

# 行政院國家科學委員會專題研究計畫 成果報告

## 醫院策略群組間營運績效的差異 客觀與主觀衡量方法的 比較

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## 一、中文摘要

本研究的目的是在於瞭解目前國內的醫院之間有那些策略群組的形成，並探討不同的醫院策略群組之間其營運績效是否有差異。本研究以加入全民健保特約並通過醫院評鑑地區教學醫院層級(含)以上之醫院(民國 90 年資料)為研究母群體，其中醫學中心有 17 家，區域醫院有 63 家，地區教學醫院則有 48 家，合計 128 家受訪醫院。本研究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、或管理中心主任等高階經營主管。共計有 69 家醫院寄回問卷，回覆率達 53.9%。經由因素分析、集群分析、單因子變異數分析、Scheffe's 事後檢定、及複迴歸分析進行檢定後顯示，相較於低成本優勢此策略群組而言，集中策略群組及差異化策略群組對於醫院營運績效的提昇呈現顯著性的影響力。

**關鍵詞：**策略群組、營運績效、醫院

### Abstract

The objectives of the present research were as follows: To explore the strategic group formation in the hospital industry in Taiwan; and examine the relationship between hospital strategic groups and performance. 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 69, with the response rate of 53.9%. The statistical analyses used were descriptive analysis, factor analysis, cluster analysis, one-way ANOVA, Scheffe's method and multiple regression analysis. The results indicated that compared to the strategic group of low cost, focus and differentiation exerted significant influences on hospitals' performance.

**Keywords:** Strategic group, Performance, Hospital

## 二、緣由與目的

醫院欲在現今變動劇烈的醫療環境裡能夠生存立足，其經營管理階層必須採取更靈活的策略，策略群組(strategic group)模式便是一種值得考量的經營策略。策略群組是指在同一產業採取相同(或相似)策略的企業；換言之，依策略把企業分群；此觀念的用處在於提供了另一種瞭解產業競爭結構的方法。任何

產業中企業所可採取的策略方式不會有太多種，因此經營管理者所須考量的議題通常不是如何採取一個獨特的策略，而是透過策略群組的概念來瞭解競爭同業所採取的策略中，造成其營運績效最好者為何種策略？而該企業是否有相當的策略資源來加入該策略群組，以在該產業中獲利？

具體而言，本研究的目的便在於瞭解目前國內的醫院之間有那些策略群組的形成，並探討不同的醫院策略群組之間其營運績效是否有差異。。

### 三、研究方法

#### (一) 研究對象及資料來源

本研究以加入全民健保特約並通過醫院評鑑地區教學醫院層級(含)以上之醫院(民國 90 年資料)為研究母群體，其中醫學中心有 17 家，區域醫院有 63 家，地區教學醫院則有 48 家，合計 128 家受訪醫院。本研究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、或管理中心主任等高階經營主管。共計有 69 家醫院寄回問卷，回覆率達 53.9%。

#### (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、因素分析、集群分析、單因子變異數分析、Scheffe's 事後檢定、及複迴歸分析等。

### 四、結果與討論

經由上述統計方法進行分析後結果顯示，相較於低成本優勢此策略群組而言，集中策略群組及差異化策略群組對於醫院營運績效的提昇呈現顯著性的影響力。在此必須指出的是，本研究因時間及人力之限制，僅進行橫斷面研究(cross-sectional study)。然而一個策略群組當不是一朝一夕便可形成，醫院經營階層的個人理念與特質及醫院的組織文化等變項，極可能對於醫院採取的策略及經營績效有著顯著的影響力。建議未來研究者可以就醫院的經營策略進行縱貫性研究(longitudinal study)，長期性地觀察各種可能的自變項對於策略的形成或改變之影響，以建立其因果關係。

### 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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