



# 耕耘与收获

美国中华医学基金会“高级卫生管理人员在职培训项目”纪实

孙振球 主编



## CULTIVATION & HARVEST

Reports on an In-service Training Program for  
Senior Health Administrators Funded by  
China Medical Board

Chief Editor Sun Zhenqiu

中南大学出版社

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## 序 言



此书名为《耕耘与收获》，令我想到我最喜爱之中国谚语，曰：

一年栽禾，  
十年树木，  
百年树人。

中华医学基金会资助的此项目旨在以非主流的方式来满足发展中的大学之所需，即提供学术机构管理培训。

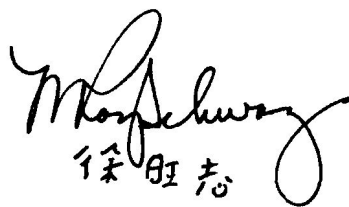
在任何大学的发展过程中，培养各专业领域的师资力量一直是一个重

点，这包括派遣师资人员出国深造或取得学位，以及让他们多多实践于规范的教育方法与理论。此外，在医学教育体系，多年的临床技能和理论培训，是医护人员能为病人提供优质服务的重要保证。

然而，学术机构管理方面的培训却仍然是一个空白，人们多多少少认为管理才能是“与生俱来”的，或是在其他训练中获得的。

但事实远非如此。无论具有多么优秀的管理天赋，任何人均可从管理理论、管理方法和结果评估的培训中受益，此项目试图为在职人员提供此类培训。如书中反映，作为其培训的一部分，管理班的学员完成了“个案研究”。

中国需要此类项目，因为随着中国的持续发展，对训练有素的管理者的需求将与日俱增。因此，该管理培训项目将成功地实现其“百年树人”的宗旨。

  
徐旺志

美国中华医学基金会主席



## Foreword

The title of this book, “Cultivation and Harvest” brings to mind one of my favorite Chinese proverbs. It is as follows:

If you plant for one year, plant rice.

If you plant for 10 years, plant a fruit tree.

If you plant for 100 years, educate your children.

The China Medical Board project that this volume reflects was designed to “plant for 100 years”. The project, however, plants in a non-mainstream way that meets a need that any developing university has, namely, the training necessary to **manage** an academic enterprise.

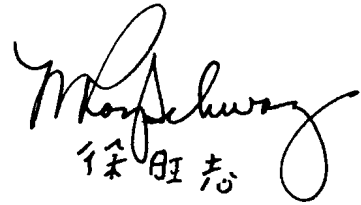
In the development process of a university, significant emphasis is always given to training faculty as “content experts” in their chosen area of specialized knowledge and research. This involves sending faculty abroad for advanced training—some leading to a degree. It has also requires involving them, in an increasingly responsible way, in teaching and the educational methods that have proven to be successful in the past. Finally, years are spent teaching clinical skills and clinical judgment so physicians and nurses can provide high quality care to patients.

However, virtually no effort is made to train people to manage the programs that any new institution has to say nothing of the need to manage the institution itself. Somehow, this is supposed to be “instinctive” or it is to be acquired in the course of the other training.

Alas, nothing could be further from the truth. Any individual, regardless of their innate propensity to be an excellent administrator, can profit from formal training in management theory, methodology and outcomes assessment. This project has attempted to provide such training and to do so, while the trainees are



gainfully employed. The projects in the book reflect the “case studies” that students of management completed as a part of their training. China needs such programs since as it continues to develop, the demand for trained managers will increase dramatically. Hence, the fruit of this management education project will be harvested for 100 years.



Moenchung  
徐旺志



# 前 言



“十年树木，百年树人”。造就一代高级卫生管理人才是我国卫生事业现代化的需要，是卫生行业参与国际竞争的需要，也是卫生事业可持续发展中的永恒主题，“高级卫生管理人员在职培训项目”因此应运而生了。本项目在美国中华医学基金会的资助下，在原湖南医科大学、中南大学湘雅医学院和湖南省卫生厅的支持下，历时4年，按预定计划完成了各项任务，达到了项目目标。

在项目实施过程中，课题组根据我国学位条例要求，按我校各项规定，制定了项目管理制度，含招生管理、学籍管理与学位管理等制度，并制定了与之相适应的培养方案；组建了项目管理、专业导师与兼任教师三支队伍；完善了包括专用教室、专用计算机实验室建设在内的教学条件；撰写教材及有关讲义近500万字，出版教材8本；摸索并建立了符合中国国情的在职高级卫生管理人员培训模式；在全国范围内招收培养硕士学位课程班学员209人，其中156人获得硕士学位课程结业证书，53人获得硕士学位；完成了湖南省315名各级卫生管理人员短期岗位培训。

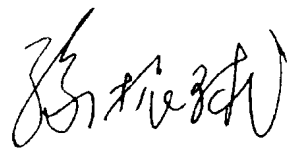
据项目追踪调查分析，本项目的完成，对改善各级卫生管理干部学历结构，提高文化水平；对更新各级卫生管理干部知识结构，提高卫生管理理论水平，提高整体素质；对增强各级卫生管理干部解决实际问题的能力，提高决策水平；对促进卫生改革与卫生事业发展具有积极的影响和深远的意义。

出版本书的目的，旨在向美国中华医学基金会，向M. R. Schwarz主席，向中南大学湘雅医学院和湖南省卫生厅汇报项目的执行情况；旨在展示项目成果，总结项目经验，为今后相关人才培养提供参考；旨在提出问题，找出差距，明确方向，以利于今后相关项目的深化和发展。

在项目执行过程中，得到美国中华医学基金会主席 M. R. Schwarz 教授的全力支持和亲切指导；得到湖南省卫生厅曾繁友、刘爱华、刘家望厅长，彭涛、周绍明、肖策群、陈小春、林安弟副厅长的指导与关怀；得到原湖南医科大学、中南大学以及湘雅医学院有关领导胡冬煦教授、胡铁辉教授、李桂源教授、田勇泉教授、卢捷湘教授、曹亚教授、陶立坚教授、罗爱静教授、杨明亮处长、唐典职处长、伍志刚主任、黄燕主任和白毅主任的支持、关心和帮助；得到中南大学研究生院有关领导樊晓平教授、鄢力祥教授、刘义伦教授、易和香教授和易爱萍教授的大力支持和帮助；得到中南大学湘雅公共卫生学院有关领导肖水源教授、谭红专教授、钟才高教授、杨土保教授、赵衡文副教授、陈律主任以及全院教职员工的热心参与与支持；得到本课题组主要成员肖水源教授、王小万教授、徐慧兰副教授、陈继萍讲师、鄢力祥教授、卢捷湘教授、胡凯教授、伍志刚副教授、黄燕副教授，在读博士胡国清、罗丹、史静琤、许林勇、胡明和傅建国硕士以及全体课程班学员全身心投入与通力合作；在本书编写过程中，还得到李新华与孙晓玲主任的大力协助，在此一并表示最衷心的感谢和崇高的敬意。

还应在此特别感谢我的妻子黄忆明、女儿孙琦、儿子孙平、女婿李新华、儿媳刘慧和爱孙女孙玉曦对我的工作的理解、支持、关心和鼓励。

鉴于编写水平及编写时间有限，本书缺点错误在所难免，企望广大读者和卫生界同仁批评指正。



2004 年 6 月



## Preface

“If you plant for ten years you plant trees; if you plant for a hundred years you educate your children.” Training a generation of senior health administrators is a requirement for the modernization of China’s health services and for health sectors joining international competition and it is an everlasting topic for sustainable health development; hence comes the program *An In-service Training Program for Senior Health Administrators*. This 4-year training program was sponsored by China Medical Board of New York (CMB) and supported by former Hunan Medical University, Xiangya School of Medicine of Central South University (CSU) and Hunan Provincial Health Bureau. The program tasks have been accomplished and the goals have been achieved as planned.

According to the Chinese regulations regarding academic degrees and Central South University’s relevant regulations, our team has made program administrative rules, including enrollment, students’ status, academic degrees and a training plan adaptive to the above rules; formed program management, full-time and part-time teaching staff; improved teaching conditions including classrooms and laboratories only for trainees; written textbooks and teaching materials of about 5 million words and published 8 textbooks; explored and built a model of in-service training for senior health administrators suitable for the reality of China; enrolled and trained 209 students of the master’s degree program across China, of which 156 have been conferred graduation certificates and 53 master’s degrees; and completed short-term in-service training of 315 health administrators at all levels in Hunan Province.

The follow-up survey shows that this program has improved the structure of formal schooling of health administrators at all levels and with various educational backgrounds; refilled their structure of knowledge and raised their theoretical

levels in health administration and comprehensive quality; and enhanced the administrators' ability to solve practical problems and the level of decision-making. This program is of active influence and profound and lasting significance.

The goals of publishing this book are to report the execution and completion of the program to China Medical Board, Dr. M. R. Schwarz, CMB Chairman, Xiangya School of Medicine of Central South University and Hunan Provincial Health Bureau; to display the program achievements, summarizing the experience to use for reference; and to raise questions, looking for what could be improved, thinking about countermeasures, and clarifying the directions to advance in the interest of the development of relative programs.

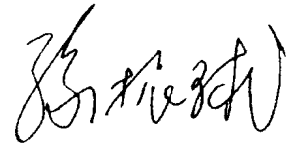
Many individuals and institutions have contributed directly or indirectly to this program. I am especially indebted to these significant people: Dr. M. R. Schwarz, president of China Medical Board, for his vital support and advice; directors and vice directors of Hunan Provincial Health Bureau, Zen Fanyou, Liu Aihua, Liu Jiawang, Peng Tao, Zhou Shaoming, Xiao Cequn, Chen Xiaochun, and Lin Andi for their kind concern and guidance; leaders and professors of former Hunan Medical University and Xiangya School of Medicine of Central South University, Hu Dongxu, Hu Tiehui, Li Guiyuan, Tian Yongquan, Lu Jiexiang, Cao Ya, Tao Lijian, Luo Aijing, Yang Mingliang and Tang Dianzhi, and associate professors Wu Zhigang, Huang Yan and Bai Yi for their great devotion and suggestions; leaders and professors of the Graduate School of Central South University, Fan Xiaoping, Wu Lixiang, Liu Yilun, Yi Aiping and Yi Hexiang for their continuous help and attention; leaders and professors of the School of Public Health of Central South University, Xiao Shuiyuan, Tan Hongzhuan, Zhong Caigao, Yang Tubao, and associate professors, Zhao Hengwen, Chen Lü and other staff members for their enthusiastic participation and achievements; the program team members and professors Xiao Shuiyuan, Wang Xiaowan, and associate professor Xu Huilan, lecturer Chen Jiping, professors Wu Lixiang, Lu Jiexiang, Hu Kai, associate professors Wu Zhigang, Huang Yan, doctorate degree students Hu Guoqing, Luo Dan, Shi Jingcheng, Xu Linyong, Hu Ming and master's degree student Fu Jianguo for their full involvement and cooperation; and Li Xinhua, Sun



Xiaoling and other trainees for their active assistance and efforts.

Owing to our knowledge and time, defects are unavoidable. We look forward to advice and criticism from readers and colleagues.

In addition, I am particularly appreciative to my wife Huang Yiming, my daughter Sun Qi, my son Sun Ping, my son-in-law Li Xinhua, my daughter-in-law Liu Hui and my dear grand-daughter Sun Yuxi, for their consideration, support, concern and encouragement.

A handwritten signature in black ink, appearing to be in Chinese characters, located on the right side of the page.

June 30, 2004

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