

ORGANIZATIONAL CHANGE:

A Case Study of Organizational Change in Foshan Maternal and Child Health Hospital

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1. Company background and reasons for change

1.1 Background of national medical system reform

Health service is the symbol of the health and happiness of a country, and it is related to the prosperity of the country and the prosperity of the country [1]. Under the background of "healthy China" at the 19th CPC National Congress, the health and Urban Rural Development Commission proposed to establish a grass-roots health service system with Chinese characteristics, which provided new ideas and ways for the construction and development of hospitals at all levels. Due to regional differences, there is no unified and unchanging organization and management mode. Therefore, the organizational structure should be optimized and adjusted according to the actual situation, local conditions and the characteristics of each hospital.

1.2 Internal needs of hospital organizational change

"Public welfare" and "marketization" are the most fundamental contradictions in the development of public health care in China [15], reflecting the contradictions between the owners (governments) and operators (hospitals) of public health services. Due to the poor financial situation in some places, the government investment in hospitals is very small.

Compared with other hospitals, the people's hospital has its own characteristics:

- ① It has both social public welfare and commercial nature. In terms of operation, it is a government led hospital operation with the government as the main body. Its autonomy is subject to relative administrative restrictions. In this regard, it is different from other profit-making hospitals;
- ② The sources of funds include financial appropriations, medical reform compensation and hospital operating income. Hospital operations are closely linked to government guarantees. The same hospitals in different regions have different arrangements in terms of operating income.
- ③ County hospitals are usually in the forefront of county hospitals in terms of scale, environment, medical equipment, service and management, and other hospitals are difficult to surpass;

④ Compared with class III and class A hospitals, county-level hospitals have the characteristics of relatively fixed business scope, relatively stable number of patients, relatively small number of patients and small changes, so their development scale has certain restrictions;

2 How to use the model when considering the change plan

Lewin proposed a planned change model including unfreezing, changing and refreezing to explain and guide how to start, manage and stabilize the change process [2]. The current situation can be regarded as an equilibrium. To break this equilibrium, we must unfreeze it. There are three methods: first, strengthen the drive and separate the behavior from the existing state; The second is to weaken the braking force, that is, to prevent it from breaking away from the existing equilibrium state; Finally, the combination of the above two methods can quickly restore the organization to a balanced state. Therefore, the pursuit of stability and efficiency in such organizations is the mainstream direction of management. Foshan maternal and child health hospital is a public hospital with large scale and stable operation. However, compared with many private hospitals, it also has certain disadvantages, such as poor service, old equipment and high price. Because Foshan maternal and child health hospital is a public hospital, its internal system is relatively rigid, and it is not suitable for radical change. The gradual and stable reform method is more suitable for Foshan maternal and child health hospital. Therefore, considering the nature of the industry, the scale of the hospital, the current operation situation and other factors, we believe that Foshan maternal and child health hospital adopts Lewin change model, which has the greatest impact on the organizational change model.

3 Critically evaluate critical change management models

Lewin's model illustrates the basic process that accompanies most organizational changes. That is to say, most people still prefer a stable and predictable institution, and they are used to the procedures of the institution [3]. But if we assume that the organization is generally stable without any change, it will be better understood. That is to say, this model seems to be useful for organizations where any change will exist for a long time. In modern society, such a stable institutional environment has become increasingly rare. Although the hospital is a public institution with certain stability, it does not mean that its internal and external environment is unchanged, but

will also be affected by a series of factors such as politics, economy, society, environment, culture, technology, competitors, suppliers and so on.

However, Lewin's model does describe a basic way of change, which plays an important role in all organizational systems: stability is replaced by instability, some changes are generated in the system, and these changes will be re generated to adapt to top-down changes.

4 Driving factors for the reform of Foshan maternal and Child Health Hospital

4.1 Leadership support

The reform willingness of the leading group of Foshan maternal and child health care hospital. The speech of the president of Foshan maternal and child health care hospital at the 2019 work summary conference showed a strong desire for reform. In terms of hospital management, it put forward countermeasures to improve management efficiency, and in terms of medical work, it put forward ideas and countermeasures such as quality and safety control, the construction of five centers, performance reform, hospital culture and health improvement. It can be seen that the president's firm determination to promote hospital reform, as well as the deliberate consideration of reform measures. Hold a staff meeting to approve the plan. It is of great significance to unite the people, promote democracy, legalize reform, legalize reform and legalize reform.

At the beginning of the reform, the hospital should set up a more authoritative change leading group with the president as the group leader, including the Secretary of the general Party branch and other hospital level leaders, and absorb some department directors and individual technical backbones to take full responsibility for the reform work.

4.1.1. Support provided by senior leaders

As Foshan maternal and child health hospital is a county-level public people's Hospital, its development and reform are restricted and managed by the local government and competent departments. Therefore, when carrying out organizational reform, it should inform the higher authorities of the purpose and significance of the reform, so as to obtain the support and protection of the higher authorities. In the process of system reform, Foshan maternal and child health hospital has received great attention from the superior leaders.

4.1.2 Leading role of department leaders

If the hospital wants to carry out organizational change, it must have full discussion among the leadership to form a unified consensus, so that everyone has a common determination to change, and express the same willingness to change externally, and play a leading role in putting the change decision into practice. At the same time, we should actively publicize the significance of the change, and patiently and carefully publicize and explain to the people who do not understand the change, especially the vice president in charge, who should actively promote the change within his own scope. Professor house of the University of Toronto classified leadership styles into four categories: auxiliary leadership style, auxiliary leadership style, participatory leadership style and achievement oriented leadership style. The above four leadership styles should be comprehensively considered in the leadership of Foshan maternal and child health hospital.

4.1.3 Leadership eliminate resistance to reform and become a strong backing for reform

For the various objections encountered in the reform, leaders should not only set an example, patiently explain and actively publicize, but also have a strong willingness to implement and become a strong backing for the reform. Use the art of flexible leadership to solve contradictions, change negative thinking and overcome negative thinking. At the same time, we should listen to the voice of the public with an open mind, reflect and improve the reform plan, so that the reform plan can adapt to the uncertain and dynamic environment and resist the disturbance and influence of the external environment.

4.2 Cultural support

4.2.1. Create an atmosphere of reform

When the hospital is determined to carry out change, the leading team should vigorously publicize the change by holding meetings, distributing change leaflets, informal discussions, wechat circles, special lectures and other forms, so as to form an atmosphere of paying attention to change, discussing change and expecting change, and create a good cultural atmosphere for the implementation of change.

4.2.2 Consistency of understanding of change

Unify ideas and mobilize all employees to actively participate in reform actions. We should patiently explain the content, methods and significance of the change to employees, so that they can understand the necessity, possibility, objectives and benefits of the change, so that they can understand the necessity, possibility, objectives and benefits of the change, so that they can better understand the change and support the change.

Most of the backbone of Foshan maternal and child health hospital want to reform the performance appraisal system and make a breakthrough in the appraisal. This reform desire that everyone has to break through the bottleneck of development constitutes the cultural guarantee for the organizational change of Foshan maternal and child health hospital, and also provides favorable conditions for Foshan maternal and child health hospital to recognize its unified organizational change. However, the motivation of goodwill and the requirement of interests cannot replace the cognition of possible risks, but should guide people to have a deep cognition of possible risks.

4.3 Talent support

4.3.1 Improve the internal drive of professional and technical personnel

To promote the organizational reform of the hospital, we should first mobilize the enthusiasm of the professional and technical personnel of the hospital for the reform, so that they can feel that the hospital after the reform will be more dynamic and hopeful. The intellectual value of individuals will be brought into full play, and the return will be higher than before the reform. Try to gather the most talented people together, so that you can use your reputation to influence others and reduce resistance to reform.

4.3.2 Recruit urgently needed professional and technical personnel for the society

The reform of the hospital will inevitably bring more talent demand. Therefore, in some fields, the hospital may have a shortage of talents. Therefore, it is necessary to recruit some urgently needed talents from the society to join in, so as to ensure that the reform will not be stagnant in some fields due to the lack of talents. For example, the operation of the new management mode needs information technology talents, To carry out new business, we need medical experts. In addition,

it is also necessary to employ experts outside the hospital to carry out technical cooperation and promote the development of the hospital's specialized medical level.

4.3.3 Selection and employment of medical institutions

Through the recruitment of talents in medical colleges and universities, we can reserve for the change of the organization, inject more vitality into the change of the organization, inject more fresh blood into it, and make the professional talents of the hospital echelon, so as to ensure that the aftereffect of the change of the hospital will not be weakened.

4.4 Technical support

4.4.1 Introduce third-party professional institutions to provide technical support

To realize the specialization of organizational change, we need to use the professional knowledge of the third-party authority to objectively evaluate and design the change scheme, so as to avoid the subjectivity of the hospital in the design of the change scheme. At the same time, it can also effectively prevent external and internal interference and improve the credibility of the reform. The introduction of third-party institutions, the design of management standards, and the quality certification can make the hospital management more standardized, make patients' medical treatment more orderly, and then improve the quality of the hospital to a new level, and continuously improve the level of organization management and quality safety of the hospital. Foshan maternal and child health hospital passed the reexamination of a class II hospital in 2017, which greatly improved its management institutionalization. In the construction of key departments, expert teams outside the hospital were invited to evaluate the development plan of key departments and put forward suggestions. The key development departments were built into demonstration departments with efficiency, quality, safety and nursing service, which ensured that the construction of key departments was replicable and provided valuable experience for other departments.

4.4.2 Hiring management and medical professionals in the reform

By inviting management experts with high research level on organizational change and industry experts with rich medical knowledge to participate in and guide the whole process of change,

evaluate the effect of change and give suggestions for improvement, so as to improve the feasibility and authority of change. Through the collision and integration of the ideas of two experts in different fields, it is ensured that the scheme is consistent with the actual situation of management and business.

5 How to identify and handle change resistance factors

The biggest resistance that may be encountered when predicting this plan is mainly because employees are not confident about the uncertainty after the change, and they may refuse the change. Some departments that have changed their functions may have conflicts and emotions because of the division of power or the increase or decrease of responsibilities. In 2018, after the hospital implemented equal pay for equal work within and outside the staff, it triggered an incorrect awareness of equal distribution. Equal pay for equal work has solved the unreasonable income gap between hospital staff and non staff personnel, especially the salary of non staff nursing staff has been greatly improved. Nowadays, the reform plan is bound to bring changes in performance distribution and talent incentive, which is easily mistaken for further widening the income gap, which requires leaders to explain patiently and actively publicize the reform intention to eliminate people's misunderstanding. This paper believes that the following three points should be considered to solve these problems:

First, we should put people first. We should use an open mind to accommodate the people's incomprehension, even opposition and resistance. We should do a good job of patient and meticulous publicity and explanation, so that everyone's understanding of change can be improved, so as to change their position, from an obstacle to change to a promoter of change. The necessary ideological and political work has been replaced by punishment, tough management and tough management.

Second, we should focus on optimizing the structure. The purpose of organizational change is to improve the efficiency of the organization system. In order to improve the efficiency of the organization, we must optimize the structure. By adjusting the unreasonable Department structure in the organizational structure, the organization will present the characteristics of correct decision-making and powerful execution, reduce friction, overcome the wrangling phenomenon between departments, maintain smooth information communication, and work together to promote

efficiency. Therefore, enterprise reform should focus on the optimization of enterprise organizational structure.

Third, strengthen the construction of middle-level cadres as the backbone to promote enterprise reform; From the president of the hospital to the director of the Department, they all have rich experience in medical management and have the most profound understanding of the current situation of the hospital. They are also the promoters of the reform plan. When encountering problems, they should listen to the suggestions of these people with an open mind. Only the suggestions of these people can establish the authority of the leadership. Even the suggestions of the third party must be basically consistent with the suggestions of the hospital management, Only in this way can we truly carry out reform.

6 Clarify how to know when the change plan is completed and how to evaluate its effectiveness

The change process mainly includes the following contents: change application, change evaluation and plan formulation, change plan implementation tracking, change completion, etc. Only after completing the above steps, we can judge that the organization has basically completed the change. Next, we will mainly discuss the change management from these aspects.

(1) Request for change

The change application is very simple. As long as it is any change within the scope of GMP management that the relevant department wants to make, it must first make an application, and the next step can be carried out only after the approval of the department leader and QA.

(2) Change assessment and plan formulation

This stage mainly includes the establishment of an evaluation team, the evaluation of the impact of changes, and the formulation of the implementation plan of changes.

1. First, set up a change team. The person in charge of the change should determine the members of a change evaluation team based on the scope and content of the change. The members of the evaluation team must be experts in all aspects.

2. The impact of changes can be evaluated from the organization's security environment, service process standard compliance, confirmation, stability, regulations, and other dimensions that need to be evaluated due to product differences.

3. Make modification plan

After the impact assessment of the change, it is necessary to follow up the affected parts and arrange special personnel for tracking each work.

(3) Tracking the implementation of the change plan

There are three situations in this step: change normal execution, change schedule adjustment, and change interruption.

1. Change as usual

The change initiator and change manager follow up and monitor the implementation of the change action plan, and follow up and verify the personnel related to the implementation of the change action plan.

2. Modify plan

If there is any change during the implementation of the change, each responsible unit shall prepare the change action plan implementation adjustment table, submit it to the change manager, and the change evaluation team shall evaluate it again.

3. Cancel changes

If it is found that the plan cannot be continued during the implementation period, the suspension can be changed by connecting the members of the assessment team with the reasons for the suspension, and evaluating the feasibility of terminating the plan and the recovery measures for the "change implementation plan" that has been completed or is being implemented.

(4) End of change

On the basis of the implementation of the change, the change management personnel shall review the change records to ensure that the form is completed and the content is correct. After the information in the appendix is complete, they shall submit it to the person in charge of quality management for approval.

The effectiveness of change can be considered from many aspects. First, for the whole organization, whether the problems encountered by the organization before the current change have been effectively solved, whether the performance of the organization has been improved due to the change, whether the enthusiasm of employees has been improved, whether the cohesion of the organization has been enhanced, and whether a culture conducive to the development of the enterprise has been formed; Secondly, from the external perspective, whether the organizational change has a positive impact on the social environment, whether it has made

greater social contributions, whether it has solved the major strategic needs of the country, whether it has solved social problems and so on are the general criteria and basis for judging the effectiveness of organizational change. Therefore, the effectiveness of organizational change is not only evaluated from within the organization, but also comprehensively analyzed in combination with the internal and external environment.

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