

## Case Study I – Process Management<sup>1</sup>

Within a hospital, outpatient cataract surgeries are performed. In order to ensure a high-quality care of the patients, the departments of the Ophthalmology Polyclinic and the Central OP of the hospital work closely together.

As a rule, the patient reaches the clinic in the morning on the day of his surgery and first signs up at the admission of the Ophthalmology Polyclinic. After that he enters the waiting area of the Polyclinic and waits until the first pre-examination can be carried out by the nurse. After completing the pre-examination, the patient is asked to sit down in another waiting area of the Polyclinic and to wait for the pre-examination by the medical staff (doctor). After the pre-examination, the patient will go back to the first waiting area and will be re-examined by the nursing staff after some time.

During the second examination the nurse calls the transport service, which will accompany the patient on their way to the preparation room in the Central-OP. After anesthesia in the preparation room, the surgery will take place and be done in only one operating room. After successful completion of the surgery, the patient can go back to the preparation room for aftercare. While the patient is recovering from the surgery, the nursing staff organizes the return transport to the polyclinic, which will be carried out by the transport service after the colleagues arrive.

Within the polyclinic, a first follow-up examination of the outpatient procedure will be provided by the nursing staff, which is followed by a follow-up examination by the medical staff (doctor). Finally, another follow-up by a nurse will take place. The time between the follow-up examinations the patient spends in the waiting area in front of the medical staff's examination room and in the waiting area before the nursing examination room. If no complications occurred, the patient leaves the clinic after the last nursing follow-up examination.

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<sup>1</sup> Please note that the illustrated case study can only be a very brief description of the actual processes. It serves as an illustration of the challenges in the area of Process Management and should provide a small insight into practical Process Management.

Work tasks:

1. Please read the description of the process for ambulatory cataract surgery.
  - Which activities can be distinguished?
  - Which different areas can be identified?
  - Which different occupational groups and areas work together?
  - Are there any interfaces and if so, where?
  - Draw the appropriate process path in a suitable way.
2. Which additional documents could be used to describe the process of cataract intervention?
3. Do you have any areas where the ambulatory cataract intervention process could possibly be improved?