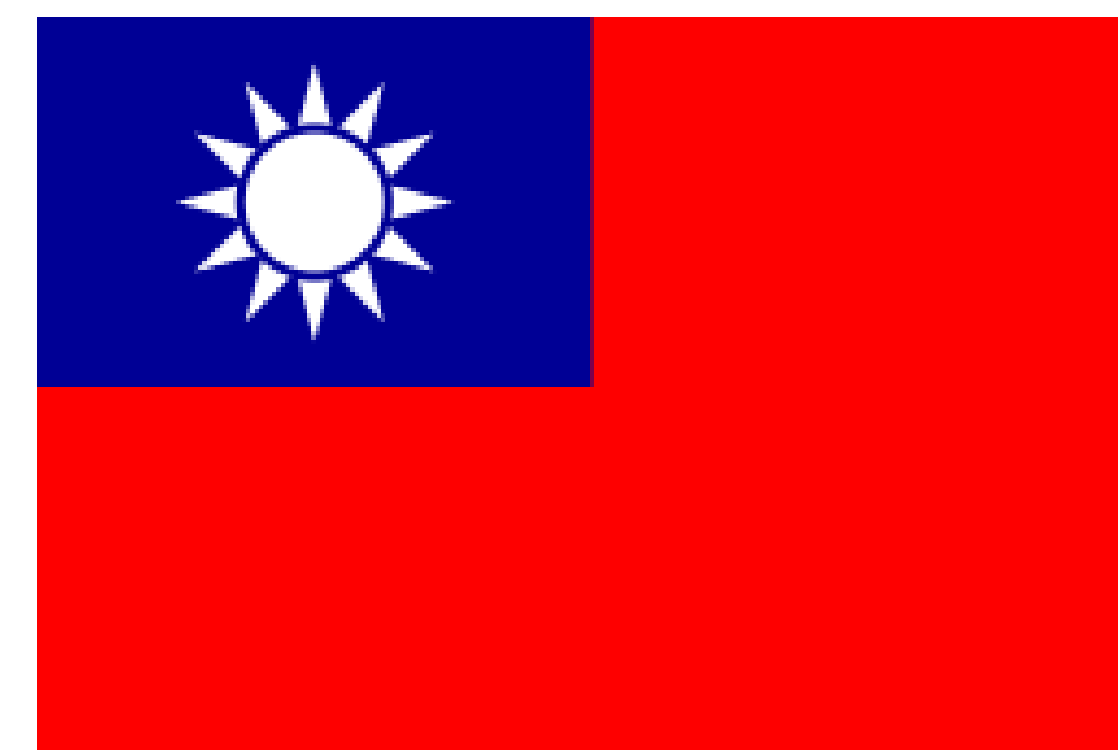




ISQua's 39th International Conference

27th- 30th August | COEX Seoul



THE SERVICE MODE TRANSFORMATION OF EAST DISTRICT HEALTH CENTER IN CHIAYI CITY

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ISQUA2023-ABS
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INTRODUCTION

In 2017, the Eastern District Health Center Fund was facing the crisis of bankruptcy. In order to overcome the financial vicious circle like a chronic disease, the director of the health center implemented the renovation plan of turning over the health center.

Due to policy factors, the metropolitan health center is forced to promote the new type of business (long-term care 2.0), but due to the long-term shortage of funds and manpower, the colleagues of the health center rebound and question. Through a series of innovation in organizational structure and management process, the health center can be successfully activated and the public is willing to take the initiative to come to the health center. Health centers have changed from the outside to the inside, breaking through traditional management difficulties and gaining an important position in the hearts of the public again. For the elderly in the local pension and healthy aging to do their part, so as to become the axis of community health.

AIM

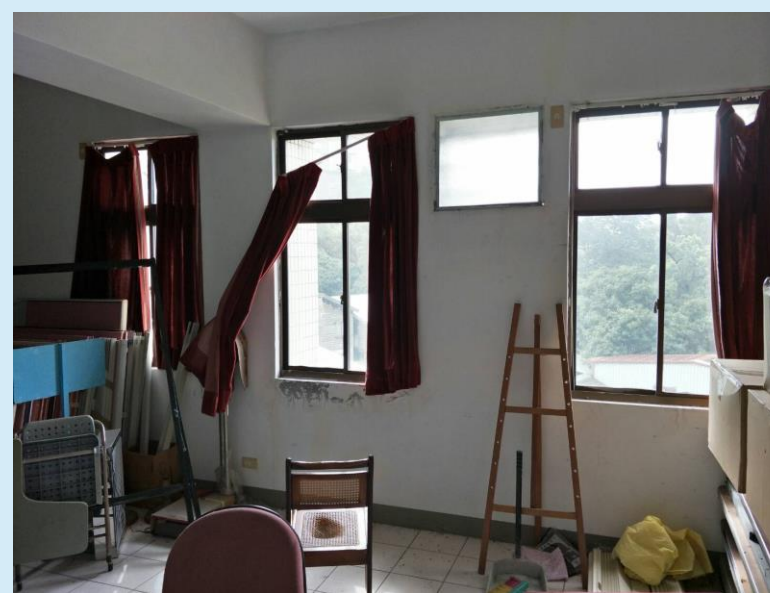
The Eastern District Health Center of Chiayi City is a metropolitan health center, undertaking hundreds of services such as prevention and treatment of infectious diseases, psychiatric management and cancer screening tracking. Although it is an important cornerstone of urban health, the old environment and traditional service mode of the health center have led to a low sense of existence and low utilization rate, and it has gradually been far away from the public.

The director of the health center overcome obstacles, find resources, and improve the space, environment and services of health center in line with the central government's policy drive of long-term Care 2.0. Trying to reverse the public stereotype of health centers and regain the public's love and trust.

RESULTS

When the innovation comes from within the organization, the members have higher acceptance and learning willingness to the innovation and faster diffusion speed. The higher the degree of innovation diffusion and integration within an organization, the better the innovation performance, the stronger the new organizational state, and the higher organizational effectiveness. When the values of colleagues are aligned with the goals of change, the new approach is more embedded in the culture and lasting.

Change1
Unused space becomes a leisure room for community residents



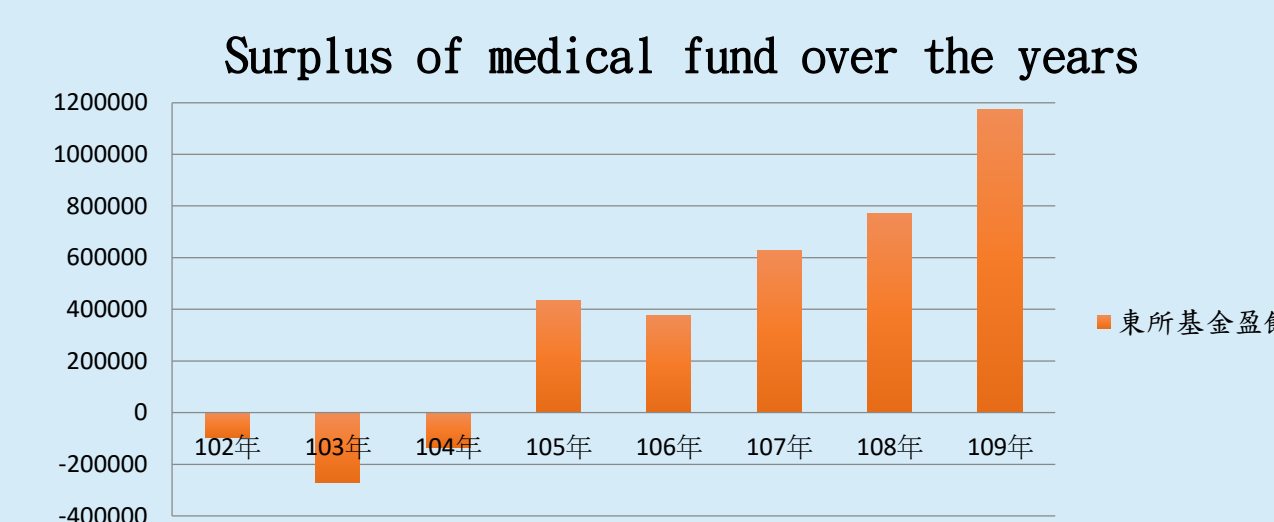
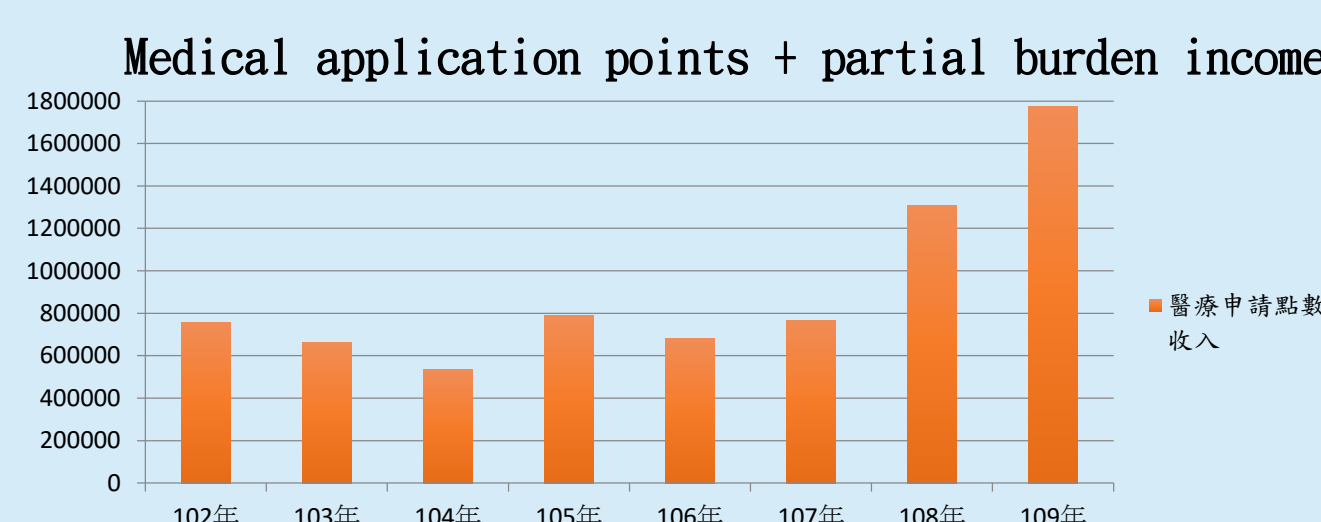
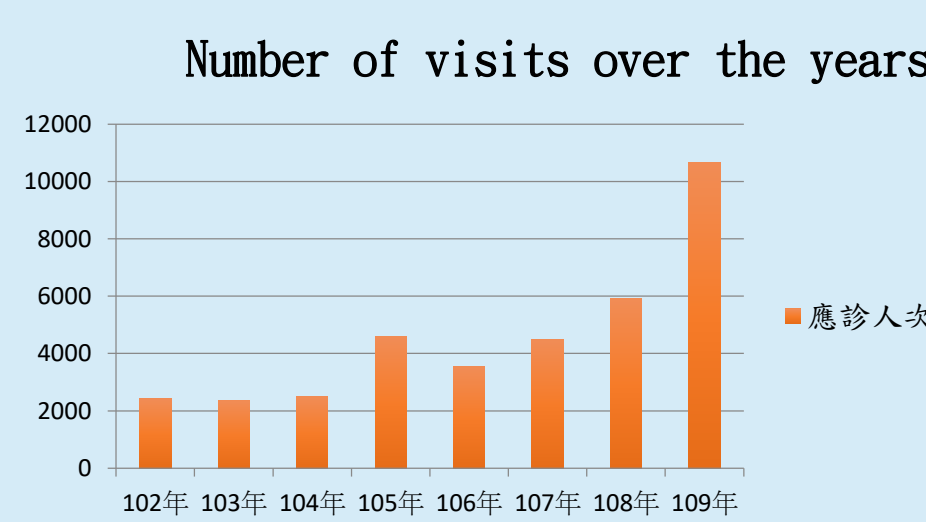
Change2
Waiting hall becomes Lobby Cafe



Change3
The kitchen becomes a cooking classroom



Change4
From a place where you only go for vaccinations, to a leisure spot for the elderly to promote health



A series of Organizational Change began in 2016. Colleagues have changed from why we should do so many things, to what we can do more in the future, and gradually realize the beautiful image of a healthy and age-friendly city.

METHOD

How can health center take action?

(1) Develop a vision

Establish that the health center should be the best long-term resource link hub to avoid the risk of blind implementation.

(2) Apply for the program to obtain various funding subsidies

How does the director of the health clinic dispel the doubts of his colleagues?

(1) Communicate the vision for change

(2) Introduce new practices and implement reforms

(3) Authorize employees to participate

(4) Inject new members into the organization

(5) The use of non-establishment manpower

(6) Celebrate big short-term results

Why empowerment and what benefits does it bring to the organization?

(1) MBWA, Management by Walking Around

(2) Consolidate the achievements and make further efforts

CONCLUSIONS

Building corporate culture: What does the Director of health center do to connect with the community? What is the result?

Help colleagues think further by empowering them to give their opinions. The service reform of health center, infused with more interdisciplinary professionals, horizontal cooperation, professionalism influenced by professional groups, improved professionalism, education and experience, and improved skills conducive to each other's work, making innovation more likely. Train colleagues to take a close look at the external environment, move from a borderline "it's none of my business" attitude to a "it's probably all my business" attitude, and develop a core sense of work goals. Members began to pay attention to the materials and resources that were readily available in their lives, thus enhancing connections.

ACKNOWLEDGEMENT

- Yao-Mao Chang, director of the Chiayi City Health Bureau in 2021, and an associate professor at Taipei Medical University. The Health Bureau is the competent authority of the East District Health Center in Chiayi City, Taiwan.
- Jeng Yih, director of the Social Enterprise Development & Research Center of Sun Yat-sen University. He is also an associate professor of the Department of Financial Management of National Sun Yat-sen University, Kaohsiung, Taiwan
- Director Tang-kui Lin of Chiayi East District Health Center and his team, who is also a medical examiner of East District Health Center of Chiayi City, Chiayi, Taiwan

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