Impacts of Forming Strategic Hospital Alliances on Hospital's Performance.

醫院策略聯盟對於其營運績效的影響

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摘要

我國全民健康保險政策的實施已造成醫療生態的重大改變，醫院為因應醫療環境改變的經營壓力，其中一個明顯的趨勢便是醫院問策略聯盟的形成。本研究的目的在於瞭解國內醫院參與策略聯盟的情形，並進一步分析參與策略聯盟對於醫院營運績效的影響。研究母群體為通過醫院評鑑屬地區教學醫院（含）以上之醫院（民國 **90** 年資料），合計 **127** 家受訪醫院；以結構式問卷進行調查，問卷詢問對象則設定為樣本醫院的院長、副院長、及管理中心主任等高階主管。共計有 **75** 家醫院寄回問卷，樣本回覆率則為 **59.1%**。在剔除填答問卷者非醫院高階主管或未標明身分，及回覆之醫院未曾有參與策略聯盟經驗之問卷後，分析之樣本醫院數為 **56** 家。研究結果顯示回覆之醫院認為參與策略聯盟對於「醫院整體形象與口牌方面有明顯改善」上最有助益，而對於「在平均住院日上有明顯減少」此面向的評值則最低。另一方面，醫院權屬別以及醫院所在地區的醫療市場競爭程度，則為醫院對於策略聯盟績效的評估結果之重要預利變數。

Abstract

The Taiwan government implemented the National Health Insurance (NHI) program in 1995 to provide comprehensive and uniform health services to the entire population. The ensuing phenomenon from the implementation of the NHI program is the furious competition in the health care market that has become matured. To survive, hospitals need to enhance efficiency and provide high quality of care to the patients. Often, hospitals cope with external environmental changes through the choice and application of appropriate strategies. Forming strategic alliances is an increasingly adopted strategy by hospitals. The primary goals of this analysis were to explore the current state of strategic hospital alliances in Taiwan, and analyze the impacts of forming strategic alliances on hospitals' performances. The study population included all 127 district teaching hospitals and above in Taiwan. Structured questionnaires were mailed to the high-level management of those hospitals. In the end, 75 questionnaires were returned, representing a 59.1% response rate. After deleting the invalid questionnaires due to the facts that the respondents were not the aforementioned high-level management of hospitals or

they did not identify their job titles, and some responding hospitals had not had the strategic alliance experience, the remaining sample hospitals to be further analyzed were 56. Among the findings were that respondents rated the highest average score at "improvement of hospital's image and reputation" amongst all questionnaire items measuring the impacts of strategic hospital alliances on performances, while "decrease of the average length of stay" got the lowest average score. In addition, results suggested that hospital ownership and degree of competition of local healthcare market exerted significant influences on performance evaluation of strategic hospital alliances.