

建構策略聯盟醫院主管資訊系統主要績效指標之研究

The Study of Constructing Key Performance Indicators for Strategic Alliance Executive Information System

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摘要

建構一套好的策略聯盟主管資訊系統，除了導入良好的管理制度外，更需同時整合不同醫院資訊系統所需的主要績效指標，使系統更趨完備。本研究的主旨是為某醫學大學附屬之兩所策略聯盟醫院提出一套整合彼此主管資訊系統的架構模式，並在建構的過程中進一步求得策略聯盟主管資訊系統所需之主要績效指標。策略聯盟主管資訊系統在建構過程中，在管理面，首先針對策略聯盟的特性，以平衡計分卡模型為基礎建立願景解構的流程，由上往下有效的解化並轉換高階經營者的「共同使命與願景」，並以問卷調查法求得訂定主管資訊系統所需之主要績效指標。在系統面，再從下往上有效地整合各自的資訊系統的方式，進而產生策略聯盟制度下之主管資訊系統。問卷調查是以某醫學大學之兩所策略聯盟醫院之行政及臨床單位主管為研究對象。研究結果發現策略聯盟之兩家醫院其主管願景解構後，在財務面(Financial Aspect)、顧客面(Customer Aspect)、內部企業流程面(Internal Business Process Aspect)及學習成長面(Learning and Growth Aspect)等主要績效指標在四大構面的選取上達到一致性。作為建構策略聯盟資訊系統主要績效指標之參考，這些指標在未來不但能提供高階經營者「正確且即時的資訊」，更能夠有效協助其增加聯盟整體的管理。

Abstract

The shortage of health care professionals in rural areas has long been an important issue. Upon constructing a good strategy alliance executive information system, one should not only be able to integrate information generated from both different hospital executive information systems, but also to apply a good management tool into their Executive Information System to make the whole system completed. The Balance Score Card is a management tool to help a cooperation carry out its strategies. Moreover, it is not only the performance evaluation, but also a management tool to connect its strategy with the remuneration. Basing on the management center of a Medical University and her two affiliated hospitals, the object of our study was to build up a well-constructed model which was able to integrate the executive information systems for those strategic alliance hospitals. During the processing, we

had adopted appropriate questionnaires to search all the key performance indicators the system requested. With the characteristics of strategic alliance in mind and based on the theory of the Balanced Score Card, we tried to build those management theories into the system. To build up a well-constructed strategic alliance executive information system for the management center, in other word, from the prospect of management, we applied the theory of Balance Score Card as a tool. During the process from mission to action, we presented an appropriate solution and steps of decomposition for searching the key performance indicators (KPI), which were required to the Executive Information System. One hundred sixteen questionnaires were mailed to the hospital executives. Description and ANOVA were used for statistical analysis. The results of our study showed those two hospitals have reach a consistence in choosing the importance of key performance indicators on Financial Aspect Customer Aspect Internal Business Process Aspect and Learning and Growth Aspect. Furthermore, it could be the reference for integrating different key performance indicators which strategic alliance executive information system requested. In the future, it not only can provide executives the right and just in time information, but also can efficiently help them to manage the whole alliance.