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• 計畫中文名稱	醫院策略型態與績效評估指標之探討－以平衡計分卡觀點分析		
• 計畫英文名稱	Hospital Strategic Typology and Performance Evaluation Indicators ？ ？ From the Perspectives of the Balanced Scorecard		
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• 中文關鍵字	策略型態; 績效評估指標; 平衡計分卡		
• 英文關鍵字	Strategic typology; Performance evaluation indicators; Balanced scorecard		
• 中文摘要	本研究的目的為瞭解醫院所採取之策略型態（防禦型策略、前瞻型策略、分析型策略及反應型策略）之現況，及其對績效評估指標的看法（指標的重要性及資料取得方便性）。以結構性問卷針對台灣地區 126 家地區教學級以上醫院的院長、（行政）副院長及企劃室或管理中心主管進行調查；回收之有效問卷共 70 份（回收率為 55.6%）。研究結果顯示採用分析者策略者的醫院佔最多數（51.4%），其次是採取前瞻者策略的醫院（佔 18.6%），再其次為採取防禦者策略的醫院（佔 15.7%），而採取反應者策略的醫院佔最少（佔 14.3%）。另一方面，醫院採取的策略型態不同會影響其對顧客、內部流程及學習與成長構面等指標資料取得方便性之看法。相較於採取其他三項策略型態的醫院而言，採取防禦者策略的醫院認為上述三類構面之指標資料取得上較不方便。建議醫院管理者在設計績效評估指標時，必須與本身策略互相聯結，才能更有效地管控醫院營運狀況，且應更注重顧客及學習與成長構面指標的衡量。		
• 英文摘要	The purpose of this research was to explore the relationship between the strategic typology of hospitals (defender strategy, prospector strategy, analyzer strategy, and reactor strategy) and their perspectives of performance evaluation indicators. We used a structured questionnaire to survey hospital administrators of medical centers, regional hospitals, and district teaching hospitals in Taiwan, 126 in total. In the end, 70 valid questionnaires (a response rate of 55.6%) were obtained. Results showed that 51.4% of the sample hospitals adopted the analyzer strategy, followed by the prospector strategy (18.6%), the defender strategy (15.7%), and then the reactor strategy (14.3%). Strategic typology had significantly influenced hospital administrators' viewpoints on the		

availability of data in three dimensions: customers, internal business process, and learning and growth. Hospitals who adopted the defender strategy considered that it was difficult to collect data in the aforementioned three dimensions. We suggested hospital administrators should pay more attention to the performance evaluation indicators with respect to customers and learning and growth. Additionally, when designing performance evaluation indicators, hospital administrators need to associate them with their strategies.