

- 1.
- 2
- 3
- 4
- 5.
- 6
- 7.
8. /
- 9.

Steel (2553)

40

(The

Malcolm Baldrige National Quality Award--MBNQA)

(Thailand Quality Award--TQA)

. . 1950-1960

(Deming & Juran)

(Feigenbaum)

(Total Quality Control--TQC)

. . 1960-1970

(Quality

Circles--QC)

(fishbone diagram)

. . 1970-1980

(Crosby)

(Continuous Improvement--

CI) . . 1980-1990

Six

Sigma Bill Smith
Improvement--CQI, Kaizen)

(Continuous Quality

(operational process)

(total process) . . 1990-2000

ISO

(European Quality Award--EQA)

MBNQA

(world-class excellence)

. . 2000-2010

(Peters & Waterman, 1982)

-
1. **(structure)**

 2. **strategy**

 3. **(staff)**

 4. **(style)**

 5. **(systems and methods)**

 6. **(super-ordinate goals)**

 7. **(skills)**

(High Performance

Organization-HPO)

(Sentell, 1994)

1. (customer focus and performance)

“

”

(loyalty)

2. (process management)

(process management)

(process)

(input)

(output)

“Effective process lead to best quality products”

(process control)

(product

control)

3. (leadership)

4 (system and structure)

(Steers, 1977)

5 (people)

(TQA)

7 (1)

(leadership) (2)

(strategic planning) (3)

(customer focus and marketing) (4)

(human resource

management) (5)

(process management) (6)

(measurement, analysis and knowledge management) (7)

(organizational outcomes)

(customer focus and marketing)

(human resource management)

(process management)

-
-

(measurement, analysis and

knowledge management)

-

(organization outcomes)

-

(TQA)
(Sentell, 1994)

5

CQI

(1)

1-2

1-2

1-2

2

1-2

(2)

-

45

(3)

(4)

-

(quality)

(quality)

TQM

TQM

“

”

(Malcolm Baldrige National Quality Award--MBNQA)

(Thailand Quality Award--TQA)

“ ”

(ISO 8402, 1994) Quality:

A basic business strategy that provides goods and services that completely satisfy both internal and external customers by meeting their explicit and implicit expectations.

(Longman, 1987)

. . 2525

(Crosby, 1972)

(Parasuraman

et al., 1990)

(, 2545)

(Peters & Waterman, 1980)

“ ”

1.

2

/

3

4

/

5.

-

(Donabedian, 1980)

(Medical Association, 1986)

(Lohr, 1990)

(2543)

(1) (technical quality)

() (Mullay, 1995) (2)

et al., 1991) (Palmer

(service quality)

Wisher and Comey (2001)

(superiority of the service)

Bitner (1995)

Gronroos (1990)

(technical quality)

(functional quality)

6

1.

(professionalism and skill)

2 (attitude and behavior)

3 (accessibility and flexibility)

4 (reliability and trustworthiness) -

5 (recovery)

6 (reputation and creditability)

Buzzell and Gale (, 2542, 2-3)

1.

2 -

3.

4.

-

5.

6.

7.

8.

Ziethaml, Parasuraman, and Berry (1990)
(dimension of service quality) 10

1 (appearance)

2 (reliability)

3 (responsiveness)

4 (competence)

5 (courtesy)

6 (credibility)

7 (security)

8 (access)

9 (communication)

10 (understanding of customer)

5 (Zeithaml, Parasuraman & Berry, 1990)

1 (tangibility)

5

2 (reliability)

3 (responsiveness)

4 (assurance)

5 (empathy)

(Deming) “

14 ” (Deming’s 14 Points)

1.

“Create constancy of purpose for improvement of products and services”

4

1.1 (innovation)

1.2 (research and development)

1.3 (continuous improvement)

1.4 (preventive maintenance)

2 “Adopt the new philosophy”

“ ”

3.
inspection”

“Cease dependent on mass
“ ”

4
practice of awarding business on the basis of price tag alone”

“end the

5.
constancy and forever the system of production and service”

“improve

Deming Cycle)

(PDCA or

Plan à Do à Check à Act

6.

“Institute training and retraining”

“ ” “

”

7. "Institute leadership"

(Right the first time)

8. "Drive out fear"

9. "Break down
barriers between staff areas"

10. () "Eliminate slogan and targets
for the workforce"

11. "Eliminate numerical quotas"

12. "Remove barriers to pride
of workmanship"
()

13
of education and retraining”

“Institute a vigorous program

14
accomplish the transformation”

“Take action to

(, 2550)

Crosby (1972)

1.

“ ” “ ”

(“ZeroDefect” Culture)

2.

3

4

“

” (quality improvement process)

“14

” (the fourteen steps of crosby)

5.

(cost of quality)

5.1

(cost of control)

5.1.1

(prevention costs)

5.1.1.1

5.1.1.2

5.1.1.3

5.1.1.4

5.1.2		(Appraisal Costs)
5.1.21		
5.1.22		
5.1.23		
5.1.24		
5.1.25		
5.2		(cost of failure of control)
5.21		(internal failure costs)
5.21.1		
5.21.2	/	/
5.21.3	/	
5.21.4		/
5.21.5		
5.21.6		
5.3		(external failure costs)
5.31		
5.32		
5.33		
5.34	/	
5.35		
5.36		
5.37		

21

7

(1) (leadership) (2) (strategic
 planning) (3) (customer focus and marketing) (4)
 (human resource management) (5)
 (process management) (6) (measurement,
 analysis and knowledge management) (7) (organizational
 outcomes)

TQM

(1)

(2)

(3)

“

”

TQM

(mission)

5

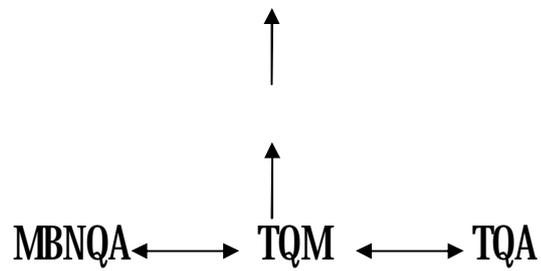
Quality

Cost

Delivery

Society

Morale



TQM

(1) /
/

/

(2)

/

/

(3)

/

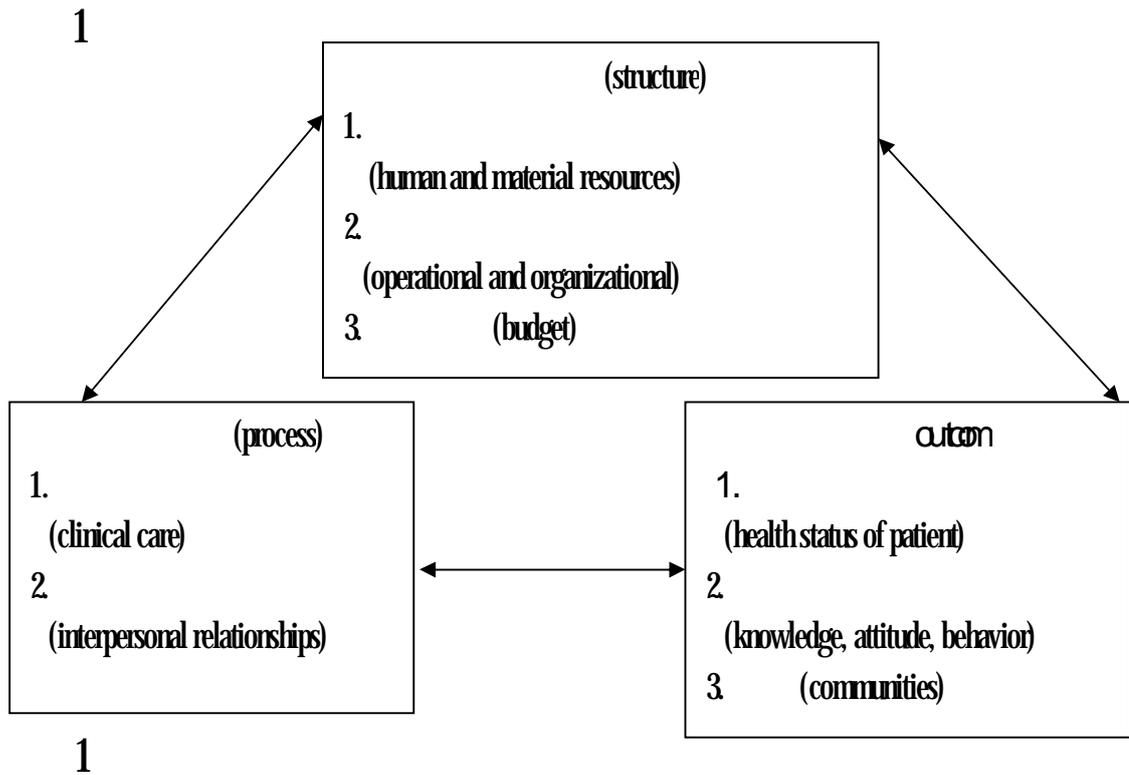
(4)

(Donabedian, 1980)

1. 3
(structure)

2 (process)

3 (outcome)



“The Quality of care: How can it be assessed” by A. Donabedian, 1981.
JAMA 12, pp. 1743-1748

Canadian Council on Health Services Accreditation

(CCHSA, 1996)

1. Safety

2. Competence /

3. Acceptability / ,

4. Effectiveness

/

5. Appropriateness /

6. Efficiency

7. Accessibility /

8. Continuity /

(,

2543)

-

(dynamic)

(Hardy, 1994)

(, 2549)

(Gordon & Milakovich, 1995)

(Pursley & Snortland, 1980)

64

(1)

(2)

(3)

(4)

(5)

(6)

(7)

(8)

(9)

(

, 2540)

6

2

3

4

5

6

/

(specialist)

-

()
()

()

(1)

(2)

(Donabedian, 1988)

3

(1)

(emergency care)

(2)

(continuous care)

(3)

(terminal care)

(Murtagh 1994)

(2)

(3)

(1)

(, 2545)

2

(1)

(2)

-

works)

(cycle of

()

68

-

50

(eye retractor)

(information technology)
technology)

(available

(drugs)

(device)

(regimen)
(procedures)

(modality)

systems)

(organization and support

(
(halfway or add-on technologies)
, 2553)

(competing technologies)

(cost-saving technologies)

(teamwork)

(teamwork)

(Robbins,2001)

(Baggs et al., 1992)

(Fayol Henri,

1949)

1 5

(teamwork)

(Mayo & Roethlisberger, 1927-1933)

(Lewin, 1951)

(Janz et al., 1997)

(May Parker Follett, 2003)

(Uchimaru, 1993)

3

TQM

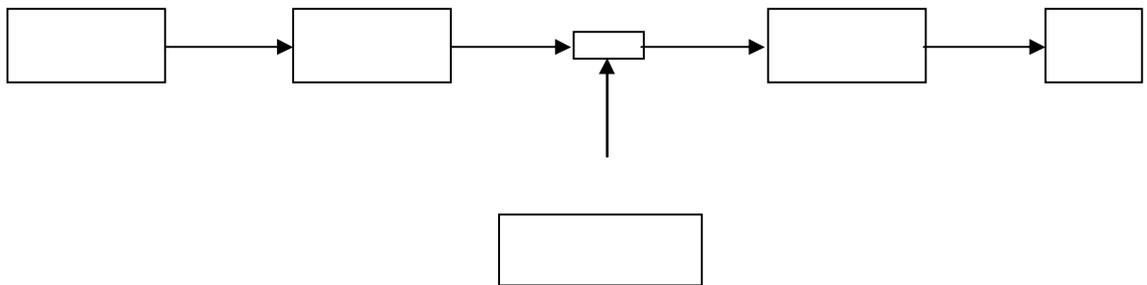
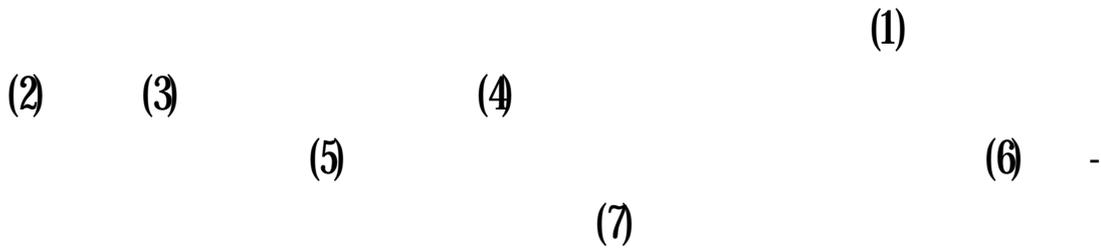
TQM

TQM

(communication)

(Katz & Kahn, 1966)

(Barnard, 1952)



2

The Mathematical Theory of Communication by C. E. Shannon, and W. Weaver, (1949), Urbana, Ill: University of Illinois Press.

(transmitter)

(signal)

noise)

(physical

(psychological noise)

lucentis avastin)

()

()

2

(1)

- -

(2)

(3)

(4)

2 (McPhee & Tompkins, 1985)

2

2

(technical term)

(clearly) 2 (two ways communication)
(completely) (correctly or accurately)

1.

2

“

”

(Hennen, 1987; Murtagh, 1994) (patient
centered approach) (, 2549)

(bio-social aspect)
(holistic care)

1.
(disease)
(disease-centered approach) (physical
diagnosis) (illness)

2
(patient's context)

-

81

3

(patient's shopping)

4
relationship)

- (therapeutic

5.

6

-

-

-

52

2

72

(macular edema)

(appropriate reassurance)

-

(empowering self responsibility)

(lifestyle recommendation)

treatment)

(recommendation for

(family support)
(ambulatory care unit)
(follow up)

(consultation)

(home visit)

130 mg/dl 139 mg/dl

2

(preventive care)
(1)

3

(health promotion)

(2)

84

(3)

(4)

(rehabilitation)

(low vision aids)

(Murtagh, 1994)

85

(Knowledge Management)

(knowledgemanagement)

(Drucker, 1994)

2009

(reflection)

(Davenport & Beers, 1998)

(tacit knowledge)

(subjective)

(context-specific)

(explicit knowledge)

(objective)

(Nonaka, 1995)

(Hasegawa et al., 1999)

(artificial intelligence)

(,2547)
 (Tubanetal.,2004) 6
 (create) (capture) (refine)
 (store) (knowledge management)
 (disseminate) 3
 1. (knowledge creation) (knowledge generation)
 (knowledge acquisition) (Holsapple & Jishi, 2001)
 (Brown & Duguid, 1998)

(Takeuchi & Nonaka, 2004)

1.1 (externalization)

1.2 (internalization)

1.3 (combination)

(management information systems)

(code)

(Alavi, 2000)

3

(Davenport & Prusak, 1998)

1.

2

3

(knowledgeutilization)

(Frey

& Prusak, 1998)

-

(

lucentis, avastin)

(Fundus Fluorescein Angiography--FFA)

(Optical Coherence Tomography--OCT)

(non mydriasis fundus camera)

8

QI,5, QC, ,

-

(Bloom, 1959)

1. (cognitive domain)

2. (affective domain)

3. (psychomotor domain)

(knowledge)

(comprehension)

()

(application)

1.

2

3

4.

5.

6

7.

8

2

9

92

2

(explicit tangible knowledge)
(tacit intangible knowledge)

5

QC CQI

-

(suggestion)

(CQI)

(Deming Cycle, Plan-Do-Check-Act-PDCA)

(label)

Suggestion Scheme, 5S. (5 . , , , ,
), Safety ISO. QC.Circles,
 5 .

5 .

- 1. (product)
- 2. (quality)
- 3. (cost)
- 4. (delivery)
- 5. (safety)
- 6. (morale)

- 1.
- 2
- 3
- 4
- 5.
- 6
- 7.

(, 2542)

1.

2

21

2

1

22

23

24

3

2

1

(request)

2

5

08.10-09.35 .

4

41

2

42

95

43

tube

label

label

44

45

5.

7

13

6.

61

62

63

64

/

/

(mra)

(2539)

(2527)

97

(etis)

(2539)

(2540)

(2531)

-

(2550)

2

(1)

(-

(international code of medical ethics)
(world medical association) “
” (“A doctor must practice his
profession un influenced by motives of profit”) (2)

-

(equity)

1.

“

”

3

1.1

“

”

1.2

,

1.3

-

2

(1)

(2)

(3)

(4)

(5)

(6)

Angle and Perry (1981)

(3)

(2)

3

(1)

-

(Bernhard et al., 1995)

(Haves, 1994)

(Tappen, 1995, p 402)

(Yoder, 1995, p 416)

(Swansburg 1994)

(Dienemann, 1990) 4

(1)

(2)

(3)

(4)

(Kanter, 2003)

(, 2552)

2548

1

10
183 9 29
86 2 311 722
455 (25.7%)
343 87.2
110
90
/

(254)
(Cowan et al.,
2006)

Oncologist

(Steven Pantilat) 4 4
(JAMA, 2009, pp. 1281-1297)

“There is nothing more to do”

(Intensive Care Unit--I.C.U.)

illness”
“I wish there were something we could do to cure your

illness”
“I wish there were something we could do to cure your
“Let’s focus on what we can do to help you”

” “ ” “

Peters and Waterman (1982)

21

20

IBM,

McDonald’s, DEC, HP, TI, Xerox, P&G, Marriott, Boeing Exxon

2

Intel, GE, GM, Lockheed, Merck, Levi, Diskey, Wal-mart, Du Pont

(excellence characteristics)

1.

(a bias for action)

2. (close to the customer)
3. (autonomy and entrepreneurship)
4. (productivity through people)
5. (hands-on and value driven)
6. (stick to the knitting)
7. (simple form and lean staff)
8. (simultaneous loose-tight properties)

Parasuraman, Zeithaml and Berry (1990)

- 5.
1. (tangibles)
2. (reliability)
3. (responsiveness)
4. (assurance)
5. (empathy)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

- 1.
- 2.

- 3.
- 4.

4

- (1)
- (2)
- (3)
- (4)
- (5)
- (6)
- (7)
- (8)
- (9)

~~(250)~~

83.00

52.30

42.00

55.70

36.30

108

5 (1)

(2)

(3)

(4)

(5)

4

0.01 (r=.159 .342)

0.001

0.05

,

(2549)

1.

1.1

1.2

1.3

1.4

2

21

22

23

11

3

31

(suggestion)
(CQI)

