

项目详细内容 Project Details:

项目名称	以“解决问题促进健康”为模式，促进福建省立医院护理质量持续改进		主题	护理质量持续改进
Project Title	Continuously improving the nursing quality of Fujian Provincial Hospital by the model of “Problem solving for better health”		Theme	Nursing quality continuous improvement
项目负责人	李红	项目成员	金爽、陈晓欢	
Project Lead	Hong Li	Project Team	Shuang Jin, Xiao-huan Chen	
经费 Funding	RMB			
项目起止日期 Project Period	起始：2003年3月10日	完成：2013年12月30日	End	
问题描述 Problem Description 请描述问题起因及存在多久、问题形塑过程中的关键人员及人数。 <i>请以中英文填写。</i>	<p>护理质量管理是护理管理的核心,不断提高护理质量是医院管理的永恒主题。我院在护理管理体制改革的基礎上，建立了新型的护理质量管理模式，即以三级甲等医院等级评审标准为基本的质量保证系统结合以解决问题为中心的质量改进系统的管理理念。为了满足病人对护理服务质量的需求，我们不断发现问题，不断进行变革,由质量保证向质量改进运进。在护理质量改进上遵循“病人第一，以人为本，全员参与，预防为主，依据事实和数据”的原则，保证护理质量持续改进和提高。</p> <p>Nursing quality management is the key of nursing management and the nursing quality continuous improvement is the eternal theme of hospital management. Fujian Provincial Hospital established a new nursing quality management model by the foundation of nursing management system reform. In order to meet the patients' need of nursing service quality, we discovered problems and reformed continuously, shifting quality assurance to quality improvement, we obeyed the principle of “patient first, people-oriented, full participation, prevention first, basing on facts and data” during the process of nursing quality improvement.</p>			

<p>解决方法 Solution</p> <p>请描述可行的解决方法和形塑过程。</p> <p>请以中英文填写。</p>	<p>将解决问题促进健康的模式，应用于护理质量持续改进中。</p> <p>1.对全院护士长、护理骨干 73 人分 2 期进行 PSBH 培训，训练其发现问题、寻找身边的可利用资源进行问题改进的思维及解决问题的能力，每人在培训后的规定时间内完成 1 项改进项目。培训方法：按照 PSBH 的方法即选择健康问题、拟定解决问题的方案、制定行动方案、明确评价指标和方法 4 个阶段。</p> <p>2.在护理管理工作中要求各科护士长及护理骨干将常规质量检查中发现的问题，病人或家属提出意见较多的问题，尤其是高危险性的、频发的、潜在的质量问题提出改进项目,对这些需要质量改进的项目进行分析,制定改进计划,包括培训、宣传、协调、落实及评价再改进 5 个阶段。</p> <p>3.每年年底各科室将本年度科室持续质量改进项目交护理部，由护理部组织专家进行评审，选出优秀项目 30 余项。</p> <p>4.每年年底举行持续质量改进项目汇报会，大会上对优秀项目进行汇报，由医院领导、医务部、科研科、继续教育部、工会及护理部等部门组成的专家评审，评选出特别奖 2 项、金奖 1 项、银奖 3 项、铜奖 5 项及优秀奖若干，由护理部进行年终奖励。</p> <p>5.护理部每年将优秀项目汇编成册，发至各科室以及其他医院进行交流。同时鼓励护士将优秀项目整理成论文发表。</p> <p>Apply the model of problem solving for better health to nursing quality continuous improvement.</p> <p>1. The head nurses and nursing backbones of 73 were divided into 2 stages to participate the PSBH training. They were trained how to discover problems and find the available resources to solve the problems in order to improve their thinking and problem solving skills, each one should complete one improvement project within the time schedule after training.</p> <p>According to PSBH method, we formatted our training method into 4 steps which were choosing health problems, developing the solutions to the problem, making the action plan, finding out clear evaluation indexes and methods.</p> <p>2. The head nurses and nursing backbones were required to make improvement plans according to the problems which they found out during</p>
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	<p>their routine quality inspections in nursing management and the problems patients or their family members concerned most, especially high-risk, frequent, potential quality problems. They analyzed the problems and made the improvement project, including 5 stages of training, publicity, coordination, implementation, and evaluation along with further improvement.</p> <p>3. At the end of the year, each department would hand in their continuous quality improvement project, nursing department organized some experts to review and select the excellent projects.</p> <p>4. At the end of the year, we held a continuous quality improvement project briefing reporting the outstanding projects, and organized experts to assess the projects, and selected 2 special awards, 1 gold award, 3 silver awards, 5 bronze awards and some excellence awards.</p> <p>5. The nursing department would bind the excellent projects into booklets each year, and extended them to each department and other hospitals to communicate. At the same time, we encouraged nurses to try to publish their excellent projects.</p>
<p>成效 / 影响力 Outcome / Impact 请提供方案实施前的基线数据和实施后的成果指标。 请以中英文填写。</p>	<p>1.自 2004 年开展持续质量改进项目工作以来，至 2013 年底，共完成《护理质量持续改进项目》汇编 10 册，共开发优秀项目 366 项。</p> <p>2.该项目已成为我院质量管理的常规和特色项目。在 2009 年省卫生厅发起的省护理质量控制中心竞选中给全体评委以深刻印象，从而以高票当选为福建省护理质量控制中心挂靠单位。</p> <p>3. 发表相关论文 60 余篇，其中中华护理杂志 2 篇，国际护理学杂志 1 篇、中华护理教育 1 篇。</p> <p>4. 2 个项目参加闽台护理交流会，获得了很好的反馈。</p> <p>5.“糖尿病俱乐部的健康教育模式的效果评价”获得省卫生厅医学科技进步三等奖、省护理学会护理科技进步三等奖；“术前访视的改进”获得省护理学会护理科技进步三等奖、医院技术创新奖，并与非洲博兹瓦纳公主医院手术室进行交流。</p> <p>1. From 2004 to 2013, we produced 10 booklets of “continuous quality improvement project”, developed 366 remarkable projects.</p> <p>2. The project has become a routine and characteristic of nursing quality</p>

	<p>management in Fujian Provincial Hospital. It impressed all the judges in the provincial nursing quality control center campaign in 2009, so that we were elected the Fujian Provincial Nursing Quality Control Center Linked Units with an overwhelming majority of votes.</p> <p>3. Published more than 60 papers, including 2 in Chinese Journal of nursing, 1 in International Nursing Journal, 1 in Chinese Journal of Nursing Education.</p> <p>4. Two projects participated in nursing forums between Fujian and Taiwan and received good feedback.</p> <p>5. The project of Effect on Health Education Model of Diabetes Club won the third prize of Provincial Medical Science and Technology Progress and the Provincial Nursing Institute of Science and Technology Progress. The projects of Improvement on Preoperative Visiting won the third prize of the Provincial Nursing Institute of Science and Technology Progress and the Hospital Technological Innovation award, and communicated with the operation theater of Botswana Princess Hospital in Africa.</p>
<p>执行力 Excellence in Execution</p> <p>请提供评价标准(如时间、预算、人力、干预族群的满意度), 及计划初始估计与成果的比较。例: 规划运行4个月, 800人民币。实际为4个月, 花费680人民币。</p> <p>请以中英文填写。</p>	<p>1. 2006年协助武夷山市立医院举办 PSBH 项目培训;</p> <p>2. 完成《护理质量持续改进》项目汇编 10 册, 完成优秀改进项目 366 项。</p> <p>3. 省质控中心举办全省护理管理培训班专题交流。在福建省中医学院附属第二人民医院开展 PSBH 项目专题讲座 3 场, 厦门市一医院专题讲座 2 场, 厦门中山医院专题讲座 2 场。</p> <p>4. 在福建省护理质量控制中心发行的内部交流刊物“福建护理质量管理”中设专栏进行持续护理质量改进项目专栏。在福建省立医院护理部的内部交流刊物“天使园地”中设有持续护理质量改进项目的交流的 专栏汇报和经验交流。</p> <p>1. We assisted Wuyishan municipal Hospital to hold the PSBH training in 2006.</p> <p>2. We accomplished 10 booklets of “Nursing Quality Continuous Improvement”, developed 366 remarkable improvement projects.</p> <p>3. Provincial nursing quality control center held project communication of provincial nursing management, of which 3 in the Second People's Hospital Affiliated to Fujian College of Traditional Chinese Medicine, 2 in the First</p>

	<p>Affiliated Hospital of Ximen University, 2 in Zhongshan Hospital Xiamen University.</p> <p>4. We set column of “Continuous Nursing Quality Improvement Project” in the internal communication publication "Fujian nursing quality management" issued by Fujian Provincial Nursing Control Center and “angles club” issue by the nursing department of Fujian Provincial Hospital.</p>
<p>发展性 Sustainability</p> <p>请描述如何持续项目成果，及在其他区域的可复制性。例：若需在五个社区复制此方案，需要的策略合作伙伴为乙方及丙方，估计需要五千人民币，可能从以下三个单位获取，及资金取得的时间表。</p> <p>请以中英文填写。</p>	<p>护理质量直接关系到病人的生命与健康,关系到医院在社会公众中的形象。至今持续质量改进已成为我院护理管理的常规和特色，并不断接受来自全省护理同行的学习和效仿。</p> <p>我院护理专科为国家级临床重点专科，有专项资金保障专科建设及专业人员培训。</p> <p>Nursing quality associates with the patient's life and health, along with the social public image of the hospital. Continuous quality improvement has become routine nursing management and features in the nursing management of our hospital, and it is constantly learned and followed by nursing peer in the province.</p> <p>Nursing specialty construction in our hospital is a national clinical key subject construction project. we obtained the special funds to ensure the specialty construct and personnel training.</p>
<p>创新力 Innovation</p> <p>请描述方案执行中遇到的挑战、应对过程及方式。</p> <p>请提供任何项目执行的相关照</p>	<p>1.在未实施 PSBH 项目以前，护理质量主要靠护理部督查来发现问题，护理部未能发现的问题就长期被隐藏。</p> <p>2.以往发现问题、要求整改都是自上而下的强迫式指令，而 PSBH 理念指导下的持续质量改进是由下而上的发现问题，提出整改措施，充分发挥各科临床一线护理人员的聪明才智、集思广益和积极主动性，提出的问题切实是科室经常存在的，迫切需要改变的状况，提出的整改措施是多方面的，并且是执行者认为可以利用现有资源做到的。</p> <p>3.采用评比、激励的方式，鼓励大家积极主动地发现问题，提出合理改</p>

片、影片。如前后的比较、干预对象、宣教范本等。

请以中英文填写。

进措施。通过评比和引入竞争机制，逐步提升项目本身的质量。

4.对于全院普适性的项目，由护理部推广至全院；由项目而出文章，解决了护士写文章的困惑，新颖、实用的选题，加上科学、合理的评价指标往往使文章发表在高规格的杂志，增强了护士的专业自豪感、成就感与价值感。

5.PSBH 强调从小处着手，从力所能及的地方着手，鼓励参与者积极想方设法利用现有资源，去解决问题。改变了以往出现问题不报告现象，对于那些即使暂时不能完全解决的问题，大家也有信心先从改变或完善部分做起。

1. Before implementing PSBH projects, nursing quality problems were mainly inspected by the supervision of nursing department, and those covered problems would be hidden for a long time.

2. In the past, discovering the problems and requiring rectification was a top-down obsessive process, continuous quality improvement guided by the idea of the PSBH was a process of finding problems and putting forward rectification measures from the bottom up, it could give full play to the ability and cleverness of the frontline nursing staffs, the problems they found was often frequent and urgent, the solutions were often various, and the managers believed that they could make use of the existing resources and implement it.

3. Encouraging nurses to find the problems by competition and motivation. It could improve the quality of the project itself gradually through the competition and motivation mechanism.

4. The general adaptive projects were extended to all departments by the nursing department. We published papers according to the projects to solve the nurses' difficulties of writing papers. Novel and practical topics plus reasonable and scientific evaluation indicators produced high quality paper, which could strength the nurses' professional senses of achievement, pride, and value.

5. PSBH emphasized starting from tiny and reach, encouraging participants to solve the problems by trying various methods actively utilizing existing resources, which has changed the phenomena of hiding problems. As for those problems which cannot completely solve temporarily, the nurses also have the confidence to change or improve part of them.



