

流程管理介入對手術室服務效能之影響

The Impacts of Applying Process Management to the Effectiveness of Operating Room

陳春枝(Chuen-Jy Chen);盧美秀(Meei-Shiow Lu);邱文達(Wen-Ta Chiu);謝長堯
(Chang-Yao Hsieh)

摘要

本研究目的主要在於探討流程管理對於手術室服務效能的影響。為類實驗研究，收集北部某一醫學中心手術室的手術作業活動。研究工具為結構式記錄表，由護理人員記錄預定手術病人在手術流程中之各時間點及異常情況。介入措施為設立排程管理員及建立作業流程標準。研究工具由七位專家作內容效度檢定；於介入措施前後，各收集三個月的資料，以探討服務效能前後之差異。效能指標為：手術房間使用率、手術排程取消比率及流程中異常延遲時間與頻率。資料以描述性統計、t 檢定及卡方檢定進行分析。結果顯示在流程管理介入後；房間使用率除骨科之 22 間((符號略)=-3.30, (符號略)<.01)及 20 間((符號略)=-2.01, (符號略)<.05) 下降並呈顯著差異外，其餘無顯著差異；排程取消比率降低 1.01%，達統計上顯著差異((符號略)=7.02, (符號略)<.01)；流程異常平約延遲時間前後無顯著差異，異常頻率介入後降低 6.12%。研究結果顯示流程管理可以降低流程中的變異，使流程穩定，有效改善作業品質。研究結果可作為醫院、外科系及手術室管理者在行政管理上之參考。

Abstract

The purpose of this quasi-experimental study was to explore the impacts of applying process management on the effectiveness of operating rooms. Data about the activities performed in connection with elective surgeries were collected in operating rooms at a medical center in northern Taiwan. The times taken to complete each activity in every step of each process were recorded in structured sheets by nurses. The aim of the process management intervention was to designate scheduling coordinators and establish processing standards. Data were collected for three months both before and after interventions for comparisons to be made. The indicators of effectiveness were: the utilization rates of the operating rooms, the operation schedule cancellation rates, and the delayed time, the frequencies of variations in process.

Data were analyzed by using t-test and Chi-square. The results indicated that after interventions (1) The utilization rates of operating room 22 ((the symbol is abbreviated)=-3.30, (the symbol is abbreviated)<.01) and 20 ((the symbol is abbreviated)=-2.01, (the symbol is abbreviated)<.05) were reduced and showed significant differences. (2) The cancellation rate

was reduced by 1.01%, and showed significant differences. ((the symbol is abbreviated)=7.02,
(the symbol is abbreviated)<.01) (3) The delayed time of process variations showed no
significant differences, while the variation frequencies were reduced by 6.12%. The study
showed process variations were reduced and quality was improved by process management.
The results of this study might provide a useful reference for hospitals, surgical departments
and operating room managers involved in administration management.