medical institutions. We will promote the multi-site practice of doctors. More than 65 percent of urban and rural residents' health records were standardized and electronic [1]. In terms of the doctor-patient relationship, the Provisions on Evidence in Civil Procedure defines that the hospital should bear the burden of proof, which has a great impact on the hospital. After all, the doctor-patient relationship is so tense.

Under the background, this regulation requires hospitals to practice in accordance with the law. Hospitals should constantly improve the internal medical system, strengthen the qualification management of doctors and improve the management to avoid doctor-patient disputes. How to make full use of the benefits brought by policies and avoid the impact brought by adverse policies is constantly testing the wisdom of hospital managers. At present, hospital QZRM has regional advantages in the hardware and software construction of hospitals [2].

The municipal government and the Municipal Health Bureau will plan hospital QZRM as a regional medical center and build a medical consortium led by hospital QZRM.

The difficulties and factors affecting the development of medical and health undertakings exist to a certain extent. With the change of environmental factors, the factors restricting the development of the medical industry are more and more complex and changeable, the competition is more and more fierce, and some deep-seated contradictions and problems are increasingly exposed [3].

1. Health and health care reform lags behind. Health management system and operation mechanism, medical and health management system and operation mechanism do not adapt to social needs. The management of public hospitals has no ownership right and management right, and the corporate governance structure of hospitals is not perfect.

2. Insufficient government investment in health. Medical institutions seek profit, and the nature of public welfare is diluted. The geographical layout of hospitals is not scientific.

3. Contradiction between hospital compensation mode and charging system. At present, the compensation method of public hospitals is that about 90% of the total income of hospitals comes from medical services, while the government compensation only accounts for about 10% of the total income of hospitals.

Although the government compensation is seriously insufficient, the government has strictly stipulated the charging methods and charging standards of hospitals, and the existing rigid charging methods and charging standards of hospitals are more and more questioned and challenged.

4. Deterioration of the medical practice environment. Information asymmetry, doctor-patient relationship tension, medical disputes in the first place in health letters and visits. All these bring hidden dangers to doctors' professional psychology, personal safety and professional confidence, which the hospital must face.

2. Economic and environmental factors. In recent years, China's economy has maintained a relatively fast development trend, the GDP has become the second largest in the world, and the fundamentals of economic development are sound. China's rapid economic development has provided conditions for health reform and development. In 2022, China's GROSS domestic product (GDP) was 5,19322 billion yuan, with a per capita GDP of 38,354 yuan, or about 6,100 US dollars. According to statistics, China's per capita GDP in 2019 year is \$3,800, \$4,440 in 2020 and \$5,432 in 2021 [4].

3. Social and cultural environment. As the "key to enter Yunnan" and «throat of Yunnan», Qujing city has a strong radiation capacity to the surrounding cities of Yunnan, Guizhou, Sichuan and Guangxi provinces. The population of Qujing city is about 6.5 million. With the increasingly prominent aging phenomenon of China's population, the accelerating aging trend has brought

opportunities to the medical industry. The results of the sixth population census of Qujing city show that in 2021, the elderly population of Qujing city was close to 600,000, which means that Qujing officially entered the aging society, which means that the demand for medical services will be further enlarged.

Since this century, population of Qujing city is aging. At the same time, with the continuous development of the society, people's health concept has changed a lot, and people pay more attention to their own health, which on the one hand, increases the demand for medical services, but also means that they have put forward higher requirements for medical services. There is the problem of environmental pollution, Qujing city is located in Yunnan province northeast Yunnan province, cold winter climate, rich coal resources, with the continuous development of Qujing city economy, environmental pollution problem is becoming more and more serious, thus improve the prevalence of urban residents, and in the case of work pressure and environmental pollution, many population is in a sub-health state, this magnified the requirement of medical service, at the same time for the quality of medical service also put forward higher requirements.

With the awareness of health care in people, people have more and more understanding of healthy lifestyle, and the concept of physical examination is becoming stronger and stronger, which accelerates the development of health care business and increases the market capacity of the medical industry. The treatment means are increasingly diverse and detailed, improving people's health awareness, and the brand, service, quality of medical products Science and technology content and other internal quality requirements are getting higher and higher. The above geographical, population, environment and other reasons provide opportunities for the development of the First People's Hospital of Qujing city, and will also bear more social responsibilities.

4. Technical environment. Technology environment factors include all the organizations and behaviors involved in creating new knowledge and translating new knowledge into new products, services, processes, and materials [5]. The medical industry itself belongs to a technology-intensive industry. With the deepening of China's medical and health reform, the competition between hospitals is becoming more and more fierce. Many hospitals are constantly carrying out new technologies and new projects. Whoever can take advantage of the same scientific and technological achievements will seize the opportunity to win the competitive advantage. Transformational technological progress is having a huge impact on hospitals. These technologies include biotechnology, superconductivity, laser, cloning, etc. The research and development of new technologies and new equipment promote the continuous evolution of medical methods and the development of new projects, bringing broad space for the development of hospitals. For hospital QZRM , on the one hand, it should constantly pay attention to the research and development and introduction of advanced medical technology, and on the other hand, it should evaluate the economic benefits of new technology, reduce the threshold of new technology as

far as possible, and find A balance between the cost and application of hospital technology [5], To rapidly improve the medical quality of the hospital QZRM promote the sound and rapid development of the hospital.

In the new economic information era, with the rapid development of scientific and technological information, residents have more and more channels to understand the knowledge of medicine and disease, and the improvement of health awareness has virtually set higher requirements for the diagnosis and treatment of doctors. At the same time due to the progress of medical technology, the spectrum of disease changes and increase, the hospital branch of refinement, intangible increased the patient link and process, the need to different departments for the doctor, patients from the former simple doctor into now must pass registration, check, fee and a series of clinic time, finally to treatment. The complicated medical process and the popularization of medical knowledge seriously affect the harmonious doctor-patient relationship, affect the satisfaction of patients, and even cause the hidden danger of medical disputes.

The medical industry is a knowledge-intensive industry, and the quality of talents directly affects the reputation and development vitality of the hospital. In recent years, the hospital pays attention to the construction of talent team, and takes various forms to train and introduce high, fine and top talents every year, and the quality and quality of talents have been guaranteed.

At present, the hospital has 220 senior professional technicians, 98 doctoral and postgraduate students, and 4 experts enjoying the State Council allowance. Within the region, the number and quality of talents in hospitals are first-class.

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