

北京医生网:书写中国医改历史

bj-doctor.cn: Bringing Innovation to China's Healthcare Sector

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It was the best of times, it was the worst of times. These famous opening lines from Charles Dickens' novel *A Tale of Two Cities* seem a fitting description of the current state of China's healthcare sector. Though the medical profession is becoming more service-oriented the uneven distribution of medical resources is fuelling conflict between patients and hospitals, leading to an increase in violent attacks on doctors and medical professionals. Most healthcare resources are government-controlled as the sector is still among those in China that do not yet operate based on market forces. There are plans underway to implement reforms to the system that will change this, and the resulting improvements in service delivery and implementation of universal health insurance coverage are expected to open up countless opportunities for entrepreneurs. Recognising the great potential in the sector, a trio of entrepreneurial CEIBS EMBA 2006 alumni – Zhu Jianyuan, Wu Jianhua and Zhou Huiyun – set up an online medical service platform called bj-doctor.cn. It went live on January 20, 2014 after more than half a year of their hard work getting the ambitious project off the ground.

The idea for the platform began with Zhu, who was then President of chinabidding.com.cn, the only National Development and Reform Commission-authorized domestic online media platform that could issue project-bidding announcements. He had heard that the Beijing government wanted to jumpstart market forces in the sector by creating an online platform that would aggregate information about the city's available medical resources. After consulting with several fellow alumni in related fields he became convinced the time was ripe to start a business. Zhu had been President of the EMBA 2006 Beijing Class 3 Committee, and his first call was to fellow class committee member Wu Jianhua. Wu was so convinced of the market potential that he pulled his funding from other ventures to invest in bj-doctor.cn. Convincing Zhou Huiyun took a bit longer. "I observed their operations for a while, and I eventually came to the conclusion that it was a worthwhile venture," she explains.

Once Zhou was on board, the project's management triumvirate was complete. As President, Zhu is in charge of overall management and government relations. Wu is in charge of corporate relations and Zhou is responsible for product R&D, branding, publicity, and human resources. Wu and Zhou are both Assistant Presidents. The company's equity structure uses the Public-Private-Partnership (PPP) model, which embodies the project's original goals: the coexistence of government-dominated public welfare and market-oriented operation through an injection of private capital. There was also investment from the government side as well.

"Zhu said he has a dream of providing medical service, and we are building that dream piece by piece, day by day," explains Zhou. The first phase in building the platform involved creating a registry of hospitals, departments, doctors, illnesses, as well as a record-keeping system. The second phase will be to implement an online reservation and registration system in collaboration with the Beijing government. The expectation is that the platform will make health care delivery more efficient. The online registration system will help guide patients to community hospitals for diagnosis when appropriate, which can help alleviate bottlenecks at the most popular Class 3 Grade A hospitals. "We hope that patients will use our recommendations to match them with the most appropriate doctors for their needs; the most expensive doctor is not necessarily the best doctor. The system will also enable specialists to triage patients according to their different conditions," Zhou explains.



这是最好的时代，这是最坏的时代”，用狄更斯的这句名言来形容中国医疗卫生行业的现状也许并不为过：一方面，在民众心中，医生这个职业逐渐失去了“悬壶济世”的崇高感，已演变为一种市场经济大环境下的“服务者”，而医疗资源配置的不合理又致使医患矛盾激化，医疗暴力事件频出；另一方面，作为中国最后一个远未充分步入市场经济、依然由政府掌握绝大部分资源的重要领域，医疗行业无疑蕴藏着巨大的发展空间和改革机遇。也许正是看到了这一点，朱建元、吴建华和周慧云——三位中欧2006级EMBA校友才先后加入了在线医疗服务平台“北京医生网”的创建团队。

2014年1月20日是北京医生网新网站上线的日子，这是三位校友忙碌了大半年之后交出第一份答卷。朱建元先生是项目的发起人，他曾经担任中国采购与招标网总裁，在工作间隙，他了解到北京政府高层希望通过一个市场化运作的网站来展示北京市的医疗资源，引导老百姓有序就医，从而推动医疗体制改革，在征询了一些相关行业专家的意见后，他觉得这是一件大有可为的事。作为2006级EMBA北京3班的班长，他首先邀请了班级生活委员吴建华参与项目筹备，经历了大半年的酝酿，北京医生有限责任公司于2013年6月底正式成立。随后，周慧云应邀前来兼职负责建立公司的人力资源体系，在工作之中，她被朱建元的梦想所打动了，觉得这是一份有益于社会和人生的事业，最终也选择加入了高管团队。如此一来，一个“铁三角”的结构正式形成，朱建元作为公司总裁负责把控全局，吴建华负责整合社会资源，周慧云则保证公司内部的健康运转。在公司的股权结构上，北京医生网实行的是PPP模式（即Public-Private-Partnership，通译为公共私营合作制），这也体现了项目的初衷——政府主导的公益性质与私有资本的市场化运作并存。

“朱总有个‘北京医生梦’，我们所做的事，就是如何将梦想一点一滴地落实下去。”周慧云这样解释道。北京医生网的第一阶段开通了医院、科室、医生、病症、健康养生等的信息查询服务；第二阶段将在北京市有关部门的支持下，开展网上预约挂号等业务。在中国“看病贵，看病难”的现状之下，这些工作所想要达到的效果是让合适的人去合适的地方看病，即通过运用线上挂号系统，给病人一些智能分诊的选择，从而避免病人盲目涌入三甲医院、专家门诊，而让普通病患能够在社区医院进行首诊，让真正需要专家的病人能准确地找到专家。“希望通过北京医生网的平台，让病人找到最适合的医生（未必是最好的、收费相对较高的医生）；专家也能够根据病情来选择自己擅长治疗的病人。”周慧云说。

即使是略微了解中国医疗行业现状的普通人，也知道这个平凡的愿望实现起来并非易事，一切都有赖于整体医疗环境的改善。中欧国际工商学院卫生管理与政策中心主任、经济学兼职

教授蔡江南指出，2013年10月国务院印发的《关于促进健康服务业发展的若干意见》是首次在医改文件中将政府“主导”改成了“引导”，这意味着未来将会更加强调市场和社会的力量，“要基本建立覆盖全生命周期、内涵丰富、结构合理的健康服务业体系”。在这个背景下，朱建元将他们的事业描述为“书写中国医改历史”，而周慧云则更加细致地解释道：“通过‘北京医生网’这个互联网和移动互联网平台，我们希望为医院、科室、医生做经纪人，帮助他们树立品牌，获取并管理患者资源、医药信息，并与医疗保险机构进行结算等。这个平台可以为患者和关心健康的人提供具有公信力的医疗资源信息、卫生保健知识，以及个人医疗信息云管理；这个平台也可以为政府部门进行医疗数据分析奠定基础，方便政府进行顶层设计，推出新的政策。总而言之，‘北京医生网’就像是一个网上医疗商城，医院、诊所、医生、医药供应商、医保机构等都是商城里的单位，政府的政策是商城的规章制度，而我们的职责是提供和管理商城的环境。”

之所以在校友中选择创业伙伴，他们认为最重要的原因是彼此信任。在中欧学习的时光是一段难得的读书、自省、返朴归真的日子，这让他们格外珍视这份同窗情谊。如果再仔细探寻这份选择的深意的话，他们觉得那应该是相同的价值观和良好的互补性，在这个团队中，有人志向高远、格局开阔，也有人踏实细致、立足现实。但是遇到意见分歧的时候，朱建元、吴建华和周慧云的解决方式却相当简单——吵架。他们会亮明观点，实行民主集中制，最后再统一方向；有时吵得厉害了，还需要进行批评与自我批评。

“不担心吵架会伤感情吗？”对于记者的提问，周慧云和吴建华各自给出了耐人寻味的答案。周慧云说，吵架其实是一块试金石，测试你对这份事业的真诚，“如果纯粹是为了工作着想，吵架是不会伤害友谊的，但前提是彼此信任。”而吴建华则表示，他们都已过了不惑之年，对于事情有着更超然的理解，“作为创业伙伴，我们只是共同走过人生道路中的一站；而作为中欧同学，那是一生一世的事情，永远都无法改变。”





从左至右:周慧云、朱建元、吴建华 From left: Zhou Huiyun, Zhu Jianyuan, Wu Jianhua.

The bj-doctor.cn team knows improvements to China's healthcare system will not be realized overnight, but Zhu is confident that they are "making history in China's medical reforms". Zhou adds, "We hope that this internet platform can provide a brokerage-like service to doctors and hospitals. Through the website, doctors can begin to build their own brands. Eventually when they are allowed to be independent, they can utilize the platform to engage with patients, manage medical records, and even settle with insurance providers. Hospitals and clinics can also establish their brands through the platform; in the future we may provide an interface for settlement between hospitals and insurance providers. In addition, the government can analyse medical data collected by the platform which may be useful in designing new policies. The bj-doctor.cn platform is like a shopping mall: doctors and medical institutions are the shops, the government makes the regulations, and we provide the infrastructure."

The trio say that working with fellow alumni was an easy choice because they trusted in their knowledge and skills. Perhaps it's also because their shared learning experiences at CEIBS, compared to the many years of ups and downs out in the business world, makes them treasure

the steady friendship of classmates. They know they share the same values and have complementary skills, which is important in making a business work. Some have broad visions and big ambitions, while others are down-to-earth and conscientious, and by combining these different characteristics, they can keep the business on track.

When there is a difference of opinion, the three say the solution is simple – they just fight it out. Each of them will pour out everything that is on his mind until they have all expressed their doubts, and afterwards they will work towards reaching a consensus on the best way to move forward.

When asked if they worry whether such intense arguments might harm their relationship, Zhou and Wu both give thoughtful responses. Zhou says that quarrels are a touchstone for the purity of your passion for the cause. "If you are all about the work, without any personal issues clouding the discussion, arguments will never harm your relationship," she says. Wu said that because they are all over 40 years old, they are at a stage when people should have a grander understanding of things. As he puts it, "As partners, we happen to be at the same stage in our lives; as CEIBS alumni, we have an affection for each other that will last a lifetime."