

Research on the Construction Status of the Beijing-Tianjin-Hebei Medical Talent Community and the Countermeasures for Its Realization

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Abstract: In April 2015, the Political Bureau of the CPC Central Committee adopted the “Outline of the Plan for the Coordinated Development of Beijing, Tianjin, and Hebei.” In July 2017, the “Plan for the Integrated Development of Beijing, Tianjin, and Hebei Talents (2017–2030),” jointly prepared by the leading groups of the three regions, was officially released. The core of the coordinated development of these three regions is the orderly removal of non-capital functions from Beijing. Talents, especially medical talents, are integral to this transition. The construction of a medical talent community across these three regions promotes the further development of a healthier China, meets the growing needs of the people for a better life, and embodies the concept of putting people first. This paper begins by examining the current situation of the construction of the Beijing-Tianjin-Hebei medical talent community, reviewing the progress made, analyzing existing problems, and proposing targeted countermeasures and suggestions.

Keywords: Community of medical talents; Top level design; The party in charge of talents; Polarization effect

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1. Introduction

The “Plan for the Integrated Development of Beijing, Tianjin, and Hebei Talents (2017–2030),” referred to hereafter as the “Plan,” serves as the theoretical and value-based guide for establishing the Beijing-Tianjin-Hebei medical talent community. It offers a macroscopic and systematic framework for enhancing the overall competitiveness of medical professionals across the three regions. The “Plan” facilitates the coordination and sharing of medical talent resources on a larger scale and scope, fostering the establishment of a unified market system for regional medical professionals. By fostering institutional and mechanistic innovations collaboratively, it promotes the joint construction and sharing of medical resources in the region, thereby enhancing the efficiency of human resource utilization. Furthermore, the “Plan” aims to deepen the development of a regional medical talent community, ultimately catering to the high-quality healthcare needs of

the populace across the three regions.

2. Concept of Beijing-Tianjin-Hebei medical talent community

This paper introduces the concept of the Beijing-Tianjin-Hebei medical talent community, which entails the collaborative establishment of a unified platform encompassing talent policies, services, platforms, and markets across Beijing, Tianjin, and Hebei. Leveraging the distinctive strengths of medical professionals in each region, this initiative aims to optimize talent allocation, restructure talent demographics, and guide talent mobility. By doing so, it seeks to unleash the full potential of medical professionals, maximizing their value and efficiency across the region. Through these efforts, the overall effectiveness of medical professionals in the three regions will be enhanced, fostering coordinated development and mutual benefits within the regional medical talent community. Ultimately, this initiative aims to facilitate the collective construction and sharing of medical expertise, providing essential talent support and intellectual resources to advance healthcare services and promote high-quality development within regional hospitals ^[1].

3. Problems facing the construction of the Beijing-Tianjin-Hebei medical talent community

3.1. Limited overall coordination among the three regions

Currently, there exists an imbalance in medical resources among Beijing, Tianjin, and Hebei, with each area exhibiting different statuses regarding their medical talent pool. Despite efforts to construct a medical talent community, challenges persist, including a lack of clear positioning, inadequate overall coordination, overly macroscopic policies, and ambiguous goals and tasks. In Hebei Province, the predominant mode of collaboration is point-to-point cooperation, primarily through hospital partnerships, lacking unified coordination measures across the entire province and resulting in predominantly homogeneous collaborations. In practical terms, coordination issues arise, leading to inefficiencies. Moreover, each region's understanding of its own medical talent landscape lacks precision, hindering effective coordination leveraging geographical advantages, and consequently limiting the progress of community construction initiatives ^[2,3].

3.2. Systematic deficiencies in talent policy

Despite the introduction of the “Plan,” corresponding supporting talent policies remain imperfect and lack systematicity. While there is a requirement to move beyond the “four requirements” in talent utilization and evaluation, the persistence of the “hat” phenomenon persists at the practical level. In the construction of the medical talent community across the three regions, there is a dearth of training and management plans for introduced and shared talents. Overemphasis on assessing scientific research achievements, with insufficient attention to management and technological capabilities, impedes talent performance. Additionally, the absence of systematic policy support for talents' personal needs, such as education for children and healthcare for the elderly, limits their effectiveness ^[4].

3.3. Insufficient soundness of the medical talent community mechanism and platform

Following the signing of the “Beijing-Tianjin-Hebei Health and Family Planning Personnel Exchange and Cooperation Framework Agreement,” the implementation of mechanisms and platforms for constructing the three medical talent communities has been sluggish due to the absence of supporting measures and supervision. Consequently, some agreements remain merely on paper. For instance, while the three regions jointly organized

a medical talent recruitment fair, they failed to establish long-term mechanisms such as an information-sharing platform for exceptional talents and a sustained recruitment platform thereafter. Additionally, the inter-regional flow mechanism for medical talents lacks perfection, lacking a unified coordination mechanism for personnel and social security relations. This deficiency adversely impacts the utilization efficiency of mobile medical talents across the three regions ^[5,6].

3.4. Prominence of the “polarization effect” in medical talent resources across the three regions

As of 2020, the distribution of the top 100 hospitals across the three regions is notably disparate: Beijing boasts 21, Tianjin has 3, while Hebei has none. Similarly, the number of health technicians per 1,000 population stands at 13.8, 8.2, and 6.9, respectively, with the disparity echoed in the number of practicing/assistant doctors per 1,000 population (5.4, 3.5, and 3.2) and registered nurses (6.1, 3.0, and 2.7). Economic development discrepancies contribute significantly to this disparity, exacerbating the “polarization effect” in medical talent resources. Beijing and Tianjin serve as the attractors for exceptional medical talents, whereas various regions within Hebei grapple with talent outflow to varying degrees. This imbalance in talent flow hinders the further advancement of medical talent community construction across the three regions ^[7,8].

4. Countermeasures and suggestions

4.1. Strengthening top-level design and implementing the principle of Party management of talents

To advance the development of the medical talent community across the three regions, it is imperative to enhance top-level design, transcend regional constraints, and implement macro-management, mechanism management, coordination management, and service management responsibilities in line with the Party’s talent management principles. Under the leadership of the Party organization, the three regions should establish a leading group for the construction of the Beijing-Tianjin-Hebei medical talent community. This group should formulate goals and tasks tailored to the unique characteristics of each region, address key challenges, and overcome obstacles. Practical measures include instituting a monthly meeting system for the leading group, establishing regular feedback mechanisms for liaison staff and supervisors, and coordinating the resolution of operational issues within the community. Furthermore, guidance should be provided to facilitate cooperation at various levels among the three regions, leveraging their collective strength to propel the continuous and profound development of the medical talent community. Ultimately, these efforts aim to deliver improved medical services to the residents of the three regions ^[9,10].

4.2. Strengthening the talent policy system

The three regions should establish a comprehensive talent policy framework aimed at maximizing talent effectiveness. This entails creating a unified policy system for talent recruitment, management, mobility, and evaluation within the region. Emphasis should be placed on flexible talent recruitment and utilization, creating an attractive policy environment to attract talents, ensuring meticulous policy implementation to retain talents, and motivating talents by addressing their needs. Striving for uniform policies across the three regions will foster a conducive employment environment and ensure systematic policy protection and implementation, thus optimizing talent performance. The leading group should adhere to a mechanism for regular and timely research on special issues, focusing on policy revision, enhancement, and comprehensive supervision. This approach will ensure that the talent policy system effectively supports the construction of the Beijing-Tianjin-Hebei medical

talent community and meets the diverse medical needs of the region's population ^[11,12].

4.3. Jointly building and sharing the mechanism and platform of the medical talent community among the three regions

The Beijing-Tianjin-Hebei region possesses unique strengths in discipline construction, scientific research platforms, and information infrastructure. By deepening cooperation based on the principle of win-win collaboration, the region can enhance mutual openness in key areas such as laboratories, research centers, and databases. This collaboration, facilitated by the cooperation framework agreement, aims to jointly build and share resources, establishing the brand advantage of the medical talent community across the three regions and expanding its influence. Such efforts create a conducive environment for talent recruitment and development. Moreover, the region should optimize its talent security system, bolstering the ability to support mobile medical professionals and enhancing the management of personnel and social security relations across various employment forms. By reducing resistance stemming from differing local policies, better support for talent performance can be assured. Additionally, through platforms such as scientific research projects, the three regions should engage in in-depth cooperation in joint declarations, collaborative research, achievement transformation, and benefit sharing. Breaking regional barriers will expedite the implementation of new technologies and projects, providing robust mechanisms and platform support for the construction of the medical talent community ^[13,14].

4.4. Dislocation development to resolve the “polarization effect”

Beijing, Tianjin, and Hebei should delineate their respective regional key functions, positioning Beijing as the research and development hub for advanced medical technology and Tianjin and Hebei as centers for achievement transformation and application. Leveraging Beijing's technological advantages and Tianjin and Hebei's spatial and market advantages, the region should deepen cooperation for dislocation development, thereby improving resource utilization efficiency and facilitating the orderly flow and optimal allocation of medical talents. This strategic approach aims to fully address the “polarization effect” of medical talents across the three regions. Establishing consensus and fostering a “mutual benefit and win-win” mindset, the region should transcend regional boundaries, accurately identify individual strengths, and pursue development in a collaborative manner. Establishing an overarching coordination mechanism, the regions should collaboratively set clear goals and tasks, diligently implement them, and strengthen supervision. By fostering a win-win environment, maximizing the leadership role of talents in development, and promoting sustained and profound development of the medical talent community, overall medical service capacity in the Beijing-Tianjin-Hebei region can be significantly enhanced ^[15].

Disclosure statement

The authors declare no conflict of interest.

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