

## Application of clinical pathway in hospital management

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**Abstract:** with the rapid development of China's economy and society, the market competition in China's medical industry is becoming more and more fierce. If hospitals at all levels want to improve their medical pathway management level, they must be fully aware of the importance of clinical pathway management in China. On this basis, combined with the practice of the existing path management level of hospitals at all levels in China, reasonably formulate the implementation scheme of clinical path management, realize effective hospital management, and promote the rapid development of medical undertakings in China.

### 1. Introduction

Clinical diagnosis and treatment approach generally refers to a series of clinical diagnosis and treatment service approaches, such as regular clinical medical evaluation and treatment, operation, inspection, consultation, medication, nursing and timely discharge after cure, through the behavioral data center for the clinical medical status of a specific clinical disease or multiple individuals, In order to minimize unnecessary regular clinical medical examination and unnecessary expensive or high-priced medical and health drugs, so as to greatly reduce the cost of clinical medical services and eliminate the major hidden dangers that seriously affect the quality and safety of national medical and health service products due to individual personality differences of doctors engaged in clinical diagnosis and treatment. Clinical diagnosis and treatment approach management must be completely based on the joint attention and active participation of many interdisciplinary diagnosis and treatment experts. The management of diagnosis, treatment and nursing service process should also have the basic characteristics of clinical standardization and forecast table format, which is conducive to the specialized hospitals at all levels to have a deeper and full understanding and clear understanding of their own clinical diagnosis, treatment, and service process, so that the clinical diagnosis, treatment and service process management of hospitals at all levels should be more scientific and effective. [1] This paper deeply discusses several key problems that should be paid attention to in the in-depth implementation of three-level clinical medical pathway performance management in a third-class hospital in Fujian Province.

### 2. Current situation and deficiency of hospital management at all levels in China

#### 2.1 major medical quality and safety incidents still occur frequently

Since 2016, a series of medical quality and safety incidents with great negative impact and serious problems have occurred in China. Such as the "weizexi incident" caused by the chaotic management of the medical department, the illegal application of medical technology and the competitive ranking of Baidu medical advertising; Hepatitis C outbreak occurred in hemodialysis patients in Zhen'an County Hospital, Shangluo City, Shaanxi Province; An outbreak of hepatitis B in hemodialysis patients at a hospital in Chengyang District, Qingdao City, Shandong province; The medical staff of Luohe Central Hospital in Henan Province performed pre hospital first aid tasks and handled improper events; Zhejiang Province Traditional Chinese Medical Hospital, a technical staff for

violating the "one person, one tube, one throw" operation process led to the collective infection of AIDS and so on. After these events were widely exposed by the news media, they seriously affected the image of the medical and health industry and medical personnel, and had an extremely adverse impact on the construction of doctor-patient trust relationship and doctor-patient harmonious relationship. Similar incidents exposed the hidden dangers of medical quality and safety in medical institutions, and sounded an alarm to the government health administrative departments and hospital medical quality managers. Although the lancet magazine reported that the international ranking of China's medical quality level increased significantly from 110 in 1990 to 48 in 2016, the medical quality and safety problems exposed by similar events should not be ignored.

## **2.2 Hidden dangers of medical quality and safety are still prominent**

With the continuous promotion of the construction of hierarchical diagnosis and treatment system, with the vigorous development of social medical services, [2] the gradual liberalization of multi-point practice of doctors, the choice of medical places for patients is more diversified, and the number of patients in county hospitals and private medical institutions is increasing. However, compared with tertiary hospitals, the medical management and technical service capabilities of grass-roots and private medical institutions are poor, and the potential safety hazards increase when the professionals, diagnosis and treatment technology, inspection and inspection facilities and equipment are not fully met. According to the 2016 national medical service quality and safety report, in 2015, the average number of outpatients, discharges and outpatient operations in national level III public general hospitals decreased compared with 2014, and the number of level II public general hospitals increased significantly; Through the analysis of 20 common operations in China in 2015, it is found that the mortality of 9 operations such as kidney and prostate related operations and percutaneous coronary intervention (PCI) is higher than that in 2014; Rehospitalization rate of inpatients on the day of discharge, rehospitalization rate within 2 ~ 15 days after discharge, rehospitalization rate within 16 ~ 31 days after discharge and other return indicators increased compared with the average year of 2014; The surgical complications, labor process and delivery complications and implant complications of hospitalized patients showed an upward trend.

## **3. Significance of implementing clinical pathway management**

### **3.1 It is conducive to improve and perfect the cost management of the hospital**

With the advancement and deepening of China's medical and health system reform, hospital cost accounting has developed from extensive, that is, only used to calculate the total cost of the hospital and the cost of each department, to more detailed engineering project cost accounting, single disease cost accounting and drug preparation accounting. The establishment of standardized medical expenses for single disease treatment can reflect the treatment time and expenses of various diseases and the specific medical output relatively accurately. Comparing it with different periods and different types of hospitals can directly reflect the technical level, management level, medical service quality level and economic benefits of the hospital, which is conducive to the government departments to control and supervise the hospital operation cost, improve the management level, and improve the benefits. [3] The cost accounting and management of hospitals is the focus and direction of the reform of socialized medical system in China. Its complexity and systematicness need to be controlled comprehensively. In the process of management, the whole hospital should not only pay attention to cost diagnosis and treatment expenses, but also comprehensively adjust all institutions of hospitals at all levels. The improvement of clinical approaches can greatly accelerate the pace of medical management system reform and improve the level of hospital socialized management and the quality of service.

### **3.2 There are two important reasons for reducing or improving hospital service level**

First, the diagnosis method is unreasonable, and second, the scale of the hospital is too large. The cost accounting method of a single disease can effectively control and reduce the diagnosis and

treatment cost of the disease by improving the clinical approach, rational use of drugs and other technical measures, so that patients can obtain the best health and medical services with the most economic cost and income in real life. In addition to bringing more waste of medical resources and rising medical costs to patients, patients may also suffer from more iatrogenic diseases. The quantitative index monitoring and management system for controlling excessive medical treatment is established, and the strict statistical analysis data is used as the judgment standard, which significantly reduces the inappropriate diagnosis and treatment behavior. The occurrence of excessive health medical events is closely related to many factors and has various forms. Its consequences have a great impact on our whole country and the whole society, which should be of sufficient significance to its problems.

### **3.3 It Is conducive to the charge management and supervision of public hospitals**

Open and transparent charging hospitals carry out cancer treatment for individual patients according to standardized cancer treatment and clinical service channels. Patients or other fixed medical insurance parties no longer need the hospital to pay fixed treatment fees, reducing the psychological anxiety of patients due to paying unforeseen cancer treatment and disease diagnosis fees. Whether the insured hospital needs to pay additional medical expenses or not, patients or other legal medical insurance parties only pay in a fixed and orderly manner according to the annual charging standard required for a single disease, which fully encourages the insured hospital to strengthen disease treatment and reduce disease risk better actively. For example, the marketing channels, logistics resource management, medical service process, human resource management, elderly care service product quality and other links of medicine into imported medicine can be well controlled, which can effectively reduce medical costs. Strengthen the daily financial management of existing hospitals, improve their hospital financial management operation mode, effectively and continuously improve the management level of medical core comprehensive competitiveness of existing hospitals, reduce the financial management and daily operation cost of existing hospitals, and further accelerate the medical capital turnover rate of existing hospitals, The main medical technical service human resources of the existing hospitals are also reasonably allocated and used,[4] which reduces the medical labor cost loss of the existing hospitals, so as to effectively improve the socio-economic and other social benefits of the existing hospitals, and then effectively promote the healthy, scientific and sustainable development of the new hospitals.

## **4. Application of clinical pathway in hospital management**

### **4.1 Selection of clinical pathway**

According to their own actual situation and characteristics, each clinical department, in close combination with the occurrence of various diseases, defines the disease type and scope in the references for determining the clinical path, formulates highly representative specialties, greatly improves the diagnostic benefits of modern medicine and technology, and then defines the diagnostic results through analysis and combination with the patient's own situation, Unnecessary complications were eliminated. When selecting the way of clinical nursing, we need to carry out comprehensive nursing work according to the technical level of nursing staff. We should be patient-centered, consider the patient's affordability of treatment costs and expenses, reduce treatment expenses, and reduce sudden changes during diagnosis and treatment.

### **4.2 Leaders' attention is the key**

The path of professional clinical treatment management mainly includes the effective control of medical cost and the guarantee of medical cure effect. The scope of basic medical knowledge needs to be covered is very wide and needs the cooperation between various disciplines. Therefore, if there is a deviation in one step, it may affect the whole system. Therefore, we need to further increase the frequency of communication and mutual supervision between all links. Only in this way can we enable our employees to complete their work tasks in accordance with the standards and improve the

work quality. We must attach great importance to the time of examination report and the work flow of arranging the operating room. Therefore, the company must establish a department responsible for management, with the participation of department heads, hospital leaders and other personnel, select a leader, design a relatively perfect system for management, and provide detailed job responsibilities.

### **4.3 Systematically promote clinical pathway management**

As a key component of China's medical system reform, it is particularly important to promote the principle of public welfare. It gives a new connotation to the clinical approach. Moreover, the implementation of clinical approach has always been the responsibility of all staff. Promoting the improvement of the whole hospital in its science, technology and medical service level requires the joint efforts, coordination, and cooperation of the whole hospital. Through a special study and research meeting and many publicity activities, the hospital should enable employees to have a deeper understanding of the management objectives and significance of clinical approaches.

#### **4.3.1 Publicity launch stage**

In the first level stage, we need to create a relatively complete working conditions and environment. Therefore, we need a lot of human and material support. Without sufficient financial and material support, we can't lay a foundation for future work.

#### **4.3.2 Pilot promotion stage**

Therefore, when the last stage is completed, they need to be comprehensively summarized. First, we must deal with all the defects and deficiencies in the previous stage, properly build a new information service platform, and create convenient conditions for the smooth development of the pilot work of the project.

#### **4.3.3 Improvement stage**

Through the analysis and research of advanced experience and methods, we can supplement various defects and deficiencies in the preliminary work. Secondly, we can further deepen the reform according to the specific situation of local hospitals. Only by taking these measures can we establish scientific and reasonable clinical methods and improve the hospital treatment management model.

## **5. Conclusion**

At present, people pay more and more attention to the problem of hospital clinical pathway management. Clinical pathway management is directly related to the medical and service level of the hospital, and then related to the future development of the hospital. In this regard, the hospital must recognize the importance of carrying out clinical pathway management, clarify the objectives and direction of clinical pathway management, carry out clinical pathway management in a planned and targeted manner, realize effective management, solve the problems existing in hospital management, and promote the development of the hospital. [5] Nowadays, information technology has been widely used in clinical pathway management, realized the informatization of clinical pathway management, improved the efficiency and quality of clinical pathway management, improved the utilization of resources, played the role of clinical pathway management in medical management, and reflected its value. Of course, in order to achieve the goal of clinical pathway management, all departments of the hospital must recognize the importance of clinical pathway management, actively cooperate, give more feasible opinions and ideas, implement clinical pathway management to everyone in the hospital, and improve the level of clinical pathway management. Hospitals need to strengthen the training of clinical pathway managers, constantly enrich the practical experience of clinical pathway managers, expand their horizons, and better meet the needs of clinical pathway management. Under the hospital clinical pathway management mode, relevant personnel must enhance their awareness of innovation and service, and improve their innovation ability and service level.

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