Suggestions on Transformation of the Traditional Chinese Medicine Doctors Management Based on the Competency Model

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Abstract. Suitable management mode of TCM doctors will improve the medical quality and have positive effects on the development of TCM hospitals, and promote the whole development of TCM. In this paper, through a comparative analysis of traditional management mode of TCM doctors and management mode based on competency model, it is suggested that the reform of the management mode based on competency model of TCM doctors should be carried out, including the aspects of selection, training and performance evaluation of TCM doctors, paying more attention to knowledge, skills of diagnosis and treatment on TCM, and also the professional ethics and values of TCM doctors.

1. Introduction

The development of traditional Chinese medicine (TCM) cannot be separated from the cultivation and development of TCM doctors. And the TCM human resources can be said to be the backbone of the revitalization of TCM. The TCM hospital is the main carrier of the development of TCM. In the era of knowledge economy, the hospitals are highly concentrated with knowledge and technology, should keep the sustainable development through the work of human resource management to select the right talents, retain the excellent talents, allocate the talents rationally, encourage the talents effectively, and so on.

In order to improve the comprehensive service of the TCM hospitals at the present stage, and the TCM doctors as the main force of the development of TCM hospitals, the improvement of the service abilities of the TCM doctors has a direct and important influence on the efficiency of the TCM hospitals. Competency Model is the combination of competencies required for a specific job or a role, and it is the important foundation of a series of human resource management and development practices (such as job analysis, recruitment, selection, training and development, performance management, etc.). Competency Model emphasizes not only the external knowledge and skills, but also the potential traits and motivation. Some researchers had assessed physicians’ competencies, encouraged and guided them to modify their behaviors according to the evaluation criteria [1-3], including selection, training, and careers [4], some concerning excellent doctor [5]. In addition, some researchers applied competency model for nursing abilities [6-8], and some used it in medical education [9-12]. If competency model is applied to a research on the abilities of TCM doctors who should have, strengthening the potential characteristics and motivation of TCM doctors, and exploring how to strengthen the value recognition and abilities of TCM to the TCM doctors, these will improve the medical quality [13] and have positive effects on the development of TCM hospitals.

2. Comparisons Between the Traditional Management of TCM Doctors and Management Based on the Competency Model

Through analysis, we could see the differences between the traditional management of TCM doctors and management based on the competency model are as follows (Table 1).
Table 1. Comparisons between the traditional management and management based on the competency model.

<table>
<thead>
<tr>
<th>Traditional Management</th>
<th>Management Based on the Competency Model</th>
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<tr>
<td>Focus on the results of the work of TCM doctors</td>
<td>Focus on the post competency of TCM doctors</td>
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<tr>
<td>Selection, appointment and promotion based on the skills and experience of TCM doctors</td>
<td>Selection and appointment based on the comprehensive competence of TCM doctor (including external and internal level)</td>
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<tr>
<td>Training and development based on the knowledge and skills required for the hospital and post</td>
<td>Training and capacity development based on the development strategies of TCM hospitals and the requirements of constructing the core competence (Highlight the characteristics of TCM), combined with the development needs of TCM doctors</td>
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<tr>
<td>Making up for the gap in the skills of TCM doctors through trainings, mainly focused on Western medicine knowledge and skills</td>
<td>Improving the comprehensive quality of TCM doctors through training, paying attention to the cultivation of core knowledge and skills, namely TCM knowledge and skills</td>
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<tr>
<td>The performance evaluation of TCM doctors in TCM hospital is mainly aimed at their knowledge and skills</td>
<td>The performance evaluation of TCM doctors in TCM hospitals should include the occupation value, attitude, behavior and ethics, the basic medical knowledge, clinical skills, communication skills, population health and international health systems (basic public health services, health promotion), information management, critical thinking and research (7 aspects).</td>
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<tr>
<td>The performance management and evaluation mechanism of the TCM doctors do not effectively distinguish with the western medicine doctors in TCM hospitals</td>
<td>Performance management and evaluation of TCM doctors, and the promotion mechanism should focus on knowledge and skills of TCM, and distinguish with the western medicine doctors, so as the diagnosis and treatment skills of TCM doctors could be emphasized and improved.</td>
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<tr>
<td>The design and development of TCM doctor’s career is based on the improvement of personal knowledge and skills</td>
<td>The design and development of TCM doctor’s career is based on the effective development and utilization of the individual’s strengths and potentials, enhancing the overall social value of the individual</td>
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</table>

Through the comparative analysis, we can see the management of TCM doctors based on competency model pay more attention to the evaluation and training of comprehensive abilities and qualities of TCM doctors, emphasize the assessment of TCM diagnosis skills and knowledge, and exert the inherent potential of TCM doctors. And it focuses on the common growth of TCM doctors and TCM hospitals, taking advantage of TCM to reflect its social value (Figure 1).

![Figure 1. Management of TCM doctors based on competency model.](image-url)
3. Improvement of the Selection Mechanism of TCM Doctors Based on Competency Model

At present, the recruitment of TCM doctors in TCM hospitals should start from the vacancy position based on the needs to attracting and selecting high-quality TCM, in order to achieve and guarantee the overall and long-term strategic goal for TCM hospitals. The selection of employees is a matter of great concern to every organization, and the selection of appropriate personnel as the corresponding duties for the organization plays a vital role for the operation of an organization. Sometimes it will appear that an employee plays excellently in the original position, but fails to achieve excellent results in a different position. Different positions have different requirements of knowledge, skills, personality characteristics and comprehensive abilities for the employees.

Therefore, this study suggests that an effective, accurate and fair selection of TCM doctors should be implemented through the analysis of the competency of TCM doctor position and establishment of different levels of position evaluation standards for TCM doctors. The evaluation method can be implemented by behavioral event interview, psychological test and comprehensive application of evaluation center technology, corresponding to the competency factors to establish the selection evaluation system, so as to improve the selection mechanism of TCM doctors in TCM hospitals. In the selection and appointment of TCM doctor, not only whether they have the knowledge and skills to meet the corresponding requirements should be considered, but also whether the core values of TCM are consistent with the overall development goals of TCM hospitals, and whether their comprehensive abilities meet the corresponding requirements.

4. The Content of the Training for TCM Doctors Should Be Comprehensive, Especially TCM Knowledge and Skills

In many countries of the world, the lifelong training system of clinical medical talents is made up of three parts: basic medical education, postgraduate medical education and continuing medical education. The cultivation of TCM doctors with basic ability and quality is the urgent problem to be solved in the development of TCM. The World Federation of TCM Institute of Education Steering Committee has started the researches on “International standards for undergraduate education of TCM”, “Evaluation and certification of educational programs in TCM Colleges” and so on. The purpose of those projects is to improve and guarantee the quality of TCM education, and provide the basic standard for TCM education.

The cultivation of TCM doctors in TCM hospitals based on competency make the required key competencies as training contents [14]. Through the evaluation of the deficiencies of TCM doctors in TCM hospitals, the training plan is put forward to help them make up their own deficiencies. In this study, the following suggestions are put forward based on the evaluation of the competency of TCM doctors:

4.1 Carrying out the cultivation of TCM talents based on the competencies

The TCM talents should be the inter-disciplinary talents with the TCM thinking mode and abilities of TCM clinical diagnosis and treatment, mastering the necessary knowledge and skills of Chinese and Western Medicine. These talents firstly should have the traditional occupation ethics and TCM thinking mode, and TCM connotation construction is the key for TCM doctors’ training; secondly they must have a solid foundation of TCM clinical skills, proficient in TCM theory and the essence of TCM basic theory knowledge, mastering the basic knowledge of clinical medicine and clinical emergency; finally they should master the skills of communication and information technology to adapt to the requirements of the diversification of social development.

With the globalization of contemporary society, the process of internationalization of TCM is also accelerating. More and more TCM doctors are needed in TCM industry. So the cultivation of TCM doctors, including the basic medical education in medical colleges, postgraduate medical education and continuing medical education must be based on traditional culture, according to the unique development law and medical paradigm of TCM. And the training and education should be around 7 aspects of TCM doctors’ competency contents, namely occupation value, attitude, behavior and
ethics, the basic knowledge of medicine, clinical skills, communication skills, population health and international health system, information management, critical thinking and research. As a TCM doctor in the new period, in addition to the study of Chinese and Western medicine professional knowledge, they should also learn information technology, group communication system, psychological and other aspects of knowledge, to improve their own knowledge system, become inter-disciplinary talents, and establish a good image of TCM.

4.2 Strengthening the study of the classics and knowledge of TCM

The cultivation of TCM doctors includes basic medical education in medical colleges, postgraduate medical education and continuing medical education. The three parts must focus on the education of TCM. In TCM education, we should strengthen the teaching of traditional Chinese culture, increasing the study of the classics of TCM, and create a strong atmosphere of TCM. TCM focuses on the overall concept of various states of life, mainly through direct observation of physiological and pathological phenomena of a person, form a systematic and dialectical comprehensive research according to the theory of Yin-Yang and the five elements, and it is China’s unique medical theory.

Through the evaluation of the abilities of TCM doctors in TCM hospitals before [15], we could see that the TCM knowledge is not well mastered by the TCM doctors, especially the knowledge of the four classics of TCM. Therefore, this study suggests that in the whole process of TCM doctors’ training, we should focus on the teaching of TCM, increasing studies of TCM classics, medical history, diagnosis, drugs, prescription and various theories, so as to further improve the system of basic knowledge of TCM, and to understand the latest research achievements in TCM and related fields.

4.3 Strengthening the skills of TCM diagnosis and treatment

The clinical treatment of TCM emphasizes the integrated treatment of individualization and the comprehensive intervention of various methods, and its practicality is important, paying more attention to the inheritance of knowledge and medicine diagnosis and treatment skills of TCM. The TCM theory is with the characteristics of uncertainty and individualization. TCM doctors often need to summarize the mature experience of TCM teachers in clinical practice, in order to have a more solid foundation of clinical diagnosis and treatment for TCM services to patients, and improve the overall level of TCM services.

Through the evaluation of the abilities of TCM doctors in TCM hospitals before [15], we could see that the mastery of Western Medicine clinical skills by them. TCM doctors tend to ignore the basic combination of all diagnostic methods (Looking, Listening, asking and feeling) of TCM and characteristics of TCM therapy. Therefore, this study suggests that TCM doctors should make the TCM diagnosis and treatment skills as the core, implementing apprentice education pattern (tutor) in various stage, so as to improve the ability of treating diseases with TCM. Meanwhile they should explore the integration of Chinese and Western Medicine and clinical practice, to promote the integration of TCM treatment and academic exchanges, so that the TCM culture and value will be inherited and developed in an excellent education model.

4.4 Paying more attention to the cultivation of professional ethics and values of TCM doctors

If the TCM doctors can really integrate the TCM culture into their thinking and psychology, the TCM will naturally grow up. On the one hand, the professional ethics of doctors should be the foundation of lifelong cultivation [16]. However, the education and training of TCM doctors in China tend to ignore the knowledge and spirit of humanities and social medicine. Bad professional ethics will affect the professional behavior of doctors, and even lead to serious malpractice. On the other hand, the correct professional values of TCM doctors will affect the loyalty and enthusiasm of them, which will affect the stability of the TCM doctors and the development of the TCM hospitals. In the process of whole education (including school education and apprentice education) for TCM doctors,
we should help them form the correct values of TCM, so that the TCM doctors in the whole process of practice can maintain the love of TCM, as well as the pursuit of knowledge and skills of TCM. Professional attitude is actually the result of a person’s professional ethics and value externalization. In the period of tense relationship between doctors and patients in China, humble occupation attitude helps to establish good occupation image of TCM doctors. TCM doctors should pay attention to the psychological communication with patients, think about the problem from the patient’s point of view, so that the patients will feel the doctor’s sincere care for them. Therefore, this study suggests that the cultivation and improvement of professional ethics and values for TCM doctors should be strengthened in TCM hospitals, maintaining a good working attitude to patients, in order to better provide patients with appropriate services of TCM diagnosis and treatment, highlighting the characteristics of TCM in hospitals, and promote the development of TCM.

5. The Reform of Performance Management System of TCM Doctors Based on Competency Model

The reform of performance management system of TCM doctors is suggested based on competency model, changing from the examination of external behavior of TCM doctors to the examination of comprehensive qualities and abilities of TCM doctors (especially focus on the knowledge, diagnosis and treatment technology assessment of TCM); changing from the perspective of short-term performance to long-term performance management; changing from focusing on the clinical outcome to qualities and abilities of TCM doctors. It can be a reasonable and effective expectation for the future performance of the TCM doctors through competency characteristics [17], and provide favorable guidance for the management practice of TCM doctors in TCM hospitals, including promotion, salary management and so on. The implementation of the performance management system based on competency is a new requirement for the human resource managers in TCM hospitals. In the process of examination and assisting them to improve for TCM doctors, the managers should not only focus on the problems of TCM doctors in the process of achieving performance goals, including knowledge and clinical skills, rules of professional conduct and so on, but also help TCM doctors pay attention to their own potential, professional advantages and value, and help them establish correct occupation values of TCM.

Through the performance management system of TCM doctors based on competency model, it can enhance the management level of TCM doctors in TCM hospitals, establishing standardized assessment system of TCM doctors in an all-round way, further improve the incentive mechanism, regulating the practice of TCM doctors, and achieving the dynamic management of “best people make the best use”. Therefore, this study suggests that according to the actual needs of the current TCM industry, it should establish performance management system based on competency model to improve the performance evaluation mechanism for TCM doctors.

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Reference


