

醫療機構薪資等級建構之探討—以二家區域醫院為例

Constructing Compensation System in Health Care Institutions: Example of Two Regional Hospitals

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摘要

醫院要能永續經營，醫療要能持續進步，必須做好人力資源管理。要談如何人事成本合理化，首先要研擬一套合理、公平、具有激勵作用的薪資等級，才能讓員工潛能發揮，提高工作滿意度。本研究目的在於訂定一套醫院的工作說明書、工作評價表，並透過工作評價，訂定職務價值之高低，最後建立一套醫院各類人員薪資等級表。本研究結果：選擇 52 個標竿職位，採用等級和點數法進行作評價，評價結果分為三類，護理類等級為 4-11、點數為 257-766；行政類等級為 3-11、點數為 209-702；醫事類等級為 3-11、點數為 257-616。建議各層級行政主管職務應該單獨進行評價，行政副院長應該直接參與工作小組，能使薪資等級建構過程更完善順利。

Abstract

A hospital must use human resource management to improve medical care and management effectiveness. The cost of human resources involves a reasonable and fair compensation system, resulting in motivated employees potential and increased satisfaction at work. The purpose of this study is to design a salary system and to evaluate related working performance. Fifty-two ranks of official positions, and a Liker's like performance evaluation scale were used. There performance of three classes of staff was evaluated - nursing ranks 4-11 scored 257-766; administration ranks 3-11 scored 209-702, and medical affairs ranks 3-11 scored 257- 616. The administrator should be evaluated as an individual and the vice-president of administration should participate in teamwork directly to improve the development of the compensation system.