

團隊合作 樂在工作

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個人履歷

- 臺北醫學大學醫學系畢業
- 專科：外科、神經外科、急診
- 成功大學EMBA 92級
- 奇美醫院急診醫學部主任
- 臺灣**急診醫學會**第八屆理事長
- 奇美醫院醫療副院長
- **醫策會**執行長
- 奇美醫院首席醫療副院長





伊院

威院

急症室長期爆

流感疫情打擊醫療人員同理心



醫療人員熱情不見了!

Burnout



Figure 2.1. Personal and Professional Consequences of Burnout. (Modified from Shanafelt TD, Noseworthy JH. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. *Mayo Clin Proc.* 2017 Jan;92[1]:129-46; used with permission of Mayo Foundation for Medical Education and Research.)

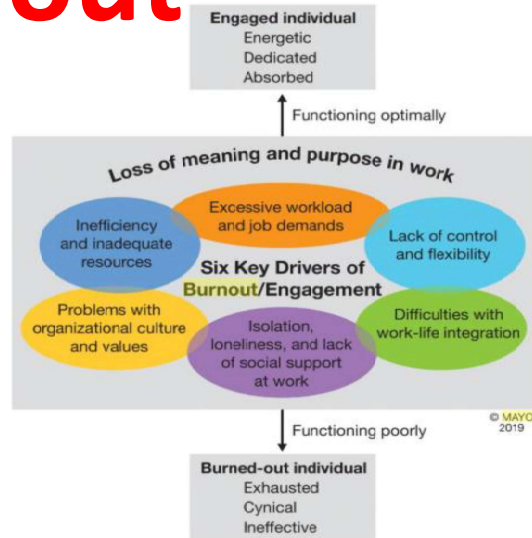


Figure 3.1. Key Drivers of Burnout and Engagement for Physicians. (Modified from Shanafelt T, Noseworthy JH. Executive leadership and physician well-being: nine organizational strategies to promote engagement and reduce burnout. *Mayo Clin Proc.* Jan 2017;92[1]:129-46; used with permission of Mayo Foundation for Medical Education and Research.)

資料來源：Mayo Clinic Strategies To Reduce Burnout: 12 Actions to Create the Ideal Workplace (Mayo Clinic Scientific Press)

急診室醫生蹲地垂頭 網友哭了...





OPTION B



擁抱B選項



彈力(韌性)

FACING ADVERSITY,
BUILDING RESILIENCE,
AND FINDING JOY

面對無常
建立韌性
找到樂趣



Burnout已經是**流行病**

Burnout 的階段

- 反芻思考 - burnout 前期，負向迴路反覆播放
- Burnout –
 - 生理、心理與情緒上的耗竭
 - 自責、懷疑
 - 蠻不在乎、負向思考
- 憂鬱和PTSD



Resilience 彈力 韌性 復原力



關懷

關心自己，關心同事
才會關懷病人



海外義診緩解Burnout



Resilience-多變高壓環境的彈力

Purpose



Self awareness

- A. 強調Resilience與病安及工作的關係
- B. Purpose及self awareness為背景
- C. 主要模組為**
 - 1. 自我照顧**
 - 2. 正念**
 - 3. 人際支持**

醫策會 廖薰香

尋找彈力的三個簡單方法

- THREE GOOD THINGS 三件好事
- SHOW GRATITUDE 表示感激
- REDISCOVER AWE 重拾美好

Bryan Sexton



最好的關懷

Joy in Work !




成長

歸屬

生存



IHI Framework for

Expedition 

Build Joy in Work and Prevent Burnout

AN IHI RESOURCE

20 University Road, Cambridge, MA 02138 • ihi.org

How to Cite This Paper: Perlo J, Balk B, Swense S, Kabanell A, Landaman J, Feeley D. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)



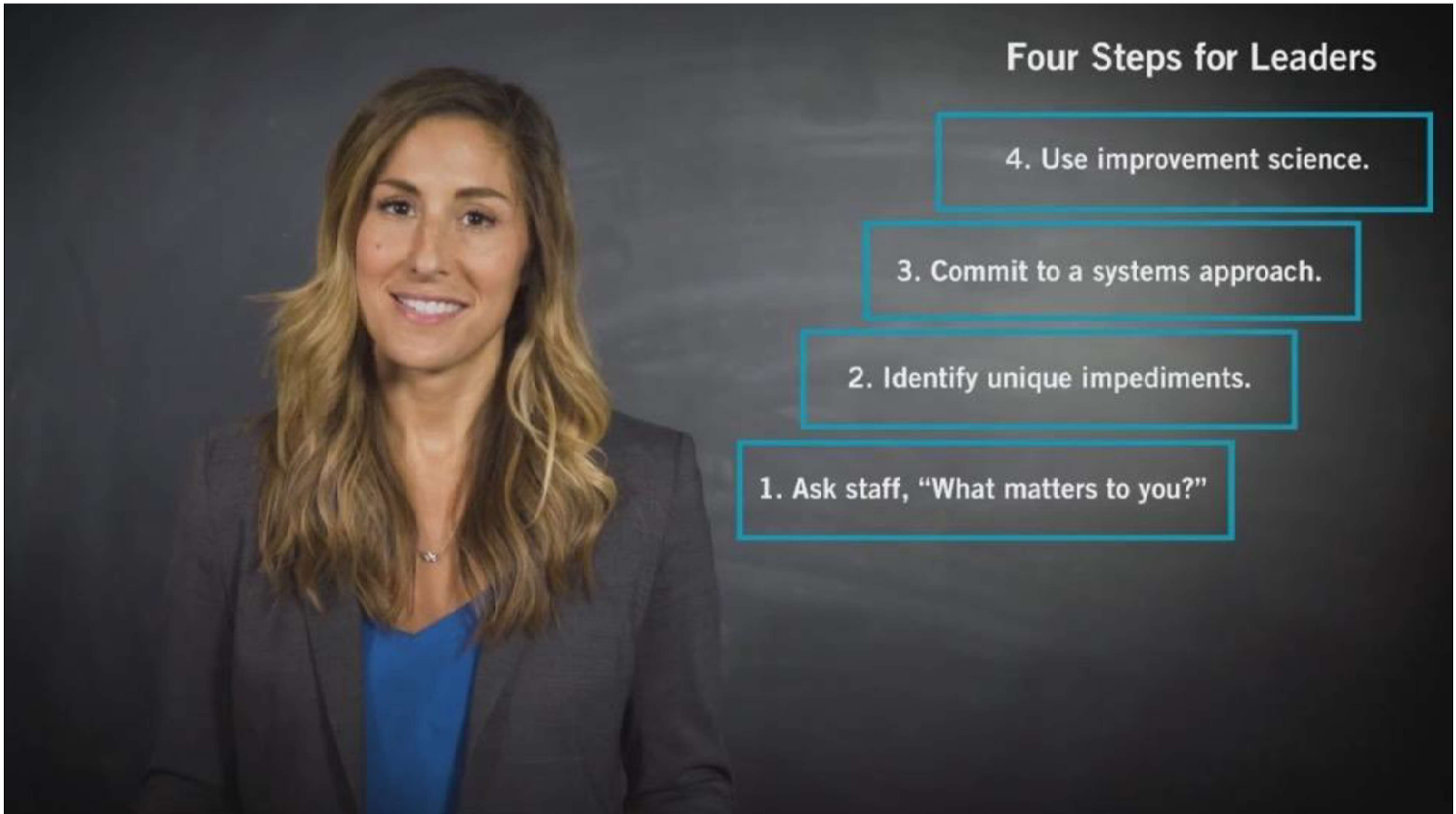
Four Steps for Leaders

4. Use improvement science.

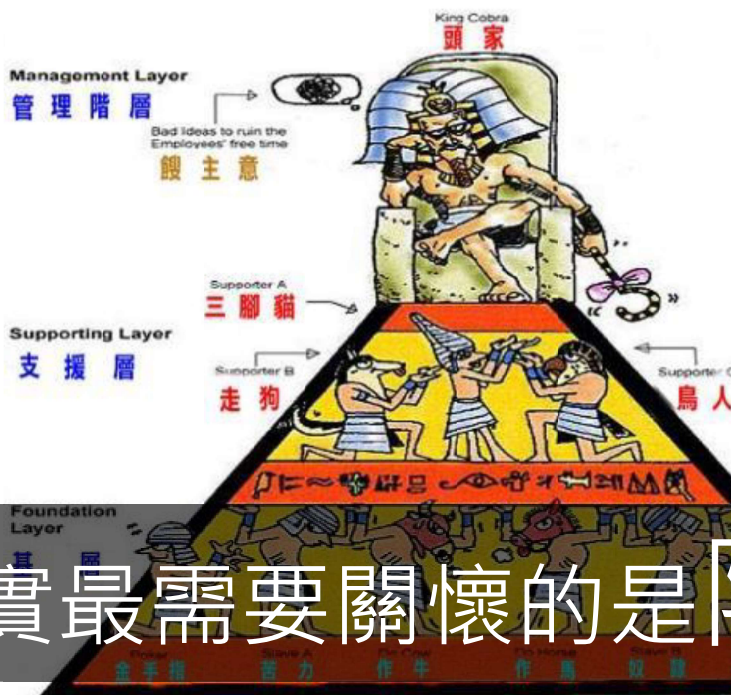
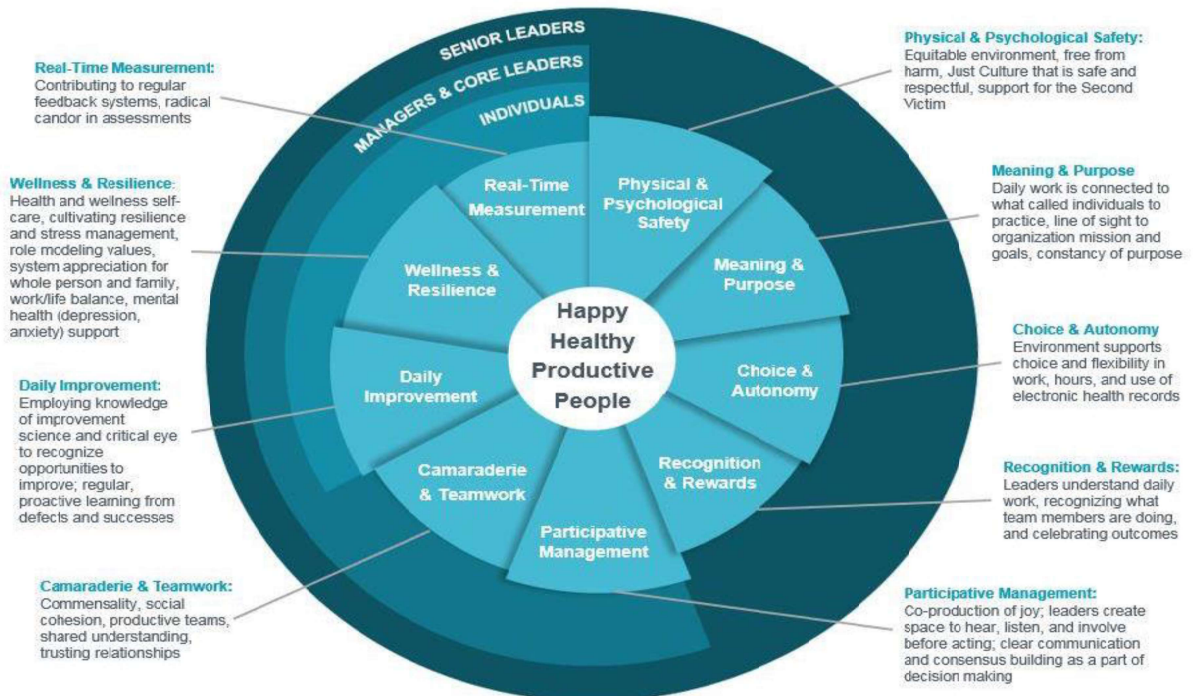
3. Commit to a systems approach.

2. Identify unique impediments.

1. Ask staff, "What matters to you?"



IHI Framework for Improving Joy in Work

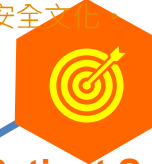


其實最需要關懷的是院長！

營造病人安全文化

宣示病人安全優先政策

醫院應宣示病人安全優先的政策，推動為病安發聲的運動，以營造病人安全文化。



Patient Safety First

為病安發聲 - 主動說出

醫院應提供教育訓練，鼓勵員工適時說出病安顧慮並能以適切的方式提出建議，尤其是當進行中的醫療處置可能造成病人危害時，鼓勵員工要主動說出來。



Speak up for Patient Safety

病人安全巡視

主管應積極聆聽員工對於病安的顧慮及建議，可以導入病人安全巡視(Patient Safety WalkRounds)，至各單位宣示病人安全優先的政策，並了解病人安全的障礙、聽取員工的意見或建議



Patient Safety WalkRounds

1.2 營造病人安全優先的組織文化，鼓勵員工主動提出病安的顧慮及建議

On world Patient Safety Day Speak up for Patient Safety



Speak up for patient safety!

No one should be harmed in health care



Patient safety is a serious global public health concern.

Estimates show that in high-income countries, as many as one in 10 patients is harmed while receiving hospital care. The harm can be caused by a range of adverse events, of which almost 50% are preventable.

Without improving people's access to quality health care services – a fundamental principle of universal health coverage and key to achieving health-related Sustainable Development Goal (SDG) 3 – the occurrence of adverse events, resulting from unsafe care, is likely to become one of the top 10 leading causes of death and disability worldwide.

Speak up for Patient Safety

1. Put your patients' interest first 病人安全至上：

Correcting something which is not right, however small it may seem, can make a big difference.

"We are not looking for credit or pinpointing other's mistakes; we are encouraging each other to save lives and prevent harm from reaching our patients,"



2. Treat mistakes as learning points 學習錯誤：

Human errors are unavoidable. How one views and learns through the mistakes can shape the level of trust in the organisation's work culture.

"Nobody who works in a hospital wants to make mistakes. If somebody checks your work, it's to help you avoid mistakes. That's out of concern for the patient, and for you too. I've made errors before and felt awful when I found out. What is more important is that everyone learns from them,"

3. Be tactful 委婉語言溝通：

"For example, instead of saying, 'this is wrong', you could frame it as a question, such as, 'Could we please reconfirm?'"

4. Learn from others 強調與他人學習：

Seeing how others voice their concerns and are supported by their supervisors and colleagues can boost your confidence in speaking up.



<https://www.kkh23.com/news/tomorrows-medicine/spotted-a-safety-concern-speak-up-for-your-patients>

Patient Safety Leadership WalkRounds™

• 背景

這系統的一個重要組成是高層領導的強烈支持並鼓勵安全文化。Allan Frankel 博士在 IHI 會議中構思了 WalkRounds，以作為高層領導與一線員工**連結 (connect)** 的一種工具，並作為教育高層領導有關安全問題，呈現高層領導對一線人員的支持，並致力於營造安全文化。

• 機構執行安全巡檢的目的

1. **彰顯對安全的支持**
2. 促使病人安全文化的改變
3. **提供高層人員學習機會**以了解病人安全
4. 找出改善安全的契機
5. 建立與員工、主管、管理者以及員工之間有關病人安全的溝通管道
6. 建立以提高安全為基礎的快速檢測計畫
7. 鼓勵議題、錯誤和跡近錯失事件通報
8. 制定醫院之解決方案使風險降至最低



感謝**醫策會**與**奇美**辦了出色研討會
2017香港東聯網醫院參訪團



我們會緊記**關懷**及**愛**家人及同事!
2017香港東聯網醫院參訪團