

運用平衡計分卡改善醫院附設護理之家營運績效之個案研究

The Preliminary Study of Applying Balanced Scorecard in Evaluating Hospital-Based Nursing Home Performance

林富美(Fu-Mei Lin);盧美秀(Meei-Show Lu);楊銘欽(Ming-Chin Yang);邱文達(Wen-Ta Chiu)

摘要

我國人口結構迅速老化，長期照護機構需提供兼顧照護品質、經營成本及住民與家屬滿意的照顧環境，平衡計分卡是一個化策略為行動的績效管理工具，能有效運用策略以達成組織願景。本研究採介入性研究設計，將平衡計分卡導入護理之家，建構護理之家策略目標及績效指標，改善營運績效，及比較實施前後各項績效指標之差異。收案方式採立意取樣，取自台北市某醫院附設護理之家之工作人員、住民及其家屬。研究工具有員工工作滿意度量表、護理之家住民服務滿意度量表、技術稽核統計表、品質監利統計表及各項報表，資料收集期間由 2004 年 1 月至 10 月，資料分析以描述性統計、pair-t 檢定、independent-t 檢定及無母數 Wilcoxon 檢定。研究結果如下，1·學習與成長構面：(1)員工工作滿意度提升，達統計上顯著差異($p<.05$)。(2)員工離職率較 2003 年降低；(3)員工照護技能正確率提高，達統計上顯著差異($p<.05$)。2·內部流程構面：(1)住民感染率、壓瘡點盛行率及非計畫性轉住急性病房比率稍為升高，經分析可能原因為員工離職後人力未及時補足所導致；(2)衛材漏帳率降低。3.顧客構面：住民家屬對護理之家的服務滿意度提高，達統計上顯著差異($p<.05$)。4·財務構面，每床每月平約成本降低。

Abstract

As the population is aging rapidly, quality, cost-effectiveness, and customer satisfaction should be the goals that long-term care institutions strive for. Balanced scorecard is a strategic management tool to transform strategies into practice, to effectively implement strategies so as to meet organization's missions. The study was designed to be an interventional study, applying balanced scorecard in hospital nursing home, to establish strategic objectives and performance indicators, improve the performance of nursing home, and compare the differences of each performance indicator after implementing balanced scorecard. The sample is selected by convenient sampling. The study subjects were selected from some hospital nursing home in Taipei, consisting of employees, residents and their

relatives. Study instruments include employee satisfaction questionnaire, customer satisfaction questionnaire for nursing home, nursing technique audit statistics, quality monitoring statistics, and monthly services reports. Data collection was done from January to October in 2004. We used descriptive statistics, pair-t test, independent-t test, and nonparametric Wilcoxon test for data analysis. The results of this study are as follow: 1.Learning and growth perspective: (1)Employees' satisfaction was improved, and the difference is statistically significant ($p < .05$). The highest score is on "harmonious interaction with residents and their relatives" whereas the lowest score is on "current workload". (2)The personnel turnover rate decreased from 57.1% in 2004 to 32.1% in 2003. (3)The nursing care techniques accuracy improved, and the difference is statistically significant ($p < .05$). 2.Internal process perspective: (1)Nosocomial infection rate, pressure sore point prevalence, and the rate of unexpected transfers/discharges to acute inpatient care all experienced a slight increase. The reason may be due to the delay of recruiting new members after certain staff members quit their job. (2)The rate of missed billing of medical supplies was decreased. 3.Customer perspective: the satisfaction score of residents' relatives for the nursing home was improved, and the difference is statistically significant ($p < .05$). 4.Financial perspective: the cost per bed per month was decreased.