MEDS Clinical Medicine (2026)
Clausius Scientific Press, Canada

DOI: 10.23977/medsc.2026.070401
ISSN 2616-1907 Vol. 7 Num. 4

Practice and Exploration of Brand Construction in Cancer Specialized Hospitals Driven by Single-Disease Specialty Centers——A Case Study of "One Center, One Feature" Initiative at Hefei Cancer Hospital, Chinese Academy of Sciences

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Keywords: Cancer specialized hospital; Single-disease specialty center; Multi-disciplinary treatment (MDT); Brand construction; Medical-research integration; Whole-cycle service

Abstract: This study aims to explore the path and practical effects of brand culture construction in cancer specialized hospitals under the single-disease specialty center model, so as to provide references for the high-quality development of similar hospitals. Taking the construction practice of the "One Center, One Feature" series of specialty centers at Hefei Cancer Hospital, Chinese Academy of Sciences as the research object, this paper analyzes the brand construction logic and implementation path from five dimensions, namely discipline layout, technical system, collaboration mechanism, medical-research integration, and service culture. Through the establishment of 11 single-disease cancer specialty centers, the hospital has formed a differentiated "one center, one feature" brand matrix, in which MDT serves as the core quality support, characteristic technologies act as the core identifier, medical-research integration functions as the innovation driver, and whole-cycle services constitute the cultural core; on this basis, the hospital has achieved coordinated improvement in clinical efficacy, disciplinary influence, and patient satisfaction. The findings indicate that the brand construction model, which takes single-disease specialty centers as the carrier, MDT collaboration as the core, characteristic technologies as the support, medical-research integration as the driver, and patient needs as the orientation, can effectively enhance the core competitiveness and brand value of cancer specialized hospitals, and offer practical references for optimizing China's cancer specialized medical service system.

1. Introduction

With the increasing burden of malignant tumors in China, the demand for standardized, precise and individualized cancer diagnosis and treatment has become increasingly prominent. The

high-quality development and brand building of cancer specialized hospitals have become important issues in deepening the medical and health system reform. The traditional cancer diagnosis and treatment model, centered on discipline division, has problems such as fragmented diagnosis and treatment, prominent discipline barriers, and homogenized treatment plans. It is difficult to meet the needs of patients for whole-cycle and individualized diagnosis and treatment, and also restricts the formation and dissemination of hospital specialty brands[1].

The Multi-Disciplinary Treatment (MDT) model, which integrates multidisciplinary resources such as surgery, internal medicine, radiotherapy, imaging, and pathology to formulate standardized and individualized diagnosis and treatment plans for single diseases, has become the mainstream model of international cancer diagnosis and treatment, as well as the core path to improve the quality of cancer diagnosis and treatment[2]. In recent years, many cancer hospitals in China have explored the construction of single-disease specialty centers, reconstructed the discipline system with diseases as the unit, promoted the solid operation of MDT model, and built the discipline brand of "specialized treatment for special diseases". However, how to build a differentiated characteristic technology system, transform technical advantages into brand value, and integrate the cultural core of humanistic services to realize the coordinated promotion of medical quality, discipline development and brand building still needs continuous exploration in practice.

Relying on the medical-research integration platform of Hefei Institutes of Physical Science, Chinese Academy of Sciences, Hefei Cancer Hospital has promoted the reform of "de-departmentalization and centralization" since 2023, established 11 single-disease specialty centers based on tumor sites and systems, built the "One Center, One Feature" series of discipline brands, and constructed a four-in-one brand development model of "characteristic technology + MDT collaboration + whole-cycle service + medical-research innovation". This paper systematically analyzes the hospital's construction practice, summarizes the logic and effects of its brand construction, and provides practical references for the brand building and high-quality development of cancer specialized hospitals in China.

2. Construction Logic of the "One Center, One Feature" Brand System

2.1 Discipline Reconstruction of Single-Disease Centralization: The Organizational Carrier of Brand Construction

Breaking the traditional division boundary of internal medicine, surgery and medical technology departments, 11 single-disease specialty centers are established with the site and system of tumor occurrence as the core dimension, including Lung Cancer Center, Gastrointestinal Cancer Center, Hepatobiliary and Pancreatic Cancer Center, Breast Cancer Center, Gynecological Cancer Center, Urological Cancer Center, Brain Cancer Center, Esophageal Cancer Center, Head and Neck Cancer Center, Bone and Soft Tissue Cancer Center, and Hematology and Lymphoma Center, realizing the organizational reconstruction from "dividing disciplines by technology" to "dividing disciplines by diseases"[3].

As an independent diagnosis and management unit, each specialty center integrates professionals such as surgery, internal medicine, radiotherapy, intervention, pathology, imaging, pharmacy and nursing required for the diagnosis and treatment of corresponding tumor types, allocates exclusive wards and diagnosis and treatment equipment, implements the "specialist physician responsibility system under the unified leadership of the center", and constructs a two-level management system of "hospital-center". This organizational model allows discipline resources to be integrated around diseases and expert teams to serve patients, providing organizational guarantee for the brand positioning of "specialized treatment for special diseases and precise diagnosis and treatment"[4].

2.2 Differentiated Characteristic Positioning: The Core Identifier of Brand Recognition

Each specialty center focuses on the clinical pain points and diagnosis difficulties of one type of tumor, builds a core characteristic technology, and forms a differentiated brand matrix of "one center, one characteristic business card" to avoid homogeneous competition among disciplines. The characteristic positioning of each center covers multiple dimensions such as early screening and diagnosis, organ function preservation, advanced tumor treatment, and precise minimally invasive treatment:

(1) The Lung Cancer Center takes "early screening, diagnosis and treatment of pulmonary nodules + Tubeless ultra-minimally invasive resection" as its core feature, constructs a "six-in-one" technical system, and the diagnostic accuracy of early lung cancer reaches 90%.

(2) The Gastrointestinal Cancer Center features "extreme anus preservation for low rectal cancer", which can realize anus preservation for ultra-low rectal cancer 0-5cm from the anus, and has achieved clinical results of no recurrence for nearly 6 years.

(3) The Hepatobiliary and Pancreatic Cancer Center features "multi-program combined precise diagnosis and treatment for advanced liver cancer", constructs an integrated treatment model of "targeted therapy + immunotherapy + intervention", and the disease control rate of advanced liver cancer reaches 85%.

(4) The Breast Cancer Center features "DIBH deep inspiration breath-hold precise radiotherapy", which reduces cardiac radiation dose by about 50%, and balances tumor treatment and cardiopulmonary protection.

(5) The Gynecological Cancer Center features "4D afterloading painless implantation radiotherapy for cervical cancer", which accurately locks the tumor target area and maximally protects normal tissues.

(6) The Urological Cancer Center features "photodynamic therapy for bladder cancer with bladder preservation", realizing the unification of minimally invasive treatment and bladder function preservation.

(7) The Brain Cancer Center features "Ommaya reservoir implantation and infusion chemotherapy", which breaks through the blood-brain barrier and improves the efficiency of local drug delivery for intracranial tumors.

(8) The Esophageal Cancer Center features "endoscopic photodynamic minimally invasive treatment for esophageal cancer", which relieves eating obstruction for elderly and recurrent esophageal cancer patients.

(9) The Head and Neck Cancer Center features "scarless minimally invasive thyroid surgery", achieving both tumor radical treatment and neck aesthetics.

(10) The Bone and Soft Tissue Cancer Center features "step-by-step treatment for spinal metastatic tumors", which enables paraplegic patients to regain walking ability through stratified treatment.

(11) The Hematology and Lymphoma Center features "HDS high-throughput drug sensitivity detection + comprehensive critical care", solving the problems of drug resistance and critical treatment in relapsed and refractory hematological diseases.

Through the full-coverage and differentiated layout of characteristic technologies, the hospital has built a distinct brand identification system, enabling patients with different diagnosis and treatment needs to accurately match corresponding specialties, and strengthening the brand awareness of "special diseases have special skills, specialized treatment has expertise".

3. Core Support System for Brand Construction

3.1 MDT Multidisciplinary Collaboration: The Core of Brand Quality

Medical quality is the lifeline of hospital brand, and MDT multidisciplinary diagnosis and treatment is the core mechanism to ensure the quality of cancer diagnosis and treatment[5]. Each specialty center has established a standardized two-level MDT consultation system: daily MDT is held regularly every week, and the specialist diagnosis and treatment group discusses diagnosis and treatment plans for routine cases; departmental MDT invites multidisciplinary experts to conduct joint consultation for difficult and severe cases. Each center has set up specialist diagnosis and treatment groups for surgery, internal medicine, radiotherapy and intervention, as well as special disease management groups for corresponding tumors, forming a diagnosis and treatment model of "collective decision-making by experts and whole-course management of special diseases".

Taking the Gastrointestinal Cancer Center as an example, for patients with low rectal cancer, experts from gastrointestinal surgery, radiotherapy, chemotherapy, pathology and imaging departments jointly carry out MDT evaluation, and customize an individualized plan of "induction chemotherapy + concurrent chemoradiotherapy + consolidation chemotherapy + radical surgery", which not only achieves tumor downstaging to improve the anus preservation rate, but also reduces the risk of postoperative recurrence. The Lung Cancer Center integrates resources from imaging, pathology, surgery, radiotherapy, intervention and other disciplines through MDT, and organically connects technologies such as high-resolution CT, blood methylation detection, minimally invasive resection and precise radiotherapy, realizing a one-stop closed loop of screening, diagnosis and treatment of pulmonary nodules.

The MDT model breaks the traditional discipline barriers, allows experts from different professions to evaluate the condition from their own dimensions, and jointly formulates the optimal diagnosis and treatment plan. It not only ensures the standardization and accuracy of diagnosis and treatment, but also improves the treatment ability of complex cases, laying a solid quality foundation for hospital brand building.

3.2 Medical-Research Integration and Innovation: The Sustained Driving Force for Brand Development

Relying on the scientific research platform of Hefei Institutes of Physical Science, Chinese Academy of Sciences, the hospital constructs a virtuous circle mechanism of "clinical-research-application", promotes technological iteration with scientific research innovation, and guides scientific research direction with clinical needs, forming the driving force for brand development of medical-research integration.

Each specialty center is equipped with high-level scientific research talents such as doctoral supervisors, master supervisors and doctors, and undertakes scientific research projects at all levels such as the National Key R&D Program, the President's Fund of the Chinese Academy of Sciences, and the Key R&D Program of Anhui Province, to carry out technical research around clinical pain points. For example, the HDS high-throughput in vitro drug sensitivity detection technology developed by the Hematology and Lymphoma Center can replicate the patient's tumor microenvironment in vitro, and screen the sensitivity of dozens of drugs and combined schemes at one time, upgrading the traditional "empirical drug trial" to a precise model of "in vitro screening + in vivo verification", which greatly improves the treatment efficiency of relapsed and refractory hematological diseases. The radiotherapy team combines image guidance, respiratory monitoring and other technologies with radiotherapy plans to form DIBH precise radiotherapy technology, and has won the first prize of the group and many individual first prizes in Anhui Radiotherapy Skills

Competition, reflecting the regional leading level of technology.

The medical-research integration model enables the hospital's brand to extend not only to the clinical service level, but also to the academic and innovation levels, enhancing the professional depth and industry influence of the brand, and also providing support for the continuous iteration of characteristic technologies.

3.3 Whole-Cycle Service Culture: The Humanistic Extension of Brand Connotation

Hospital brand is not only a technical brand, but also a service brand and cultural brand. Guided by patient needs, each specialty center constructs a whole-process closed-loop service system of "screening-diagnosis-treatment-rehabilitation-follow-up", integrates humanistic care into the whole cycle of diagnosis and treatment, and enriches the cultural connotation of the brand.

At the front end, each center carries out early screening popularization and health education for high-risk groups to promote the forward shift of tumor prevention and control. During diagnosis and treatment, the whole-course responsibility system of specialist physicians is implemented, and the special disease management team tracks the whole treatment cycle of patients and dynamically adjusts the plan. During the rehabilitation period, it provides all-round services such as functional rehabilitation guidance, psychological support and dietary care. In the follow-up stage, a standardized follow-up system is established, and specialist nurses follow up regularly to guide patients to reexamine and manage at home. For example, the Breast Cancer Center has established a triple follow-up system of "specialist physician follow-up + special disease physician follow-up + nursing follow-up" to pay attention to patients' treatment response and quality of life throughout the process. The Gynecological Cancer Center provides postoperative functional rehabilitation training and psychological counseling for patients to help them return to normal life.

At the same time, each center has established a standardized question answering system for common issues of most concern to patients, and publicized consultation telephone numbers, outpatient information and expert contact information to smooth the doctor-patient communication channel. This patient-centered whole-cycle service makes medical technology warm and the hospital brand compassionate, strengthening patients' trust and brand identity.

4. Practical Effects of Brand Construction

4.1 Significant Improvement in Clinical Efficacy and Patient Benefit

Through the brand construction of "One Center, One Feature", the diagnosis and treatment ability and clinical effects of each specialty center have been significantly improved. In terms of early diagnosis and treatment, the Lung Cancer Center has a 90% diagnostic accuracy rate for early lung cancer, completes more than 300 pulmonary nodule surgeries every year, and the Tubeless ultra-minimally invasive surgery enables patients to be discharged 3 days after surgery, greatly reducing treatment trauma and economic burden. In terms of organ function preservation, the low rectal cancer anus preservation technology of the Gastrointestinal Cancer Center achieves no recurrence for 5 years. The photodynamic therapy of the Urological Cancer Center allows dozens of bladder cancer patients to successfully retain their bladders. The scarless thyroid surgery of the Head and Neck Cancer Center achieves zero scars on the neck, maximizing the preservation of patients' physiological functions and quality of life while eradicating tumors. In terms of advanced tumor treatment, the median survival time of advanced liver cancer in the Hepatobiliary and Pancreatic Cancer Center has increased by more than 60% compared with traditional treatment. The Ommaya reservoir infusion technology of the Brain Cancer Center significantly prolongs the survival time of patients with intracranial metastatic tumors. The step-by-step treatment of the Bone

and Soft Tissue Cancer Center enables paraplegic patients to regain walking ability. The critical care system of the Hematology and Lymphoma Center greatly improves the rescue success rate of critical hematological diseases.

A series of clinical data show that the characteristic construction of single-disease specialty centers has effectively improved the quality of diagnosis and treatment, brought tangible benefits to patients, and also won patient reputation for the hospital brand.

4.2 Continuous Expansion of Disciplinary Influence and Brand Radiation

With the maturity of characteristic technologies and the accumulation of clinical results, the disciplinary influence of each specialty center has been continuously improved. The hospital has been selected as one of the first batch of pilot units for multidisciplinary diagnosis and treatment (MDT) of digestive system tumors by the National Health Commission, and a member unit of the National Respiratory Medicine Center Lung Cancer Early Screening and Tubeless Minimally Invasive Technology Alliance. It has become the chairman unit of many provincial professional committees such as the Special Committee on Tumor Radiotherapy of Anhui Geriatric Medical Association and the Special Committee on Gynecological Oncology. Many technical achievements such as photodynamic therapy for bladder cancer have been written into the CSCO Expert Consensus on Photodynamic Therapy, which has been authoritatively recognized by domestic peers.

At the same time, the hospital's specialty center construction model has been recognized by the industry, winning the East China Excellent Award of the 9th China Hospital Management Award, and relevant experience has been promoted in national industry conferences. The brand influence radiates from the region to the whole country, forming a discipline development pattern of "the hospital has key disciplines, departments have characteristics, and personnel have expertise".

4.3 Collaborative Optimization of Management Efficiency and Patient Satisfaction

The integrated management model of single-disease specialty centers optimizes the diagnosis and treatment process and improves the efficiency of medical services. Relevant data show that after the implementation of the specialty center model, the average diagnosis and treatment cycle of patients has been shortened by 30%, the diagnosis and treatment efficiency has been increased by 40%, and patient satisfaction has increased from 95.3% to 97.9%. Patients do not need to travel among multiple departments, and can obtain multidisciplinary evaluation and whole-process diagnosis and treatment plans in one visit, which greatly reduces the time cost of medical treatment and significantly improves the medical experience.

5. Discussion

The brand construction of cancer specialized hospitals is essentially to build a trinity value system of "quality-characteristic-culture" around the needs of disease diagnosis and treatment. The construction practice of "One Center, One Feature" at Hefei Cancer Hospital, Chinese Academy of Sciences provides a referable path for the brand construction of cancer specialized hospitals, and its core experience is reflected in four aspects:

First, organizational reconstruction is the foundation of brand construction. Breaking traditional discipline boundaries with single disease as the unit to realize the integration and focus of resources is the organizational guarantee for the brand positioning of "specialized treatment for special diseases". This model conforms to the specialty capacity construction direction of "taking disease diagnosis and treatment as the chain and breaking discipline barriers" proposed by the National Health Commission, and allows professional resources to focus on the deep cultivation of single

diseases, promoting the precision and standardization of diagnosis and treatment.

Second, technical characteristics are the core of brand recognition. Differentiated characteristic technologies directly address the core demands of patients and form irreplaceable technical advantages, which is the key for hospital brands to stand out. In response to the general demands of patients for "organ preservation, function preservation, less trauma, and high quality of life", each center focuses on segmented fields to tackle technologies, forming distinct technical labels and making the brand image concrete and perceptible.

Third, MDT collaboration and medical-research integration are the two-wheel drive for brand development. MDT guarantees the bottom line of diagnosis and treatment quality, and medical-research integration provides the power for technological upgrading. The two together support the professional height of the brand. A brand without quality support is a castle in the air, and a brand without innovation power is difficult to develop sustainably. Only when the two work together can the continuous improvement of brand value be realized.

Fourth, humanistic service is the core of brand culture. The essence of medicine is service, and the vitality of brand lies in patients' recognition and trust. Integrating whole-cycle service and humanistic care into the whole process of diagnosis and treatment can transform technical advantages into patients' sense of gain and identity, making the brand have both professional hardness and humanistic temperature.

At the same time, it should be noted that there is still room for further optimization of this model. First, the replicability and promotion radiation of characteristic technologies are insufficient. In the future, the brand radiation range can be expanded through specialty alliances and technical training. Second, the depth of multi-center clinical research needs to be strengthened. Large-sample clinical research can be carried out relying on the specialty center platform to further enhance the influence of academic brands. Third, the integration of smart medicine and brand construction is insufficient. Digital means can be used to optimize whole-cycle services and enhance the digital experience of the brand.

6. Conclusion

The brand construction practice of "One Center, One Feature" at Hefei Cancer Hospital, Chinese Academy of Sciences has constructed a cancer specialty brand system with distinct technical characteristics, perfect discipline system and rich cultural connotation through the organizational reconstruction of single-disease specialty centers, precise layout of differentiated characteristic technologies, quality support of MDT multidisciplinary collaboration, innovation drive of medical-research integration, and cultural extension of whole-cycle services. This model effectively improves the quality of clinical diagnosis and treatment, patients' sense of medical gain and the core competitiveness of the hospital, realizes the coordinated promotion of medical quality, discipline development and brand construction, and can provide practical references for the high-quality development and brand culture construction of cancer specialized hospitals in China.

Acknowledgements

Soft Science Project of Hospital Management Department of Hefei Cancer Hospital, Chinese Academy of Sciences (No. GLXB202311)

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