

Taiwan Local Hospital 's Operating Management Under National Health Insurance Policy---A Study at the Middle of Taiwan A

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ABSTRACT

Since July 2003, National Health Insurance Bureau carry out the total control budget system for western medicine hospital and carry out local hospital autonomy management in 2003, the most of impact by management & financial were for local hospital. The biggest changes was paid by fluctuating point instead of fixed point system, other payments will be reduced except serious disease & emergency treatment, but for the local hospital who 's most of income are from fluctuating point, and now most of point has been letting down, for which is a hard situation for some hospitals who owns few fixed points. If the Public Health Bureau & National Health Insurance Bureau still can not implement the rating of hospital & the system of diagnose-shifting, and also restrain quantity of large hospital 's outpatient service at same time, which will kill most of local hospitals. Therefore, the most of important assignment to manage local hospitals which is faced to the strict the changes of health insurance policy. It takes three local hospitals ' supervisors in managing affair by interview in this research, and collects second data to understand the influence of local hospital management by current health insurance. Besides, the local hospital has to know how to manage or how to change the style of running hospital business then enable to suite the viiicurrent environment of medical treatment as the changes of health insurance. These are the key points of this research which intends to reach the research purpose. Through SWOT and SWOT matrix, Five Forces analysis which makes the following conclusion: (1)The most influence are by local hospitals ' employees and related document, from where we are able to know the most hard management is from local hospitals. (2)Local hospital needs to suite the changes of policy of health insurance, this research suggests and reunion local hospitals to strive for the reasonable pay from National Health Insurance, and do the strategy alliance with large size of hospitals and clinics which may makes win-win situation, also do the good medical treatment service which may will be the benchmarked hospital in local areas. (3)In order to suite the policy of health insurance, the local hospital has to change the internal management, this research may suggests who has to use the organization structure flexible adjustment system and re-evaluate the human resource and setting up the division, doing cost down and information computerization, then develop the distinguished and most competitive advantage hospital which may makes differentiation between large hospitals. Through the result & suggestions of this research, which may offer some directions of management to the leaders of local hospitals how to face the changes of health insurance policy, and offer the suggestions to the key men of National Health Insurance and Public Health Bureau when they are promote new policies and payment of health insurance while adjustment. Which may helps the good development in medical treatment system, and gives the room for local hospitals.

Keywords : total control budget system for western medicine hospital、 hospital autonomy management、 fluctuating point、 fixed points

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