

行政院國家科學委員會專題研究計畫成果報告

醫院的策略行為與經營績效關係之探討

Examination of the Relations between Strategic Behavior and Performance of Hospitals in Taiwan

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一、中文摘要

以往之研究少有對於影響醫院策略行為的相關因素、醫院所採取策略的執行情形、及策略行為對其營運績效的影響等議題做深入之探討。本研究的目的在於探討影響醫院策略行為的相關因素、醫院所採取策略的執行情形、及策略行為對其營運績效的影響等議題。本研究以加入健保特約並通過醫院評鑑地區教學醫院層級以上之醫院為研究母群體，其中醫學中心（含準醫學中心）17家、區域醫院（含準區域醫院）63家、及地區教學醫院48家，合計128家受訪醫院（民國90年資料）。最後順利完成郵寄問卷調查及電話訪談的醫院計有醫學中心6家、區域醫院33家、地區醫院23家，共有62家醫院參與，回覆率達48.4%。受訪醫院所採取的策略以策略聯盟方式佔絕大多數，共有50家醫院（80.6%），次多者為差異化策略，計有45家醫院採用（72.6%），採取併購策略的醫院最少，僅有7家（11.3%）。經由單因子變異數分析、相關分析、及複迴歸分析進行檢定後，結果顯示差異化策略及集中策略對於醫院的經營績效之改善（如門、急診人次增加，佔床率增加等），其影響程度最為顯著。

關鍵詞：策略行為、經營績效、醫院

Abstract

Generally, hospitals seek to enhance financial performance by engaging in

strategies aimed to either enhance revenues by giving emphasis to increased market share, and greater competitiveness, and the like, or by containing costs and promoting efficiency in service delivery. While the hospital performance literature is plentiful, very few studies have investigated the influence of strategic behavior of hospitals on performance. Thus the study aims to supplement the understanding of the issue. To have a more homogenous study population, the study included all 128 regional (and above) teaching hospitals in Taiwan. Questionnaires were mailed to each hospital, where telephone interview was conducted for those hospitals that did not return the questionnaires after two mailings, or provide insufficient information in the returned questionnaires. The final sample size was 62, with the response rate of 48.4%. The statistical analyses used were descriptive analysis, one-way ANOVA, correlation analysis and multiple regression analysis. The results indicated that the most often adopted strategy by the sample hospitals was strategic alliance (80.6%), followed by the differentiation strategy (72.6%). The least employed strategy was the merge-and-acquisition strategy (11.3%). The results of inferential statistics indicated that the strategies of differentiation and focus had most significant influences on the performance of hospitals.

Keywords: Strategic behavior, Hospital performance

二、緣由與目的

策略管理在醫院經營方面的重要性日益加重，醫院經營管理階層均期盼能運用靈活的經營策略，提供高品質的醫療服務，建立競爭優勢 (competitive advantage)，以吸引顧客，在變動劇烈的醫療環境裡能夠生存立足。國內外針對醫療院所的策略行為與營運績效關係所做之實證研究極為缺乏，因此本研究希望能針對上述議題加以深入探討，以補充相關文獻之不足。希能促使醫療院所高層管理者能更瞭解策略管理的重要，能幫助醫療機構建立競爭優勢，進而更有效地管理及領導，並提昇醫療服務品質。

具體而言，本研究對於影響醫院策略行為的相關因素、醫院所採取策略的執行情形、及策略行為對其營運績效的影響等議題做深入之探討。

三、研究方法

(一) 研究對象及資料來源

本研究以加入健保特約並通過醫院評鑑地區教學醫院層級以上之醫院為研究母群體，其中醫學中心（含準醫學中心）17家、區域醫院（含準區域醫院）63家、及地區教學醫院48家，合計128家受訪醫院(民國90年資料)。最後順利完成郵寄問卷調查的醫院計有醫學中心6家、區域醫院33家、地區醫院23家，共有62家醫院參與，回覆率達48.4%。

(二) 資料分析方法

本研究使用的統計分析方法計有描述性統計、單因子變異數分析、相關分析、及複迴歸分析，以對研究假設進行檢定。

四、結果與討論

分析結果顯示受訪醫院所採取的策略以策略聯盟方式佔絕大多數，共有50家醫院(80.6%)，次多者為差異化策略，計有

45家醫院採用(72.6%)，採取併購策略的醫院最少，僅有7家(11.3%)。經由單因子變異數分析、相關分析、及複迴歸分析進行檢定後，結果顯示差異化策略及集中策略對於醫院的經營績效之改善(如門、急診人次增加，佔床率增加等)，其影響程度最為顯著。

五、計畫結果自評

本研究計畫確實完成預期之目標與成果，研究成果將整理並投稿於學術期刊及學術研討會。

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