

## INTERVIEW

### Interview with Ms. Pan, Beijing United Family Hospital and Clinics

#### 专访盘仲莹院长，北京和睦家医院

Interviewed by Nan Jiang [采访：姜楠]，  
*Columbia University*

NJ2246@COLUMBIA.EDU

*Translated by Nan Jiang, Columbia University* 英文翻译

简介：盘仲莹女士现担任和睦家医疗集团副总裁、北京和睦家医院院长职务。她于1996年正式加入和睦家医疗，在其十四年的职业生涯中，她历任项目经理，行政经理，总经理助理，上海和睦家医院代理院长，战略系统发展副总裁，具备丰富的外资医院管理经验。盘仲莹女士在政府关系到医院运营管理，在战略业务规划到地方市场拓展和在企业多元文化的塑造到人力资源管理，拥有深入的实践经验。在和睦家的职业生涯中，她曾亲自负责外资医院的批准、筹建及项目的预算、监理，项目预算控制到医疗设备、药品的进口以及非医疗人才的招聘到管理培训等各方面。盘仲莹女士全面了解中国的医疗体制、各项政策法规；深谙外资医院在华发展之道；洞悉中国医疗健康市场的现状与发展。她仍在不断学习中，在繁忙的工作之余，盘仲莹女士还在继续攻读美国阿拉巴马大学伯明翰分校医院管理博士学位。她于湘潭大学获得英语文学系学士学位，后取得北京大学工商管理硕士学位以及美国科罗拉多大学卫生保健专业工商管理硕士学位。



**Bio:** Ms. Zhongying Pan is the Vice President of United Family Hospital and Clinics Group, and the President of Beijing United Family Hospital and Clinics. She joined Beijing United Family Hospital and Clinics in 1996. In her fourteen years of career, she served as a project manager, administrative manager, interim general manager of Shanghai United Family Hospital, Acting President, and Vice President of strategic development system. As a practitioner, she is an expert in foreign-invested hospital management in China. Ms. Pan has in-depth experience in government relations, hospital operations, strategic business planning, local market expansion, and multicultural human resources management. In her career at Beijing United Family Hospital and Clinics, she was in charge of the approval of foreign-invested hospital opening, budgeting, supervision, project budget preparation, quality control, drug and medical equipment import, non-medical personnel management, and all aspects of recruitment and training. Ms. Pan has comprehensive understanding of China's health care system, policies and regulations. She has great knowledge of foreign hospital investment in China and deep insight into the current situation and development of China's healthcare market. Ms. Pan continues to pursue her PhD degree in Hospital Management from University of Alabama at Birmingham. She received her MBA in Healthcare Management at University of Colorado, MBA at Peking University, and BA in English Literature at the Xiangtan University.

## 1. Experience in Beijing United Family Hospital and Clinics

Nan: Greetings, President Pan! I'm honored to have the opportunity to interview you on behalf of the China Health Policy and Management Society (CHPAMS). I understand that about two decades ago you started your career in Beijing United Family Hospital and Clinics. Could you tell us a bit about your work experience there?

盘院长，您好！很高兴这次能有机会代表中国卫生政策与管理学会对您进行访谈。我了解您是从二十年前开始在和睦家发展，您能给我们介绍一下您在和睦家的学习和工作经历吗？

My undergraduate major is English. After I graduated from college, I joined the Military and worked as a translator. In 1996, I left the Military and it was the preparation phase of the Beijing United Family Hospital and Clinics. My previous work experience seemed to have no relation with medical service. I joked about that the only common feature between hospital and army is mortality and morbidity, albeit from two opposing extremes. The goal in the army is to reach 100% mortality rate (of the enemy). However, in hospital, we hope to minimize the mortality and morbidity rate as much as we can.

我是大学学的英文，大学之后到部队做英文翻译。1996 年离开部队，恰巧那时候和睦家医院正在进行筹备工作。我之前的工作也医院之间没有什么联系。开玩笑说，军队和医院唯一相似之处就是都关注死亡和受伤。这是从两个非常极端的方向来看待问题：一个是追求 100%的杀伤率，另一个的目的则是最大限度的减少受伤和死亡。

It seemed to be a temporary decision when I joined the Beijing United Family Hospital and Clinics after serving in the Military for six years. In the mid-1990s, the economy grew really fast, and it was trendy to study abroad. I also dreamt a chance to study abroad, but as I had already been financially independent, I could not ask my parents for help any more. Fortunately, I joined Beijing United Family Hospital and Clinics, and my colleagues were really supportive. Four of us made up the team: one is a manager from the US, one is a manager from China, one is responsible for logistics, and myself. My responsibilities covered a wide range of areas, including project summary, ordering of medical equipment and drugs, etc. Besides, I was in charge of custom clearance, commodity inspection, approval procedure, and the preparation of the hospital grand opening.

I felt it was a huge challenge in my life: Beijing United Family Hospital and Clinics is one of the earliest joint-venture hospitals in China. I remember when I went to the Custom, the staff was very confused: why you are a joint-venture hospital? What category of import tariff does it belong to? Because they knew hospital is belong to government funded institutions, but our hospital is joint-venture and should have tariff exemption. It was also their first time to deal with joint-venture hospital custom

clearance, and their response to us often was: “Your case is very special, could you wait and let us figure it out?” Luckily, the government officers were open-minded and cooperative during the mid-1990s. Even though they did not know the answer at the first time, they would research and help you out. It was a key lesson I learned during that time to have smooth communication with the government.

Finally, the hospital opened successfully. I stayed in the operation team and worked as a government relation manager. I continued to be response for custom clearance, commodity inspection and so on. Moreover, I was responsible for taxes, public security, medical services purchase, etc., totaling more than ten areas. I consider it a rewarding experience.

所以在六年的军旅生涯之后，参加和睦家工作当时也是一个临时的举措。作为一位学外文的，又恰逢 90 年代中期经济蓬勃发展，我也不能免俗，特别憧憬出国留学。不过因为已经成为工作一族，不好意思向父母要出国留学的花费，就希望通过自己的能力有所准备。不过好在和睦家的筹备工作组都是外籍的同事和中国的同事。我们当时筹备组里只有四位，一位外国经理，一位中国经理，一位负责后勤工程的和我。那我的工作涵盖的面很多，包括工程纪要、订购国外医疗设备，确认药品耗材所需的数目。另外进口设备需要的海关、商检、国内的手续，以及医院开院的各方面的工作。这些工作对于我来说都非常有挑战，因为和睦家是中国最早的中外合资医疗机构之一。我还记得当时我去海关、商检机构进行办理的时候，他们自己的工作人员都非常疑惑：医院都有合资的？怎么办理进口的关税政策？因为医院通常属于公立事业，需要文教卫进口登记表，而外资企业可以使用自用向下的进口设备免税。他们没有处理过类似中外合资企业的类型的医疗机构，所以也很疑惑。所以我们经常被告知：你们先等等，我们研究一下这种情况怎么做。我回想起来也感觉非常幸运，当时中国也恰逢是蓬勃向上的时代，即使不知道，政府机构也会帮你，了解情况之后再告诉你。和政府沟通也是在那个时代我学习到的重要课程。那后来医院开业后，我也留在了医院的运营团队继续工作，负责政府的相关事宜。虽然那时候叫做行政经理，但是自己一个人什么工作都做，比如税务、商检、海关、公安局等等加起来有十几个领域的工作，还包括医疗设备与耗材采购、医疗库存管理，都是我来做。这样的一段经历还是非常有意义，就像是企业初创时期很有感情，同时工作部门也很广，方方面面也非常了解。

After three years, I felt my knowledge and education cannot sustain my work any more. I need to study to further improve my career. In 1999, I enrolled into the MBA Program of Peking University. In 2001, I was promoted to Vice President of the hospital after I received my MBA degree. But I continued looking for training opportunities in medical field. I went to University of Colorado for my second MBA degree, focusing on hospital management. In this MBA program, one third of the students were doctors, one third was nurses, and the others were from other industries. I have a feeling that I did not choose Beijing United Family Hospital and Clinics at the first place, but chose to develop myself and acquire the wisdom to operate this hospital.

和和睦家医院开业三年后，我觉得我的知识和教育都不是太足够，在企业发展中希望有可以上升的台阶。99 年有幸去了北京大学光华管理学院，成为北大光华管理学院比较早的工商管理硕士毕业生。2001 年拿到了 MBA，之后也有幸被提升到了和睦家医院的副院长。但是工作一两年之后，我发现没有一个医疗的大背景，知识还是满欠缺。很幸运，我的美国院长给我提供了两个机会，一个是升职加薪，一个是赞助去美国学习的机会。我说我要学习的机会，所以我又有了第二次机会去科罗拉多大学攻读医院卫生管理的 MBA，也是我的第二个 MBA。这个学习机会对我也是有很大的帮助。我的同学三分之一是医生，三分之一是护理专业，另外三分之一来自于其他行业。我感觉起初并不是我选择了和睦家，而是我在之后选择在和睦家发展我自己，也学习到了管理医院的智慧。

In 2003, I was sent to establish Shanghai United Family Hospital and Clinics as work as the interim general manager. This new hospital faced many challenges. In particular, the entire project was delayed because of SARS. The team worked really hard to negotiate finishing the project. In 2004, the Shanghai United Family Hospital and Clinics opened successfully. I was appointed as the general manager of Beijing United Family Hospital and Clinics when I was in my 30s. I feel my promotion reflects the core value of this hospital: we try to find the best fit not the best individual.

This year (2016) is my 20th year with Beijing United Family Hospital and Clinics, and it is my 8th year as the President of this hospital. I felt the responsibility and pressure to become the first Chinese President. I determined to make this hospital better and not let everyone down when the hospital is under helm of a Chinese woman. Until now, I am satisfied with my work: our hospital's profit has grown from RMB Yuan 300 million per year to 1 billion during the 8 years. My team has devoted a lot in the development process. We followed the growing trend that increasing number of people care about their health in recent two decades, and we shifted our clientele focus from foreign families in China to middle- and high-income Chinese families. These Chinese families became familiar with the modern life style through their education and career, and this pursue fits the client target of our hospital.

在 2003 年 SARS 的时候，我担任和睦家医院的副院长。在这段时间，上海的和和睦家医院的发展面临工期延期的重大问题。我被派往上海，担任上海和睦家医院的代理总经理。现在想想真是年轻气盛，一下去到一个陌生的城市。突如其来的天灾耽误了工程，双方也产生了很大的纠纷。我也很不容易，和临时组建的团队一起努力，终于在 2004 年让上海和睦家医院得以开业。2006 年，我担任了集团发展部的总监，负责全国的项目。2008 年正式担任北京和睦家医院的院长。当时接任北京和睦家医院院长时，我只有三十多岁。我觉得这也体现了和睦家的用人标准：不求最好，但求最合适。所以我心里也有一个决心：不希望和睦家在一个中国女性的管理下走了下风。今年(2016)是我和和睦家工作的第二十年，也是我担任和睦家院长的第八年。我们顺应了国民经济发展提升后，根据大家对健康需求的的增长。及时做了转变和调整，把和睦家从服务在北京生活的外籍人士，转变为服务中国及外国中高收入家庭的医疗需求。而这些中国家庭在自己的之前工作方式、教育都追求国际风范，会和和睦家的定位不谋而合。

In 2005, after passing accreditation from the Joint Commission International (JCI) and every triennial re-accreditation, our hospital has integrated the international standard into everyday work. This reflects our goal to improve the quality and safety of patient care by working to reduce risk, and we have nothing special from other international hospitals. However, a limited number of hospitals in China have achieved impartial, international accreditation. Therefore, our hospital became one of a kind. I still remember that when the accreditation officer came to our hospital, they specifically asked the storage requirements for drugs. For example, some manufacturers require the room temperature for storage should not exceed 25 degree Celsius, and JCI requires proving your room temperature is under 25°C. Our standard is not for government auditing, but for understanding our work and guaranteeing the quality and safety of patient care. The work spirit of our hospital is that quality is not an act forced by regulation and supervision, it is a habit in a uniquely warm, caring, patient service-oriented environment.

因此，可以看到和睦家在 2005 年做过 JCI 认证之后，每三年之后又有再认证，我们这方面把国际的标准融入到日常工作中。这个可以证明我们说的，就是我们做的，这个放到国际上来看，也没有什么特别的地方。但是在中国这么做这么说的机构比较少，这样体现出和睦家的独特。我还记得当我们接受 JCI 认证官考察时，他们就严格考察对药品的储存要求。比如，有些厂家标注保存温度不超过 25 摄氏度，JCI 就要你证明，你的室温怎么保证维持在 25 度以下。我们这些标准不是为了应付检查，而是为了了解我们的工作，实心实意的为了患者的生命安全。因此我们也在医院里面用这种精神贯穿在每一个环节：安全、质量的改进是自觉自愿，而不是强迫或是外部管理的结果。

## 2. Current Focus and Activities

Nan: Can you talk about what you are working on right now?  
您能谈谈您现在的主要工作内容吗？

In the past 8 years, the clients we have served changed a lot. Moreover, our services have expanded from pediatrics, obstetrics, and gynecology, to a health system providing comprehensive, integrated healthcare. Nowadays, we further developed internal medicine and surgery. We established neurosurgery, cardiovascular center, and cancer center. In 2015, we imported the first da Vinci Si Surgical system as the first private-own hospital. Until now, we have performed nearly one 100 surgeries in urology, gastrointestinal digestive system, gynecology, pediatrics, and thyroid. Our cancer center has started to work since last five years. We applied the international outpatient model to deliver radiation and chemotherapy. In China, we are used to providing services in inpatient settings. Globally, cancer treatment has been re-categorized as chronic disease management, and quality of life has drawn more attention. We try to bring this new paradigm into China. Beijing United Family Healthcare Habitation Hospital was established three years ago. Habitation treatment is available for neurology, cardiology, orthopedics, and cancer.

在过去的八年里面，和睦家服务的人群有了变化，另外我们服务的项目也从妇产科、儿科为主，转向综合型医院，大力发展了内科、外科，成立了神经内科中心、心脏中心、肿瘤中心，2015年，我们作为第一家非公医院，安装了达芬奇机器人，开展达芬奇微创外科手术。现在我们已经做了泌尿外科、胃肠消化道、妇科、小儿科、甲状腺等将近百台手术。

和睦家的肿瘤中心也在五年前开始工作，我们按照国外的模式，在全门诊的方式进行放疗和化疗。大家比较熟悉的国内方式，因为各方面原因，都是在住院的环境下进行。国外将肿瘤纳入慢病管理，注重病人的生活质量，我们也逐渐把这种比较新颖的模式引入中国，建立了门诊的放疗和化疗中心。和睦家康复医院也在三年前开业，我们的康复医院主要是做神经康复、心脏康复、骨骼康复、还有肿瘤治疗康复等等。

### **3. Medical Social Work**

Nan: Could you share with us about the medical social worker system in Beijing United Family Hospital and Clinics?

您能和我们分享一下北京和睦家医院的医务社工服务体系吗？

We start to provide medical social work services since our establishment. We also expand our clientele from international schools to individuals, adults, children, couples, or families. Social work is still a small area that will have development in the future. Its growth also depends on whether service payment will be included in to medical insurance system. Besides, social work regulation needs to be improved.

有关于医务社工，我们从建院开始就有，从原来主要服务国际学校，到发展到整个医疗服务业务。医务社工现在还是一个非常小众的领域，未来应当有很大的需求但是这个又取决于国家的政策。最主要就是他们工作的部分是否能纳入医保范围内，另外相关的法律法规也亟待完善。

### **4. Opportunities for New Talents**

Nan: Can you talk about job training programs in your hospital? How should these young talents take on these opportunities?

您能否谈谈在当前的和睦家医院的人才选拔和培养机制是怎样的，年轻人才该如何把握机会？

When new employees firstly join us, I always tell my story to inspire them. The most important essential is not where you start, it is to improve yourself through learning. We have proved that our hiring standard is not “who you are, are you the best”, but “are you the best fit”. We are dedicated to build up our holistic learning system, providing the young employees opportunity to learn and grow. Currently, we have an online university system for staff training, including young leadership and middle-level administrator

program to support young staff. Moreover, we begin to have residential fellowship, including general practitioner and emergency programs.

有关于年轻人才的选拔和培养方面，在新员工入职中，我总是会用我自己的故事富有激情的感召大家。一个人的起点并不重要，最重要是通过自己的学习去提升。和睦家证明了用人的标准不是“是谁，最好是怎样”，而是“是不是适合的这个人”。我们希望建立完善的学习体系，给年轻人不断成长的空间。和睦家有一个内部网络大学，是一个网上的学习体系。我们也开发了雏鹰计划，培养年轻领导力，中层领导计划，帮助年轻人尽快成长起来。我们也开始了年轻医生的培养，包括全科医生、急诊医生临床培训项目，能让他们在医院有更好的成长和学习的机会。