

# Research on risk and preventive measures of labor and personnel management in public hospitals

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**Abstract:** public hospitals are the backbone of China's medical and health undertakings, providing necessary medical security for people's lives. Strengthening and improving the personnel management system plays a positive role in promoting management stability and social stability. The organization system of public hospitals is huge, and the forms of employment are diverse, including personnel employment, labor dispatch, etc. the development time of medical institutions in public hospitals is short, there are many hidden dangers in the development process, and there are certain risks in the process of personnel management. In the new era, public hospitals should pay attention to the improvement of understanding management, effectively prevent and control management risks, improve their own management system, serve the public according to the best medical level, and promote the harmonious development of society. Based on this, this paper analyzes the risk of labor and personnel management in public hospitals, and puts forward corresponding preventive measures for reference.

**Key words:** Public Hospital; Labor and personnel; Managing risks; Preventive measures

**Introduction:** Based on the progress of market economy, China's medical industry has been substantially developed. As the core part of medical and health undertakings, public hospitals have played a solid role in ensuring people's life safety and providing professional medical services for the society. With the in-depth promotion of various reform systems and the diversified development of employment forms in public hospitals, the internal management requirements have been continuously improved, and the employment risk has been highlighted. Public hospitals are facing new challenges. In this context, if public hospitals want to maintain the dominant position of medical institutions and achieve good development, they need to face the challenges of the new era, fully implement the requirements of national reform, optimize the internal management system, improve the quality of medical services, effectively solve the problems of internal labor awareness management, and provide effective protection for mobilizing and giving full play to the enthusiasm of medical workers.

## 1. The significance of optimizing the reform of labor and personnel management in public hospitals

Labor and personnel management is an important way to stabilize the internal environment of the hospital. It is of great significance to optimize and reform the personnel management mode, which is mainly reflected in the following aspects: first, enhance the ability of hospital personnel risk management and control. Public hospitals mainly rely on intangible resources such as diagnosis and treatment technology to create value, while intangible resources are mainly transformed from human resources, which shows that hospital personnel management work largely affects the creation of hospital value. Personnel management mainly includes talent introduction, personnel training, employee reward and other aspects. Any deficiency in any aspect will bring personnel management risks and personnel losses to public hospitals. Through the optimization and reform of personnel management mode, it can promote the improvement of all aspects of personnel management, promote the improvement of the comprehensive quality of employees, effectively enhance the ability of hospital personnel risk management and control, and promote the good development of the hospital. Second, it is conducive to the rational allocation of human resources. Rational allocation of human resources can give full play to the positive role of employees in various positions, and promote the hospital to provide efficient medical services for the society. Hospital internal management needs to be adjusted in time with the development of the times, and promote human resource management through the introduction of advanced management mode, so as to play a greater role of human resources. The staffing management and treatment mechanism of medical staff are not only closely related to the staff themselves, but also have a far-reaching impact on the development of the hospital. The reform of personnel management can promote the staff to play the main role and deepen the internal operation of the hospital.

## 2. Risk analysis of labor and personnel management in public hospitals

Public hospitals are constrained by laws and regulations in personnel management. Relevant laws and regulations should be strictly implemented in the whole process of talent recruitment, talent recruitment and talent resignation. Part of the work in the actual implementation process too much emphasis on management rights and dismissal rights, lack of full attention to the interests of employees, making labor and personnel management risks gradually highlighted. Through the analysis of the current labor and personnel management in public hospitals, it can be found that there are the following aspects in the management:

### 2.1 Personnel management is not standardized

The lack of standardization in labor and personnel management is mainly reflected in the following aspects: first, some managers lack legal awareness. If managers lack perfect legal consciousness, rely on subjective consciousness to deal with problems, and decide rules and regulations according to personal will, at the moment when workers' awareness of safeguarding rights is increasing, it is easy to generate personnel labor disputes and personnel management risks, which is not conducive to the construction of hospital talent team.

The second is the lack of standardization of employment and labor contract management. There are many management problems in labor contracts, such as failure to sign contracts in time for initial employment and continued employment after expiration; Lack of effective management of labor contracts; The content of the contract lacks the elaboration and explicit agreement on the rights and obligations of both parties; The employment contract or labor contract conflicts with the talent introduction agreement and other relevant documents, leaving risks for subsequent management. Third, the rules and regulations are not standardized. Hospital rules and regulations include employment conditions, discipline system, salary performance system, etc., and the effectiveness of relevant systems does not meet the relevant provisions. On the one hand, the relevant provisions conflict with laws and regulations, and there is a lack of procedures such as discussion and voting at the workers' Congress and publicity to employees in the formulation process; On the other hand, the monthly rules and regulations are not clear enough and controversial in application, so it is difficult to provide a clear direction for personnel management.

#### 2.2 Dogmatization of human resource management

At present, most public hospitals still adopt the traditional management mode, which makes the overall management more dogmatic and lacks perfect competition mechanism, so it is difficult to create a good personnel management atmosphere. First of all, it failed to make corresponding adjustments according to the development of the times. Affected by the traditional management system, public hospitals mostly adopt fixed management mode, which fails to make corresponding adjustments in combination with the development of market economy and system reform, and is relatively simple in the whole management process, lacking flexibility and dynamics. Managers' understanding of the internal situation is not sufficient, they lack attention to talent demands, and they fail to fully reflect the people-centered management concept, which is difficult to create a good development space for talents and is not conducive to talents' exertion of their own strength. Secondly, there is a lack of perfect competition mechanism. Scientific and perfect competition mechanism can provide effective support for the development of hospitals, but some hospitals failed to form a good internal competition environment in the management work. In the process of management, medical staff lack a correct understanding of internal competition, and believe that as long as they do their own work well, they are not active in participating in relevant academic research, and thus cannot create a good internal competition atmosphere, which is not conducive to the subsequent development of the hospital. The incentive mechanism set up by the hospital human resources management institute is conducive to stimulating the healthy competitive vitality of medical staff, but some hospitals fail to combine the actual situation and audience problems in the construction of such systems, and pay too much attention to the academic qualifications and scientific research achievements of medical staff, which is likely to lead to unfair psychology of some staff.

#### 2.3 Single performance incentive mechanism

In the actual management work, the incentive mechanism and evaluation mechanism set up by public hospitals are lack of systematic planning, which makes the management form relatively simple, mainly as follows: first, the performance evaluation mechanism is formalized. Although the hospital has carried out performance assessment on employees, the assessment results are not closely linked with post promotion, which makes the performance assessment formalized and difficult to effectively mobilize the self-sufficiency of employees. Most public hospitals have set up assessment indicators such as morality, ability, diligence and performance. The operability of some indicators is insufficient, and there are subjective factors, which are difficult to reflect the objectivity of the assessment results. Second, the incentive mode is relatively simple. The incentive mode adopted by the hospital is relatively simple. Incentive methods mainly include spiritual rewards and material rewards. Most public hospitals give priority to material rewards and offer corresponding bonuses and salary rewards to employees who meet the standards. However, they lack corresponding spiritual rewards and pay no attention to their spiritual needs, so it is difficult to effectively mobilize the enthusiasm of employees.

### 3. Risk prevention measures of labor and personnel management in public hospitals

#### 3.1 Renew the concept of personnel management and strengthen the risk awareness of managers

The management concept directly determines the management behavior. In order to promote the reform of personnel management, we should update the management concept of managers from the root, mainly from the following aspects: first, strengthen the legal service consciousness of managers. In the personnel management work, managers should strengthen the learning and understanding of relevant laws and regulations, improve their position and enhance legal awareness. For example, learning the content of the labor contract law to improve the standardization of personnel management; According to the regulations on personnel management of public institutions, we should improve the content of personnel management, and refer to the Interim Provisions on the punishment of public institutions' staff to refine the relevant rules for the punishment of employees who violate the law and discipline, so as to ensure that all management systems can comply with the relevant laws and regulations, and provide institutional guarantee for the standardization of employment. The state has set up detailed policies and regulations on the employment of enterprises, pointing out the direction for the personnel management of public hospitals, encouraging managers to carry out personnel management in combination with relevant regulations, and effectively improving managers' business level and the ability to implement policies and regulations. In this process, the hospital can make requirements for the work of managers, and take the mastery of laws and regulations related to labor and personnel as an important assessment index for managers, so as to promote them to improve their legal literacy. Second, improve the concept of personnel service. Managers should enhance the concept of personnel service, reduce administrative thinking in dealing with various work, establish the people-oriented management concept, timely understand the demands of employees, establish a negotiation and dialogue mechanism with employees, so as to ensure that the reasonable demands of employees can be met in time and all problems of employees can be solved in time. Third, strengthen the

evidence thinking consciousness of managers. Rules and regulations are an important basis for the personnel management of the employer. When formulating and implementing relevant rules and regulations, managers should strengthen their awareness of evidence thinking, pay attention to following the relevant national regulations to develop a legal and compliant management mechanism, quantify relevant indicators, and make quantitative provisions on factors such as severe dereliction of duty and heavy losses, so as to improve the management work; Pay attention to communicating employees' opinions, obtain employees' opinions through the hospital labor union in time, and keep the meeting attendance, meeting minutes and other materials involved in this process; After formulating the rules and regulations, pay attention to publicity. By introducing the rules and regulations into the appendix of personnel employment and Issuing the employee handbook, employees can be informed of the relevant systems to avoid subsequent employees claiming that the rules and regulations are invalid on the grounds of not being informed.

### 3.2 Strengthen contract performance management and establish personnel dispute mechanism

Labor contract management is an important part of hospital personnel management. By strengthening the management of contract performance and establishing the personnel dispute mechanism, it will help to improve the effect of hospital personnel management and make the dispute issues well resolved. First, refine the contract content. The contract shall be formulated according to the actual situation of employees in different positions, and the rights and obligations of employees shall be clearly defined to pave the way for subsequent management. For example, in the resident training activities, the hospital can clearly define the special training service fees, service period, etc. when formulating the service period agreement, retain the training approval form, reimbursement voucher and other materials, and require the employees to sign for confirmation, so as to avoid the problem that it is difficult to reasonably define the relevant training fees after the digital display doctor takes part in the training. Secondly, refine the relevant process of talent recruitment. In terms of talent recruitment, the hospital should formulate a perfect system and process, and consider all aspects of indicators of workers in strict accordance with the recruitment standards; Present the employment conditions, job responsibilities and other contents in written form; Explain the employment conditions and assessment contents related to the probation period to the employed talents; For those who fail to meet the employment requirements, we should pay attention to sorting out the written materials of the assessment process, assessment conclusion and other links, explain the specific reasons to the workers, and keep the written records. So as to ensure that the whole talent recruitment and dismissal process can comply with relevant regulations. Thirdly, introduce information management technology. Hospitals can introduce information technology for contract management, such as building an information management platform, recording in detail personnel employment, labor contract signing and other related matters, and setting up the corresponding time reminder function to ensure timely processing when the contract expires or the post change expires. Finally, establish a personnel dispute settlement mechanism. The hospital should formulate a perfect mechanism for handling labor and personnel disputes in combination with previous experience and relevant laws and regulations, so as to have evidence to rely on in case of personnel disputes and smooth the path of internal dispute resolution. The hospital can also establish a labor and personnel dispute mediation committee to regulate internal dispute issues, enhance the authority of the committee, ensure that it can effectively relieve bad emotions, understand the demands of employees, and reduce the loss of personnel dispute issues.

### 3.3 Strengthen the construction of personnel management team and improve the performance evaluation mechanism

In order to effectively prevent the risk of personnel management, the hospital should strengthen the construction of personnel management team and effectively reform the performance appraisal mechanism. First of all, pay attention to the introduction of management talents who are proficient in law. In order to avoid legal risks in personnel management, the hospital should pay attention to the introduction of personnel management talents who are proficient in law, ensure that talent recruitment and talent introduction agreements can comply with legal compliance, and the formulation of various agreements and contracts in the hospital should be reviewed by legal talents, so as to check the relevant procedures on personnel flow. Secondly, pay attention to personnel training. Personnel management personnel are the key to promote personnel management. The hospital should organize personnel participation training according to the actual situation, learn advanced management concepts and management knowledge, and be able to carry out scientific management according to the development goals of the hospital and update the management mechanism in time. At the same time, the hospital should also carry out cultural construction training and professional ethics training for managers, so as to promote managers to establish a correct professional concept and contribute to the development of the hospital. Secondly, set up a perfect performance evaluation mechanism. Public hospitals should establish and improve the performance appraisal system and improve the standardization of internal management. The construction and improvement of this system can clarify the positioning of personnel management, and play a positive role in improving the efficiency of medical services and the technical ability of medical workers. In the implementation of performance appraisal, the management department should further improve the relevant mechanism, formulate a perfect hierarchical diagnosis and treatment system, and smoothly promote human resource management. The hospital should optimize the relevant assessment indicators and organizational evaluation forms, formulate clear assessment standards and assessment procedures for each post, adhere to the principles of objectivity, impartiality and seeking truth from facts, and carry out reasonable performance assessment for the employees of each department, so as to provide more comprehensive and objective assessment results, ensure that the hospital can accurately assess the work of employees, and give play to the role of feedback to employees' work. In terms of formulating assessment standards, the functions of each post in the hospital are different. Comprehensive consideration should be given to the needs and differences of the post, and assessment standards that meet the characteristics of the post should be formulated. At the same time, attention should be paid to the opinions of employees, the concept of humanistic

management should be implemented, and each post should be comprehensively evaluated according to the performance assessment results. In the assessment process, the hospital should follow the principle of openness and transparency, disclose the assessment requirements and results, and accept the supervision of medical staff, so as to continuously improve the assessment system. In terms of assessment forms, the personnel management department should implement comprehensive and comprehensive assessment work, and organize employees to conduct mutual evaluation and self-evaluation, so as to obtain more objective and comprehensive assessment results.

#### 3.4 Set up a fair and reasonable salary system to reduce the risk of personnel management

A fair and reasonable salary system can enhance employees' sense of identity, reduce employees' inner unfair psychology, help reduce the occurrence of personnel management risks, and create a good competitive environment. First, set scientific post standards. The personnel department shall set corresponding responsibility standards according to the specific position conditions, quantify relevant position indicators, and ensure that the position requirements are reasonable. Secondly, evaluate the post value. The personnel department should reasonably evaluate the value of the position and make reasonable salary settings according to the position value. Finally, set up incentive compensation mechanism. The personnel department should set up an incentive compensation mechanism to ensure the fairness of the compensation system, manage the working ability and the compensation mechanism, create a harmonious management atmosphere internally, and stimulate the healthy competition of employees.

### Concluding remarks

To sum up, public hospitals are institutions that provide high-quality medical services for patients. With the continuous development of the medical industry, the continuous improvement of China's labor and personnel related policies and regulations, the contradiction between the gradual improvement of employees' awareness of safeguarding their rights and the solidification of management thinking in medical institutions has gradually become prominent. In this regard, public hospitals should pay attention to the reform of personnel management, face the new risks of personnel management in the new era, do a good job in personnel training and performance appraisal, focus on improving the risk awareness of managers, effectively strengthen personnel management, and create a good internal competitive atmosphere by improving the talent incentive mechanism, so as to provide an effective carrier for the growth of medical staff, Enhance the internal cohesion of public hospitals and help the healthy development of hospitals.

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