



Thinking And Exploration of The Application Of 5s Management in Hospital Administrative Departments

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Received: 20/08/2021

Accepted: 26/12/2021

Published: 09/04/2022

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ABSTRACT

In the process of hospital construction, administrative talents have a very important role, and their ability and quality will directly affect the development of the hospital. However, at this stage, the construction of the administrative team of most hospitals is not very optimistic, not only the management concept is relatively backward, the management level is limited, and the work efficiency is not high, but also lacks initiative and responsibility, which seriously hinders the healthy development of the hospital. Modern major hospitals use the 5S management method to adjust human resources and distribute people and work to the best. In view of this, this paper analyzes in detail the problems existing in the construction of the hospital administrative team, and puts forward effective suggestions and countermeasures in combination with 5S management, we will take you to explore what the 5S application specifically refers to, how the hospital should apply 5S to improve the management mode of the hospital administrative department, how the specific structure of the hospital administrative department is, what kind of categories, and what measures should be used for 5S application management.

Keywords: 5S Applications, Hospitals, Administrative Departments

I. INTRODUCTION

With the progress of social economy and rapid development, China's medical industry has also developed rapidly. Hospital administration is of great significance to improve the efficiency of hospital staff, improve the relationship between doctors and patients, and improve the overall level of service. At present, the construction of administrative talent teams in some hospitals is not very mature, nor is it important enough, which is a misunderstanding in the previous development mode, and for administrative departments, the lack of perfect performance appraisal system, lack of execution in specific management, it is difficult to improve the centripetal force of hospital staff, and it is difficult to promote the development of hospitals, so we should pay attention to the construction of administrative management talents.

II. RESEARCH METHOD

This is a qualitative study. 5S management tools originated in Japan and refer to the on-site management of sorting, rectifying, cleaning, cleaning and self-cultivation in the production site around production factors such as personnel, machines, materials, and methods. Focus on the overall consideration of the production site environment, and develop practical plans and measures to achieve operational management standardization; among them, "5S" is the abbreviation of the five words of seiri, rectification (Seiton), cleaning (Seiso), cleaning (Seiketsu) and literacy (Shitsuke), which is also a classic step of the management tool. 5S management is the first to be implemented in Japanese enterprises, and is currently recognized by the management community and widely implemented in other countries and industries.

Therefore, learning and learning from 5S management, through the introduction and practice of this management tool, is conducive to the standardization and improvement of the current situation, thereby strengthening the standardization of the daily management work of the hospital administrative department, continuously improving the overall work efficiency, and better playing the role of the department.

III. DISCUSSION

3.1 The current problems in the construction of the hospital administrative team

3.1.1 The management concept is lagging behind

The hospital is an institution that has a close relationship with life and health, so it is necessary for administrative staff to actively update the hospital management concept and do the basic work for each department. However, most of the hospital's administrative staff show no care and lack of attention to the content of the post, and even they feel that the main departments of the hospital are doctors and nurses, and the administrative staff is dispensable, so in the process of specific operation, the formulation of relevant policies and systems will cause conflicts between various departments of the hospital, and even be complained by some departments.

3.1.2 Limited management capacity

At present, the administrative staff of some hospitals is transferred from the clinical staff, and some are recruited from other units, so the management knowledge is relatively weak and the management level is limited. Most of the hospital administrators have not received systematic training before the formal start of work, these personnel do not recognize the importance of hospital administration, but also lack of management skills and related theoretical knowledge, managers in the actual management usually rely on personal experience to manage, resulting in the hospital in the implementation and management of many defects, the administrative team free and loose and develop inertia.

3.1.3 Lack of responsibility

At this stage, some hospitals have not yet set up incentive mechanisms for administrative personnel, so that their salaries, bonuses and promotion opportunities can not meet the needs of administrative management staff, the work process often appears more than less, less than not, dry and not to do are the same strange phenomenon, in the long run, they will gradually lose interest in work, in the specific work, the work enthusiasm is poor, belongs to the passive state, so the performance is not satisfactory. Most of the hospital managers are some authoritative leaders, they lack the motivation and momentum of the post-80s and post-90s, and they also lack the thinking and innovation ability of the post-80s and post-90s young people.

3.2 Apply 5S to analyze human resource management in hospitals

3.2.1 Tidy up

The main basis of sorting is to distinguish between things to be and things that are not wanted, things to be retained, and things that are not needed to be handled in an appropriate way. 1S needs to be properly sorted out in the hospital administration. First, tidy up the people. Classify management personnel and build a file management library for medical staff by means of job evaluation. Second, adjust the system. Timely discover loopholes in the administrative departments of hospitals and explore countermeasures for specific problems. In this way, systematic solutions are developed to ensure the motivation of the administrative department personnel. Finally, optimize your organization. Everything should be based on reality, according to the specific work placement of staff, so as to enhance the efficiency of organizing hospital work, and further rational and scientific distribution of hospital administrative department personnel.

3.2.2 Rectify

Rectification mainly refers to placing the things needed in the corresponding position in accordance with the relevant regulations, and through fixed-point placement and accurate identification, people are more convenient when using it. 2S is a reasonable evaluation and inspection by different personnel of the hospital administrative department. First of all, it is necessary to divide the work according to the job position, confirm the job responsibilities, and arrange the staff reasonably according to the workload and work intensity, so as to fulfill the principle of employee employment according to the post, and arrange each staff member in the most appropriate position. Secondly, put forward scientific and effective assessment proposals, through the results of the assessment, each staff member will be arranged to the most appropriate position, give full play to the staff's working ability, so as to improve work efficiency.

3.2.3 Cleaning

Cleaning means to remove dirt and garbage from the working environment, and the work equipment needs to be repaired immediately to prevent pollution. 3S is the hospital administrative department for hospital personnel training and verification. First of all, the hospital can arrange the corresponding education work according to the needs of the position, not only need to take professional knowledge as the content of the training, but also need to arrange how to learn how to do things into the training, and as the main content of education, the noble moral character education combined with the study of the hospital construction, so as to improve the professional quality of the staff. Secondly, on the basis of the arrangement of posts and the appointment of professionals, a scientific and reasonable performance appraisal system is constructed, new salary rules are established, and the motivation of in-service employees is strengthened.

3.2.4 Clean

Cleaning is a standardized work for the work of 3S cleaning, while achieving good results and maintaining. 4S is the hospital administrative department requires staff to have an exemplary and realistic working attitude. First of all, the principle of leading by example is that the management personnel of the administrative department in the hospital need to guide the work enthusiasm of other staff through their own work enthusiasm, use their own behavior as an example, work diligently, do things best in the face of strict rules and regulations, and solve problems in work. Secondly, the hospital needs to implement each work system, seek truth from facts to improve the management system, and add every work measure to the construction of hospital work.

3.2.5 Attainment

Literacy is to do things in accordance with rules and regulations in professional work, thus forming a good habit. 5S is the corresponding optimization of the hospital administrative department for the cultural construction of the hospital and the construction of related systems. First of all, optimize the construction of the management system, so that the relevant systems can be updated in a timely manner, and according to the management system, it can be pragmatic to have a law to follow and a document to check, so as to cultivate the professional quality of the staff. Secondly, while arranging the construction of the hospital system, it is also necessary to establish a good hospital culture construction, let the in-service employees establish a proper work concept, cultivate the positive working attitude of the in-service employees, establish the cultural construction of the hospital, and promote the hospital management.

3.3 Effective countermeasures to strengthen the construction of hospital administrative teams

3.3.1. Personnel management the introduction of selection system

For the selection of administrative personnel, the hospital must pay attention to, form a sound management system and system within the hospital, in the selection of outstanding talents to be just and equitable as the principle, select and hire excellent talents, with work ability, professional style and professional knowledge as the basis for selection, for the hospital administrative management department to select a high professional ability, real love of work and excellent work ability of the management personnel. Promotion is a means of management measures for employee motivation, and it is also another kind of reward and recognition for their work. Build a fair competition platform, through the hospital management, such as promotion, performance appraisal and salary distribution at all levels of embodiment, so that employees get a fair return on their work. For managers who are not majoring in management, they should be trained and studied in business knowledge, and they should be systematically trained by professionals to improve the skills and management level of administrative management workers. For professional management workers, in order to promote them to master and skillfully operate the hospital system as soon as possible, as well as coordinate the management of each department,

Then it is necessary to promote managers to enter various departments to carry out rotational training to ensure that managers have an intuitive understanding of the work functions and systems of each department, so as to effectively implement management work.

3.3.2. System management Improves the salary system

In terms of salary, because the negligence of some hospitals has led to the administrative management staff not getting the salary treatment they deserve, the hospital and the corresponding departments must improve the salary management system and build a sound incentive mechanism. At the same time, it is also necessary to build a sound management system, create a good learning atmosphere for it, and mobilize the enthusiasm and enthusiasm of management personnel. In addition, it is necessary to improve the appraisal mechanism, for the managers and employees with excellent performance should be given corresponding rewards, for the poor performance of managers and employees should be given verbal and behavioral criticism and punishment, give full play to the incentive mechanism of salary, through the establishment of a comprehensive and systematic performance appraisal system, clarify the ultimate goal of the hospital, the management elements, technical elements and responsibility elements into the appraisal system, and the performance appraisal results as the basis for employee salary distribution, promotion, title and job appointment, training and education, etc. In order to fully mobilize the enthusiasm of employees.

3.3.3. Strengthen education, training and assessment

In the process of rapid development of the hospital, the management level of the manager has a very important influence, and only by improving the overall management level of the hospital can the development of the hospital be promoted. Compared with other public institutions, the hospital has a certain particularity, its internal work tasks are heavy, can not have the slightest slack, therefore, in the hospital should organize regular lectures and learning, according to their class situation to carry out attendance, the classroom learning situation and bonus distribution organic combination. The content of the lecture should combine management knowledge and knowledge in various disciplines, so that while improving the management level of staff, it can also be developed in all aspects. In addition, we must also pay attention to cultivating their spiritual literacy, and we should regularly organize educational activities with clear themes and rich contents, as well as initiative and enthusiasm for work, so that managers can clarify the importance of work responsibilities. In addition, the hospital can also cultivate a talent echelon in construction management in a planned way, such as sending the backbone of various departments out for exchanges and further study. The hospital itself should also strengthen the construction of culture, if a hospital has its own hospital spirit, then it can improve the cohesion of the hospital, the enthusiasm and enthusiasm of the management personnel is unprecedented, and can also motivate them to work harder and harder, improve their management ability. At the same time, it will also evaluate whether the staff meets the position of the hospital through the way of assessment, and which hospital position is suitable, and the salary is also set according to the assessment and evaluation method during the post, so as to safeguard the legitimate rights and interests of the staff and mobilize the initiative of the staff.

IV. CONCLUSION

In the process of hospital development, it is of great significance to do a good job in administrative management. Therefore, the level of administrative management has a great impact on the sustainable development of the hospital, and only by building a high-level administrative team can we promote the high-quality development of the hospital. In addition, it is also necessary to establish a sound training system to improve the professional level of administrative personnel, in order to continuously improve management efficiency, different strategies should be adopted to promote

the management level of employees, only in this way can we promote the comprehensive and rapid development of the hospital. 5S management is applied to the administrative department of the hospital, which can effectively help the relevant activities of the hospital to proceed smoothly, and at the same time, it can formulate relevant rules and regulations and manage the staff of the hospital, so that the hospital can be sustainable. The administrative management of the hospital needs to be analyzed from the perspective of the actual situation and the long-term perspective, so that the hospital can develop better and thus improve the efficiency of the hospital.

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