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Abstract
Impact of Global Budget System on Hospital Performance－Basing on community hospitals in south Taiwan
Abstract
Enforcement of social insurance and improvement of medical technology in recent years have resulted in high expenditures for health care and financial unbalance in health insurance. In order to constrain expenditures for health care from rising, Bureau of National Health Insurance (BNHI) put Global Budget System into practice in July 2002. However, it is worth studying the impact of Global Budget System on hospital performance after actualization. This research is to compare hospital performance and its influence in Taiwan before and after implementation of Global Budget System so as to provide reference to the governmental agencies when making policy concerning Global Budget System.
This research has analyzed performance of 166 community hospitals in 9 counties in south Taiwan with quantitative and qualitative research. Quantitative research is to collect health insurance data of hospitals in three years before and after implementation of Global Budget System for analysis, and qualitative research is to apply depth interview to analyze impact of Global Budget System on hospital performance on basis of viewpoints of hospital administrator and health insurance policy executor.
Results of Quantitative research are as follows: 1. in-patient incomes and total incomes have increased remarkably after enforced Global Budget System; 2. however, out-patient incomes of the medical center have decreased sharply than other hospitals; 3. as to in-patient incomes, the medical center and regional hospital have increased sharply than community teaching hospital and community hospital; 4. as to total incomes, the regional hospital ranked the top, however, community hospital is the least; 5. in considering of physicians employed and sickbeds equipped, the in-patient incomes of per physician and each sickbed have increased remarkably after carried out Global Budget System than before. The results of qualitative research can be concluded as follows: 1. Implementation of Global Budget System has speeded up competition between departments of hospital and polarized sizes of hospital; 2. Hospital usually transfers the payments given to grey items by health insurance to individual expenses; 3. Hospital keeps lowering acquisition cost of medicinal materials and unit price; 4. It is necessary to enforce Global Budget System because health care sources are limited; 5. The government must have relative fund when increasing additional items of payment after worked out

the global budget; 6. Merge global budget of the western medicine in same attribute and hospital, payment standard is of capitation.

The total incomes of all hospitals by quantitative research have increased quickly after enforcement of Global Budget System, however, most hospital administers thought their total incomes have decreased in qualitative research; physicians and sickbeds have all increased in quantitative and qualitative research. In addition, as to the viewpoints of BNHI staffs and hospital administers after implemented Global Budget System, the differences are as follows: 1. BNHI staffs thought that Global Budget System has impacted medical treatment industry market and sources of costumers, however, hospital administers didn't think so; 2. BNHI staffs expressed that total incomes of hospital have increased, however, most hospitals didn't think so; 3. BNHI staffs thought that nursing and administrative personnel have been cut short, however, hospital administers thought it has increased due to impact of hospital evaluation.
Keywords: Global budget system, Global budget, Hospital performance,
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