

Application of McKinsey 7S model in discipline construction of affiliated hospitals

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Abstract: Based on the McKinsey 7S model and the subject construction of the Affiliated Hospital of Youjiang Medical College for Nationalities as the research object, The contents of seven elements, namely strategy, structure, systems, staff, skills, style and shared values, are analyzed respectively. This paper analyzes the practice of the hospital discipline construction in the aspect of 7S elements, and further discusses the effective ways of the hospital discipline construction, so as to provide reference for the similar hospital discipline construction.

Key words: Discipline construction; 7S model analysis; Use; results

The Affiliated Hospital of Youjiang Medical College for Nationalities (School of Clinical Medicine), founded in 1980, is a national third-class A general hospital. Located in the old revolutionary base area of Guangxi, it is an old, small, border, mountain and poor area, with relatively backward economic and educational resources, which has seriously affected the development of the discipline construction of the hospital. As medical school affiliated hospital, clinical medicine with "first-class construction in Guangxi disciplines and apply for doctoral degree authorization centers and renamed university", each have a very clear target, at the same time there are also many things in common, mainly includes the talent training, academic team, scientific research, social service, and international cooperation and communication, etc., is an important content of hospital subject construction at present. Discipline construction is the focus of the development of affiliated hospitals, the cornerstone of the hospital's reputation, status and brand, the basis for the hospital's growth performance, talent attraction and reasonable distribution, and the starting point for the hospital to strengthen management, improve quality and develop business. It is of great significance for the long-term development of affiliated hospitals to introduce the McKinsey 7S model, further clarify the role of discipline construction in the development of affiliated hospitals and explore the ways of discipline construction.

1 Concept Introduction

1.1 Discipline construction of the hospital

Hospital discipline construction refers to a practical activity in which the hospital adopts a series of necessary and feasible measures and means to improve the development and academic level of the hospital according to the development direction of the discipline, faculty, talent training, scientific research, social services and other aspects involved in the development of various disciplines of clinical medicine, and carries out all-round construction of the discipline in terms of personnel, materials, forces and finance, optimizes and integrates the discipline structure, so that all disciplines of clinical medicine have outstanding advantages and distinctive characteristics, and complete medical treatment and teaching with high quality in all aspects, scientific research and social services, etc. The construction of hospital disciplines is long-term, systematic and adapts to the current requirements of medical reform. Since the construction of our hospital for more than 40 years, from the former "grass shed outpatient clinic" to today's third-class hospital, through hardships, from the original simple division of internal medicine, surgery, obstetrics and gynecology, pediatrics and other disciplines, to the current more than 60 clinical medical and technical departments, internal medicine is subdivided into cardiovascular medicine, respiratory medicine, gastroenterology, endocrinology, neurology, nephrology, etc., surgery is subdivided into hepatobiliary surgery, gastrointestinal surgery, pediatric surgery, urology, cardiothoracic vascular surgery, neurosurgery, orthopedic surgery, etc. Each discipline has gradually formed a relatively stable research direction, giving full play to its advantages and characteristics.

1.2 7S model

The McKinsey 7S model was proposed in the early 80s of the 20th century, by McKinsey consulting firm Thomas J. Peters and Robert H. Waterman after an in-depth investigation of dozens of companies. Some of the common characteristics of these successful companies are summarized to make up the 7 elements. Scholars take strategy, structure, system, people, skills, style and common values as the seven elements of organizational "leverage", which are factors that need to be examined comprehensively in the process of organizational development. Scholars believe that for the long-term interests of the organization, these factors should be adjusted according to the development needs of the organization, so that they are consistent with the development goals of the organization, and an effective organization can achieve the fit between these seven elements. These elements can be divided into hard and soft elements. Hard elements (strategy, structure, and institutions) are feasible and easy to identify, helping to put the diversity of an organization and its associated factors in perspective. The soft elements (people, skills, style, and shared values) are just as important as the hard ones, and they are relevant to

the achievement of the organization's goals. Therefore, in order to effectively ensure the successful implementation of the organizational strategy, it is necessary to coordinate the hard and soft elements.

2 McKinsey 7S model application

2.1 Strategy

Strategy is the overall planning of the enterprise for the development of the organization, according to the internal and external environment of the enterprise and the full use of enterprise resources, make plans and plans, take corresponding measures and means, occupy a place in the market, and achieve long-term and stable development prospects. Strategy is the direction of the organization. We first need to clarify the development goals of hospital discipline construction, how to achieve the work goals of hospital discipline construction, and at the same time, we need to dynamically adjust the discipline construction work strategy according to changes in the external environment of the hospital. Strategic positioning of hospital discipline construction: build clinical medicine disciplines into first-class disciplines, from first-class disciplines in Guangxi to national first-class disciplines and finally world-class disciplines; Approved as a doctoral degree authorization point, helping the school to change its name to university. The development goals of the hospital can be divided into short-term goals and long-term goals, from the discipline talent training, development direction, technological innovation, scientific research, social services and other aspects to improve the comprehensive strength of the hospital and promote the high-quality development of the hospital.

The short-term goal of hospital discipline development has been very clear, and in the next 5 years, the overall level of clinical medicine disciplines will meet the basic conditions for the declaration of doctoral professional degree authorization points. According to the current conditions of the hospital, the teaching staff needs to strive to meet the following standards: The number of full-time teachers with chief physicians and the title of associate professor (associate researcher) or above ≥ 100 . The proportion of full-time teachers who have obtained doctoral degrees $\geq 60\%$, and the number of national projects presided over by key teachers ≥ 1 ; Efforts to be made to meet the standards in terms of soil and conditions for cultivating soil are: The total amount of longitudinal scientific research funds ≥ 50 million yuan, The proportion of masters and supervisors undertaking scientific research projects at the provincial and ministerial level and above $\geq 80\%$, He has won 20 scientific research achievement \geq awards at or above the provincial and ministerial level. There is a certain gap between the current conditions and these specific indicators.

The long-term goal of the development of the hospital's discipline is to create a high-level medical, teaching and scientific research center in the junction area of Guiyunnan-Guiyun and Guizhou, focusing on the diagnosis and treatment of cardiovascular and cerebrovascular diseases, tumors, acute and difficult diseases, featuring trauma, minimally invasive, interventional and painless treatment, and becoming a large-scale modern hospital facing ASEAN, well-known in China, first-class in the province and distinctive characteristics. The realization of the hospital's vision may take ten, twenty or more years, and it is expected that the hospital will create more brilliant results in the near future.

2.2 Structure

Organizational structure is the division of labor, grouping and collaboration of organizational tasks, the division of personnel, departments and functions, serving the strategy, is the guarantee of strategy implementation, and is in harmony with strategic goals. Our approach is: First, according to the actual situation of the hospital, a special department - discipline construction management office has been established for discipline construction, which clarifies the functions and responsibilities of the department, and is equipped with full-time personnel for discipline construction, and the discipline construction work has been supported and recognized by the staff of the hospital. The second is the selection of disciplines and academic leaders in each discipline, mainly responsible for the construction of disciplines, which is different from the position of the director of the clinical department, who is mainly responsible for clinical medical business and department operation management. Due to the similarities and differences between disciplines and clinical departments, the department director is mostly the head of the discipline, which further emphasizes the importance of discipline construction. Third, in the national discipline evaluation, Guangxi first-class discipline declaration, doctoral program declaration work, we adopt a matrix organizational structure, set up a special class, establish a QQ group, and pull relevant staff into this group, so that the declaration work information exchange is smooth, resources are shared in a timely manner, management levels are reduced, decision-making methods are flexible, and work efficiency is improved. The adjustment of the organizational structure helps to enhance the responsiveness and coordination ability of the organization, so that the organizational ability becomes more flexible and sensitive.

2.3 System

The organization needs a perfect system in the process of development as a guarantee, the system should be improved according to the adjustment of the organizational strategy, and the formulation of a supporting system consistent with the strategic idea in the process of implementing the strategy is the basic element to ensure the smooth implementation of the strategy. The basic function of the system is to reduce transaction costs and uncertainty, eliminate externalities, define rights and boundaries, and promote economic growth. Promoting

organizational economic growth and increasing returns are key indicators for the effectiveness of the appraisal system.

The hospital implements the strategy of strengthening the hospital with talents, accelerates the pace of promoting the construction of the main disciplines of the hospital's clinical medical doctorate degree authorization point, and builds a number of disciplines with distinctive characteristics that have a relatively balanced development level, can support each other, and can improve the level of medical and health care, science and technology. The hospital has formulated the "Implementation Measures for the Construction Plan of Doctoral Degree Authorization Points", With reference to the "Basic Conditions for the Application of Clinical Medical Doctorate Degree Authorization Points", 8 key disciplines such as hepatobiliary surgery were selected. 8 supporting disciplines such as cardiovascular medicine, 14 cultivation disciplines such as emergency department, The funding is 1 million yuan/year, 500,000 yuan/year, and 200,000 yuan/year, and the construction period is 4 years. It aims to strengthen the construction of high-level talent introduction and training, new medical technology development ability, talent training ability, and scientific research level of the main disciplines (internal medicine, surgery, obstetrics and gynecology, pediatrics, emergency medicine, pathology, clinical laboratory diagnosis, imaging and nuclear medicine, anesthesiology) and the advantageous and characteristic disciplines with local disease research characteristics (neurology, oncology, intensive medicine) required to support the degree authorization points of clinical medicine, so as to comprehensively improve the overall level of the hospital. After one or two cycles of construction, the overall level of clinical medicine has reached the domestic first-class discipline level. It has also formulated the "Implementation Measures for the Doctoral Supervisor Training Program", "Measures for the Performance of Science and Technology Awards for Discipline Construction", "Implementation Measures for the Introduction and Incentive of High-level Talents", "Implementation Measures for the Training of Young and Middle-aged Backbone Talents", and "Implementation Measures for the Flexible Introduction of Talents", all of which are measures for the cultivation and incentive of talents in discipline construction.

In recent years, hospitals have increased incentives for discipline construction. The first is to set up talent team building awards, including doctoral supervisor project approval awards, talent project approval awards, and high-level talent introduction awards; The second is the discipline platform construction award, including the doctoral program discipline construction award and the key discipline platform project approval award; The third is scientific research awards, including scientific research project approval awards, academic paper awards, science holding book awards, patent awards, scientific and technological achievements registration awards and scientific and technological achievement awards; The fourth is the education and teaching award, including the education reform project approval award, the education and teaching paper award, the planning textbook publication award and the teaching achievement award; The fifth is the cooperation and exchange award, including the cooperation project establishment award and the academic conference award; The sixth is the clinical medical award, including the diagnosis and treatment guideline writing award and the medical new technology development award.

2.4 Personnel

People are the most active, active, and decisive force in the 7 elements of the McKinsey model, and the source of organizational survival and development. Qualified employees are every organization's most valuable resource. Staffing is the key in the construction of hospital disciplines, and the discipline team includes discipline leaders, academic leaders and academic backbones, and its responsibilities in discipline construction are also clearly stipulated. Subject leaders need to formulate the development planning and construction goals of the discipline, grasp the direction of the discipline, and lead the discipline to forge ahead. Academic leaders will decompose the plan, formulate an annual plan, specifically implement the division of labor, and promote the progress of discipline construction. Academic backbone assists disciplines and academic leaders to complete medical, teaching and scientific research work in their disciplines. Discipline leaders, academic leaders and academic backbones each perform their own responsibilities and jointly push the discipline construction work to a new level.

Employee training and education are key factors in the success of an organization's strategy. The hospital has adjusted the talent training policy according to the lack of high-level talents in the construction of the talent team, especially the proportion of medical doctors. First, insist on both introducing and educating. Cultivate medical doctors from well-known universities inside and outside the United Nations. At present, the hospital has trained 30-50 doctors of clinical medical schools in Jinan University, Hunan University of Traditional Chinese Medicine, Guangxi Medical University and Guangxi University. Cooperate with Martha University Malaysia and Chiang Mai University to train 20-30 medical doctors. In addition, the organization and personnel department has increased the introduction of doctors, actively sought information on doctoral students in domestic universities, participated in graduate job fairs, vigorously publicized the hospital's policy of introducing talents, encouraged fresh graduates to work in the old revolutionary areas, and provided them with a broader career development platform. In recent years, the number of doctors has increased significantly, from 25 to 70. The second is to appoint academic backbones to study in well-known domestic universities, key laboratories, scientific research bases or abroad to improve medical, teaching, scientific research cooperation and academic exchange capabilities. The third is to invite well-known domestic experts to the hospital to carry out exchange and guidance activities on science and technology and discipline construction, hold special academic lectures, and improve the ability of all scientific research workers to conduct clinical research and declare projects.

2.5 Skills

Improving staff skills is a necessary means of executing a hospital strategy. The construction of hospital disciplines requires not

only clinical medical diagnosis and treatment technology and teaching capabilities, but also clinical scientific research innovation skills, discipline construction management skills, and foreign exchange and cooperation skills. There are many means and methods to improve the skills of employees, such as going out for further study and following the class. Our main practices are: First, improving the new technology of hospital diagnosis and treatment is the foundation of hospital survival, in order to master advanced diagnosis and treatment technology, the discipline assigns technical backbones to the top ten hospitals in the country for further study, and the hospital carries out clinical advanced technology evaluation, clinical skill competition, case analysis competition, etc., through learning and communication, etc., to comprehensively improve clinical medical technology capabilities. The second is to improve the ability of teaching reform, as a hospital affiliated to universities, teaching ability is the key work of discipline construction, cultivate high-quality medical talents, and serve the regional people. The third is the ability of scientific research and innovation, which we believe is a kind of ability that is difficult to cultivate in a short period of time. We mainly introduce well-known expert teams in the industry with flexibility, sign scientific research cooperation agreements, and lead and guide the scientific research team of the institute to carry out scientific research work, such as guiding the revision of high-quality project applications, and jointly applying for national projects.

2.6 Style

Style mainly refers to the manager's management style . Style is the sum of organizational culture, leadership style, and members' values and professional norms. Style mainly refers to organizational culture and management style, mainly including organizational culture, top management support and communication and other factors. Organizational culture leads the hospital management style, which is mainly reflected in the importance of leadership in discipline construction and the policy support adopted, which is the key to affecting the strategic goals of the organization. As the primary responsible persons for the construction of disciplines, the president and secretary of the hospital have given strong support to the construction of disciplines in the hospital and demonstrated a supportive leadership style. The main practices are: First, the hospital writes the goal of discipline construction into the "14th Five-Year Plan", regards discipline construction as the lifeline of hospital development, and lists it as the first of the "eight major projects" of the hospital, which fully shows that the management leadership fully recognizes the importance and necessity of discipline construction and regards it as the top priority of the hospital's work. Second, from the support of policies and funds, 1% of the annual doctoral program construction discipline funds are extracted as special funds for the discipline construction management office, which is mainly used for academic exchanges, discipline construction guidance and other activities. Third, the hospital includes the discipline construction work in the performance evaluation, from the three-level assessment of the hospital leader - the head of the functional department - the head of the clinical department, and the discipline with outstanding discipline construction work is awarded the "Discipline Construction Excellence Award" at the end of the year, and is encouraged by the funds. Of course, disciplines that fail to pass the annual assessment of discipline construction will cancel the funding for discipline construction in the next year. At the same time, mid-term and final assessments are also set up, which fully reflects the leadership's attention to discipline construction and care for employees.

2.7 Shared values

Common values are the core of corporate culture , but also the core of the 7S model, which is the identification of organizational members to the value of organizational goals and values gradually formed under the interaction and influence of strategy, structure, system, personnel, skills, and style, and is the standard for the value judgment of organizational behavior, which determines the effectiveness and direction of management activities. At first, discipline construction is a relatively unfamiliar term for ordinary hospital employees, most employees think that it has little to do with their own interests, and even some employees think that the goal of discipline construction is too ambitious or unattainable, and lack confidence in achieving the "greater" goal of "Shenbo", thinking that as long as the disease is good and the surgery is done well, it is very content. We must first let all the staff of the hospital fully understand the goal, importance and necessity of discipline construction, as well as the impact of discipline construction on the hospital and the staff themselves, and then let the staff further understand the specific work and relevant policies of discipline construction through full staff training, encourage everyone to participate in discipline construction, guide them how to contribute to discipline construction, and finally form common values, so that it has the role of guidance, cohesion, constraint and motivation, so that the staff of the hospital can twist into a rope, think in one place, and plan in one place. If you work hard in one place, you can be invincible.

3 Results

After four years of practice and the joint efforts of all faculty and staff, the hospital discipline construction has achieved some landmark results: won the first prize of the autonomous region science and technology progress award for the first time, was approved as 2 autonomous region-level key laboratories, obtained the B-level evaluation of first-class disciplines and was promoted to class B in a new round of first-class schools in Guangxi, and won 1 Guangxi Youth Science and Technology Award; "Clinical Medicine" has been awarded the national first-class undergraduate professional construction point and the doctoral degree first-level discipline (professional degree) authorization point construction unit; 1 first prize for district-level teaching achievements. For hospitals affiliated to medical schools in

remote mountainous areas, the discipline construction has achieved remarkable results, but there is still a big gap between the conditions for "applying for doctoral authorization points" and "renaming universities", and we still need to continue to work hard to achieve greater breakthroughs.

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