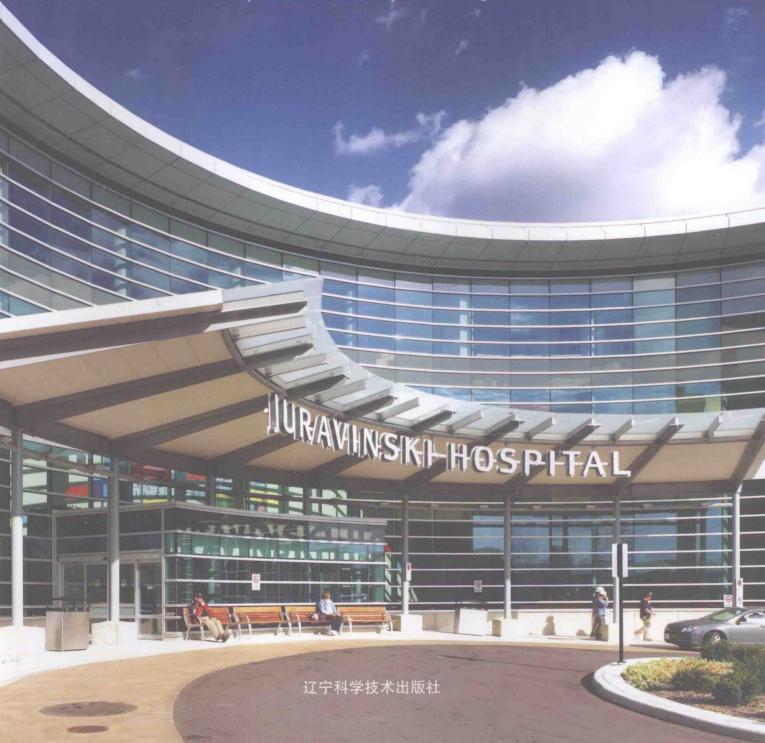
General Hospitals planning & design

综合医院规划与设计

(美)黛布拉·莱文◎编 常文心 殷倩◎译 Edited by Debra Levin Translated by Catherine Chang, YIN Qian



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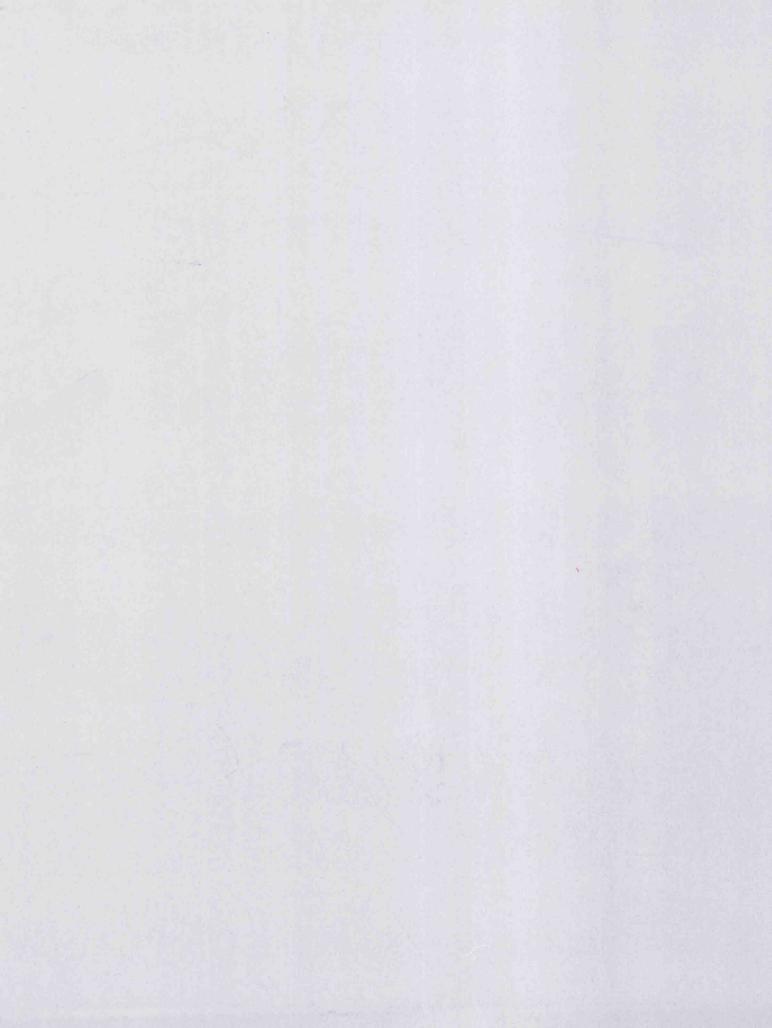
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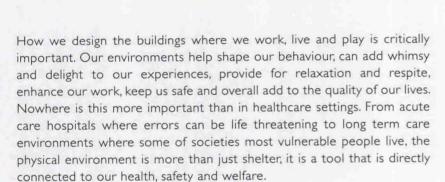
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Preface

前言

By Debra Levin, EDAC

President and CEO
The Center for Health Design 黛布拉·莱文 主席兼首席执行官 医疗设计中心



With unprecedented economic growth and thousands of healthcare facilities of all types now being built throughout China, the opportunity to shape the future of healthcare delivery, and even communities themselves, is now. One of my favourite and often used quotes is from Winston Churchill who said when talking about the rebuilding of the British House of Commons in 1944, "We shape our buildings; there after they shape us".

This keen observation applies to all building types and reflects a basic architectural truth that first we design and construct our buildings to reflect the qualities and values of our society at that time, but once built and in use, the behaviours of the people who live and work in these buildings become a reflection of those same values f or decades to come.

Our world has become a global community and the projects in this book reflect that community through sharing of talents and intellectual ideas that cross borders of countries as well as professions. This is where the concept of evidence-based design (EBD) comes into play. To optimise outcomes, whether they are health or economic, it takes a multidisciplinary team of many stakeholders.

The important thing to know about evidence-based design is that it is a process not a prescription. Like evidence-based medicine, evidence-based design is about basing decision on the best credible research available at the time. This process, outlined in the Figure, was developed specifically for the Evidence-Based Design Accreditation and Certification program (EDAC), and clearly defines the five distinct stages and eight specific steps one would take to incorporate the most current and rigorous available research into a decision making process.



如何设计我们自己工作、生活和娱乐的地方至关重要。 环境帮助塑造我们的行为、为我们增加奇思妙想和愉悦 的体验、提供放松和休息、促进我们的工作、保证我们 的安全并且提升我们的生活质量。医疗环境的设计是重 中之重。在急救医院里,任何错误都可能危害生命安 全;在弱势群体所处的长期护理环境中,物理环境不仅 是一个避难所,而是与我们的健康、安全以及福利息息 相关的工具。

在中国,随着空前的经济增长和成千上万所医疗设施的建造,当前正是塑造未来医疗护理形态的机会。我最喜欢引用的一句话是温斯顿·丘吉尔在1944年谈到重建英国众议院时所说的:"我们塑造自己的建筑;它们反过来也改变我们。"

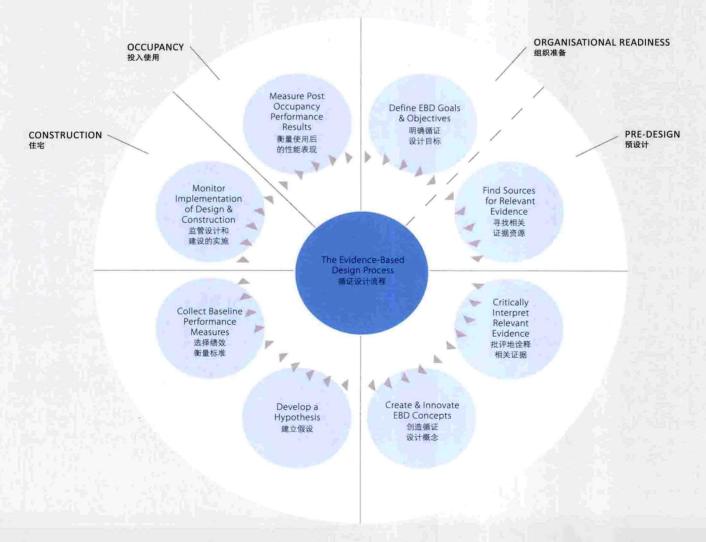
这种敏锐的见解适用于所有建筑类型,反映了一个基本的建筑真理: 我们所设计建造的建筑能够反映我们社会当时的品质和价值,但是在建成并投入使用之后,生活、工作于这些建筑的人们的行为将反映出未来数十年的社会价值。

我们的世界已经全球化,本书中的项目通过分享各国、各行业人士的设计理念反映了全球化的进程。这也正是循证设计的开始。为了优化设计成果(无论是在医疗保健方面还是经济方面),多行业利益相关者的团队合作是必不可少的。

循证设计的重点在于它是一个过程而不是一种既定模式。正如循证医学一样,循证设计取决于当前最可信的研究结果。循证设计资格认证项目明确指出,这一过程(如图所示)将最新、最严谨的研究结构纳入设计决策过程需要五个阶段和八个步骤。

It's important to note that the EBD process is a fluid one. The eight steps should be an integral part of the project from inception to initial occupancy of the building and continue to be useful through the lifecycle of the structure. Consistent use of an EBD process can help to encourage the best possible clinical and economic outcomes and provide a safe and efficient environment for the patients, families and staff.

值得注意的是,循证设计流程是流畅的。这八个步骤是项目的重要组成部分,从项目启动到建筑投入使用,在整个建筑结构的生命周期里一直都有所作用。循证设计流程的不间断运用能够帮助促成最好的医疗和经济效益,并且为患者、家属和工作人员提供一个安全、高效的环境。



Why is using an evidence-based design process so important?

The simple answer is that the four key issues that impact healthcare today and will continue into the future: safety, quality, cost and capacity, are all impacted either positively or negatively, by the physical environment.

One way to begin using an EBD process is to integrate the ten strategies listed below into your designs. These were first published in a white paper, "Implementing Healthcare Excellence: The Vital Role of the CEO in Evidence-Based Design" on The Centre for Health Design website.

They include:

- I. Start with problems: identify the problems the project is trying to solve and for which the facility design plays an important role. For example: adding or upgrading technology, expanding services to meet growing market demand, replacing aging infrastructure.
- 2. Use an integrated multidisciplinary approach with consistent senior level executive involvement, ensuring that everyone with problem-solving tools is included. It is essential to stimulate synergy between different community to maximise efforts, outcomes and interchanges.
- 3. Maintain a patient-and-family-centred approach: patient and family experiences are key to define aims and to assess outcome efficacy.
- 4. Focus on financial operating impacts, getting past the paralysis of firstcost thinking, exploring the cost-effectiveness of design options over time and considering multiyear returns of investment.
- 5. Apply disciplined participation and criteria management. These processes use decision-making tools such as SWOT, (strengths, weaknesses, opportunities and threats) analysis, analytic hierarchy processes, and decision trees that can also be used in design processes, particularly for critical technical aspects, such as structural, fire safety, or energy design.
- 6. Establish quantitative criteria linked to incentives in order to increase motivation of the team, design through the definition of measurable outcomes and involve end users through checklists, surveys, and simulations.
- 7. Use strategic partnerships to accelerate innovation, in order to create innovative new products using hospital staff expertise and leverage.
- 8. Support and demand simulation and testing assuming the patient's perspective to better understand what they will experience as they move

为什么循证设计流程如此重要?

答案在于影响着当今乃至未来医疗设施的四个主要问题:安全、质量、成本和能力。这四者都受到物理环境积极或消极的影响。

以下是十种可以列入循证设计流程的策略。它们初次发表于医疗设计中心网站的白皮书《实现优秀的医疗设计:首席执行官在循证设计中的重要作用》上。

它们包括:

- 1. 从问题出发:明确项目问题及设计的重要性。如:新增或更新技术、拓展服务以迎合市场、替换老化设施。
- 2. 利用综合的多学科方式以及坚持高层管理人员的参与 来保证能够解决问题的人员参与其中。激励不同群体的 协同合作对实现成果和交换意见来说至关重要。
- 3. 坚持以患者和家属为中心的原则: 患者和家属的体验 是确定目标和衡量设计成效的关键。
- 4. 关注财务运营的影响,越过对初始成本的思考,探索 长期的高成效设计并且考虑多年度投资回报。
- 5. 运用有规律的分析和标准化管理。在设计中运用SWOT (优/劣势、机会、威胁)分析、层次分析法和决策树等决策工具,特别是在结构、安全及能源设计等领域。
- 6. 建立奖励机制量化标准来增强团队的积极性,通过可 衡量的效果进行设计,并且通过清单、问卷调查和模拟 运营让终端用户参与其中。
- 7. 利用战略伙伴关系来促进创新,利用医院工作人员的专长和影响力来创造创新产品。
- 8. 通过灯光、能量和其他模型和电脑模拟,考虑从患者

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