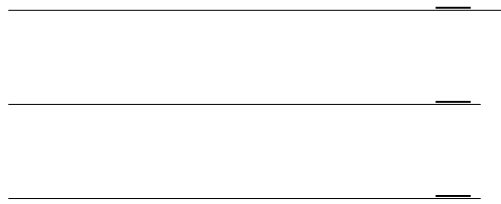


2001 6



2

가

가

가

HME, AHCA

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가

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가

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가

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- 1
 - 1. 1
 - 2. 3
 - 3. 4
- 5
 - 1. 5
 - 2. 15
 - 3. 18
- 27
 - 1. 27
 - 2. 27
 - 3. 28
 - 4. 30
 - 5. 31
- 32

1.	32
2.	37
3.	42
4.	53
.	63
1.	63
2.	68
.	72
	76
	83
	90

1.	9
2.	12
3. ILO()	13
4.	14
5.	17
6.	32
7.	35
8.	가 36
9.	37
10.	38
11.	39
12.	41
13.	42
14.	43
15.	44
16.	45
17.	45
18.	46
19.	47

20.	48
21.	49
22.	50
23.	52
24.	(2000)	53
25.	54
26.	가	55
27.	56
28.	가	57
29.	58
30.	59
31.	가	60
32.	62

1.	30
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20

IMF

가

가

2001 4

941

121

30.0%

1

가

($p < 0.05$).

가 36.1%
52.4%가 가 2
가 .

5 3.1 ‘ ’

가

가

가

가

가

: , ,

•

1.

가

가 가 ,
가 가 . GDP
1985 4.26% 1998 5.14% 가 (, 2000).

가

1977 가
가 7~10% 가
2001 20 (, 2001).

가

2000 4 1 . 68 45
가 가 가 60%
(, 2001).

WTO

IMF

가

가

(, 1999).

1990

‘ , , (1997)
90 100 90%가
,

(, 2000).

1)(1999) 46.5%
가 ’ .

가

(1996),

(1999), (1994) 가

1)	1999	860
	224	

가

가

2.

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,

,

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3.

: 3 가

가 (, ,)

, 가 ()

:

, , 가
(management consulting) 가
가 , 가,

가

:

가 . 가

•

1.

80

1)

, ()

가

가

(Collins COBUILD)

(1982)

,
 ‘ ’ . (1983) ‘
 ’ 가 .
 (2001) ‘
 가’ ‘ 가
 .
 (counselling) ‘
 ,
 ,
 ()
 가 .
 (International Labour Office, 1982)
 ‘ 가가
 ,
 , (Milan
 Kubr, 1985) ‘ 가가 , , ,
 ,
 , , , , , , ,
 (Williams & Woodward,
 1994).

: 3 가

(Markham, 1991).

: 가

(, ,)

(Williams & Woodward. 1994).

가

, (External

consultant)가 (: Organizational Client System)

, 가

,

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2)

(William A. Cohen, 1994)

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, , , ,
가 ,

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가 ,

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가

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(Milan Kubr, 1999).

1992

1992 1

, 1992

(1) .

1.

70 74. ,	74.	741. , , 7411. 7412. 7413. 7414. 74141. 74142. 74149. - , , , , 749.

: , , 1992. 1

(1) ,

가

가가

(Management consulting)

가

가 ,

,

.

,

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,

. Mckinsey & Co.

가

가

가

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,

,

,

,

, 가

.

.

가

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3)

가

(FEACO, 1993)²⁾

가

가

24.4%,

23.6%

17.2%,

9.6%,

³⁾ 8.7%,

7.1%,

7.0%,

2.4%

가

가

가

(2)

2) (FEACO, Europe Federation of Management Consulting Association)가 1993

3) , 가 35% 30%

2.

4)

<ul style="list-style-type: none"> · , · · , · , · . , · , 가 · 가 , · , e-business · , 가 · · · , · , ISO 9000 · (ABC), 가 가 (EVA) 	<ul style="list-style-type: none"> · · . · · , · · · · , · · · · · ·
--	--

4)

가 .

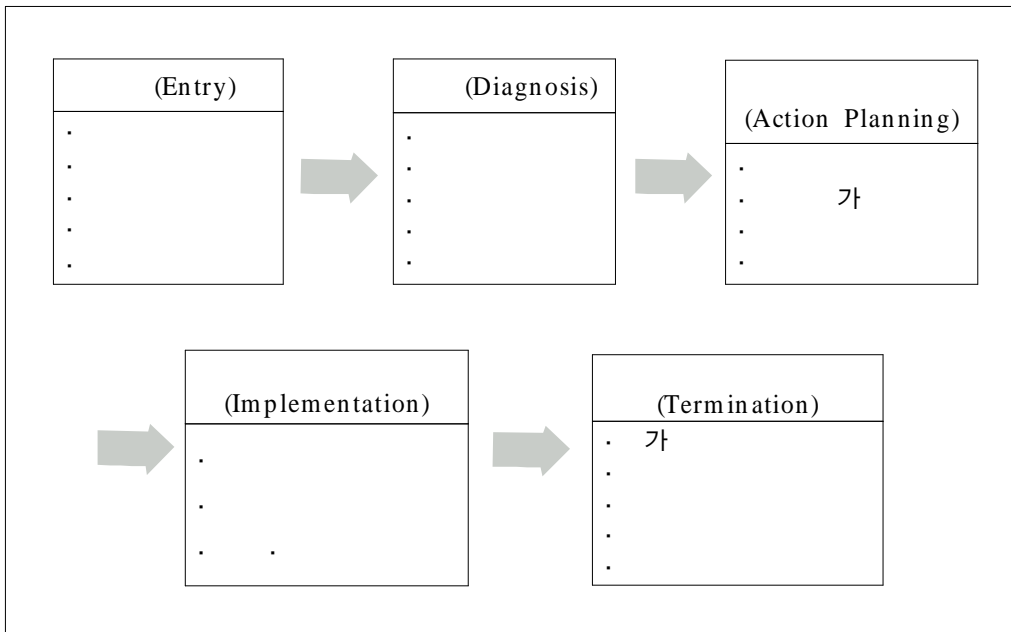
가 .

4) (2)

가 . (3) (ILO)

‘ (Milian) ’ .

3. ILO()



(Entry)

가, , ,

가

(Diagnosis)

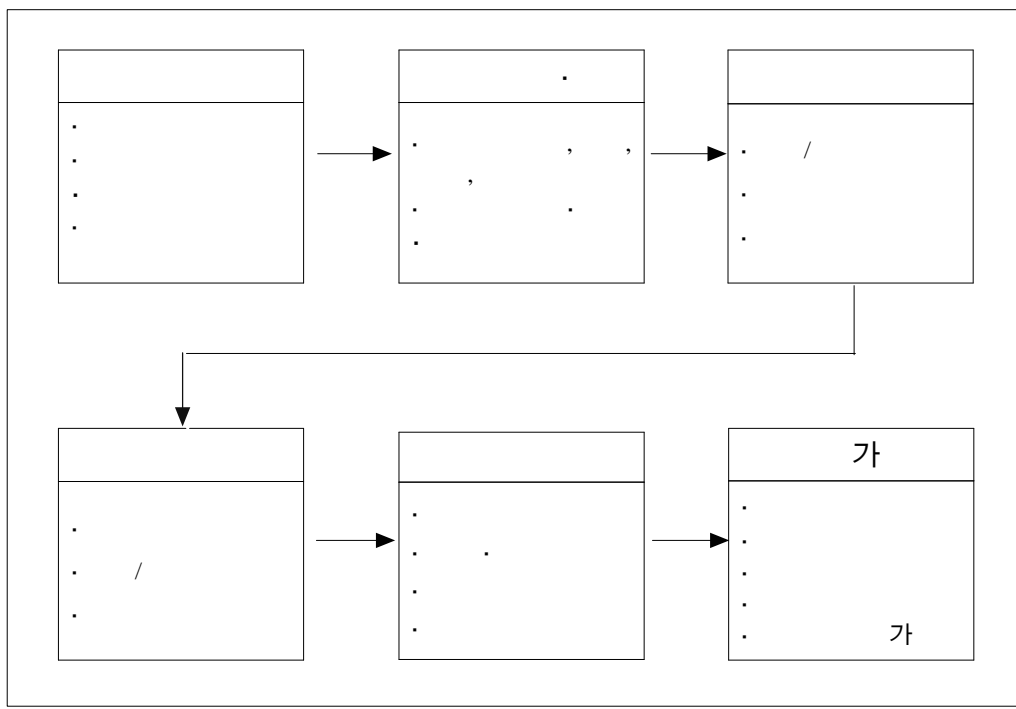
(Action Planning)

(Implementation)

(Termination)

. (4) (3)

4.



2.

1)

가

(2001)

가

First Consulting Group(2001)

가

가

2)

, BPR(Business Process Re-engineering),

(David J. Collis, 2000).

가

, , ,
, , ,
, , ,
, , ,
, , ,
, , , LG
, , ,
, IBM, SDS IT

(5)

5.

5)

		(, ,)
<ul style="list-style-type: none">가BPR · BR	<ul style="list-style-type: none">	<ul style="list-style-type: none">· QA, QI, TQM
(·)	<ul style="list-style-type: none">	
<ul style="list-style-type: none">	<ul style="list-style-type: none">가, 가	<ul style="list-style-type: none">, ·
<ul style="list-style-type: none">	<ul style="list-style-type: none">	<ul style="list-style-type: none">가

5) (5)

3.

6)

1)

1980

가 1980 (‘ ’)

7).

가

가

가 1992 ‘ ’ , 1999

6) 가 가

7) (http://www.khidi.or.kr/banner/Consult_Hospital.htm)

가 1980 ,
, ' 90
, ' ,
, 90
가
가 가 ,
가
가

21

가

, BPR (Business Process Reengineering), Restructuring, Downsizing, Reengineering, CSA (Consumer Satisfaction Activity), TQM(Total Quality Management), Benchmarking ,

(, 1999).

가

가

가 3

가

가

가

IT

2)

가

가가

(, 1995).

가

가

가

(, 1993).

3)

가

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가

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가

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가

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,

,

WTO

.

가

(one-stop service)

가

(OCS, Order
Communication System)
(PACS, Picture
Archiving and Communication System)

(OCS, Order
Communication System)
(PACS, Picture
Archiving and Communication System)

가

()

가

가

가

가

(Clark: Gary, 1996).

가

, 가 가 가 .

가

4)

가

가

가

가

가

가

가

1980

(Managed Care)

가

HMO(Hospital Maintenance

Organization)

가

가

(Frech H. E., 1996).

가 (DRG, Diagnostic Related Groups)

DRG

가

가

가

(Healthcare Financial

Management, 1997).

Medimetrix Consulting

1996

200

500

150 HMO, 50
70%가 2 ()

가
가 가
가

Management
Consultant International(2001) 가 1997
730 18% 2000 1,200
10
(GNP 4) (Kennedy
Information Research Group, 1999)

가

, ()

(Management consultancy, 1997). IMF

•

1.

2001 5 25 6 15 3 2001 4
941
. 941
,
310 . 50
124 가 , 3
121 가 .
가
, 가
.

2.

가
. 1 5
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33 .
 7 3 .
 (1) (12
) (10)
 .
 , ,
 , 가
 6 5
 (: 5 , : 1) .
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 가 .

3.

1)

2)

· / / / / /
/ 2000 / /

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/ /

· / / 가

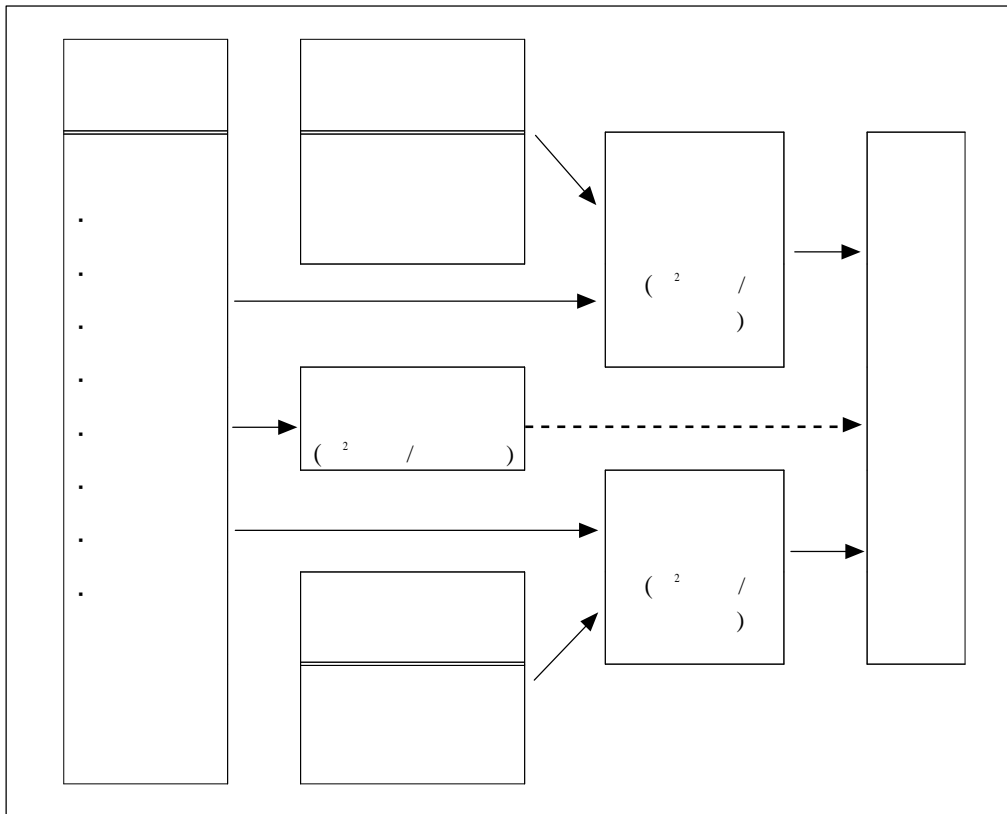
3)

· / / /

· / 가

· 가 /

4.



1)

5.

package for social science)

SPSS(Statistical

1)

(Frequency)

2)

Chi-Square

Logistic Regression

•

1.

1)

941
 (6) . 100 44.7%
 26.4% 가
² ² 8.000 (p-value = 0.238)
 가 .

6.

()	(%)	(%)
100	32(26.4)	421(44.7)
100 ~ 199	22(18.2)	195(20.7)
200 ~ 299	16(13.2)	133(14.1)
300 ~ 399	6(5.0)	40(4.3)
400 ~ 499	12(9.9)	45(4.8)
500 ~ 599	7(5.8)	34(3.6)
600 ~ 699	3(2.5)	22(2.3)
700 ~ 799	4(3.3)	15(1.6)
800 ~ 899	5(4.1)	14(1.5)
900 ~ 999	4(3.3)	12(1.3)
1000	9(7.4)	10(1.1)
	121(100.0)	941(100.0)

2)

52 (43.0%) 가
48 (39.7%), 21 (17.4%) .
1980
10 (29.4%) 가 , 1981 1990 24
(57.1%), 1991 가 32 (71.1%) 가 .
501
17 (58.6%) 가 , 300 가 24
(34.3%) 45 (64.3%) 가 .
21 16 (53.3%) 가 ,
11 20 가 30 (62.5%), 10 가 47 (92.2%)
가 .
12
(57.1%) 가 , 12 (25.0%),
10 (20.8%) , 29 (55.8%)
가 .
18 (85.7%), 27 (57.4%), 25
(48.1%) 가 .
500 17 (89.5%) 가 , 50
500 34 (77.3%), 50 36 (70.6%) 가

, . . . ,
 .
 .
 가 9 (42.9%) 가 ,
 가 22 (45.8%) , 19 (36.5%),
 17 (32.7%) (7).

7.

(: , %)

-	21(17.4)	48(39.7)	52(43.0)	121(100.0)
1980	10(47.6)	17(35.4)	7(13.5)	34(28.1)
1981 1990	5(23.8)	24(50.0)	13(25.0)	42(34.7)
1991	6(28.6)	7(14.6)	32(61.5)	45(37.2)
	21(100.0)	48(100.0)	52(100.0)	121(100.0)
300	1(4.8)	24(50.0)	45(88.2)	70(58.3)
301 500	3(14.3)	14(29.2)	4(7.8)	21(17.5)
501	17(81.0)	10(20.8)	2(3.9)	29(24.2)
	21(100.0)	48(100.0)	51(100.0)	120(100.0)
10	1(4.8)	4(8.3)	47(92.2)	52(43.3)
11 20	4(19.0)	30(62.5)	4(7.8)	38(31.7)
21	16(76.2)	14(29.2)	0(0.0)	30(25.0)
	21(100.0)	48(100.0)	51(100.0)	120(100.0)
	1(4.8)	9(18.8)	29(55.8)	39(32.2)
	12(57.1)	12(25.0)	1(1.9)	25(20.7)
	1(4.8)	10(20.8)	13(25.0)	24(19.8)
	0(0.0)	10(20.8)	0(0.0)	10(8.3)
	2(9.5)	1(2.1)	4(7.6)	7(5.8)
	5(23.8)	6(12.1)	5(9.6)	16(13.2)
	21(100.0)	48(100.0)	52(100.0)	121(100.0)
	18(85.7)	27(57.4)	25(48.1)	70(58.3)
	3(14.3)	16(34.0)	20(38.5)	39(32.5)
	0(0.0)	4(8.5)	7(13.5)	11(9.2)
	21(100.0)	47(100.0)	52(100.0)	120(100.0)
50	1(5.3)	1(2.3)	36(70.6)	38(33.3)
50 500	1(5.3)	34(77.3)	15(29.4)	50(43.9)
500	17(89.5)	9(20.5)	0(0.0)	26(22.8)
	19(100.0)	44(100.0)	51(100.0)	114(100.0)
	6(28.6)	9(18.8)	17(32.7)	32(26.4)
	9(42.9)	17(35.4)	19(36.5)	45(37.2)
	6(28.6)	22(45.8)	16(30.8)	44(36.4)
	21(100.0)	48(100.0)	52(100.0)	121(100.0)

3)

가. 가 (8)
 가 27.0% 27.2%
 가 ' 29.1% ' ' 22.0%, ' ' 20.3%

8. 가 (: *, %)

	15(27.0)	28(27.2)	27(22.0)	70(24.9)
,	9(16.4)	23(22.3)	25(20.3)	57(20.3)
	2(3.6)	2(1.9)	4(3.3)	8(2.8)
	7(12.7)	13(12.6)	18(14.6)	38(13.5)
	8(14.5)	10(9.7)	5(4.1)	23(8.2)
가	8(14.5)	23(22.3)	36(29.1)	67(23.8)
	3(5.5)	3(2.9)	5(4.1)	11(3.9)
	3(5.5)	1(1.0)	3(2.4)	7(2.5)
	55(100.0)	103(100.0)	123(100.0)	281(100.0)

*

(120),

(83),

DRG (53) , (280), 가 (171), (146) , (695), 가 (376), (355) (9).

9.

(: *,)

	83(2)	95(6)	76(6)	254(6)
	51(4)	126(4)	123(5)	300(5)
	120(1)	280(1)	295(1)	695(1)
DRG	53(3)	116(5)	134(4)	303(4)
가	44(6)	171(2)	161(2)	376(2)
	50(5)	146(3)	159(3)	355(3)

* 가

(1 : 6 , 2 : 5 , 3 : 4 , 4 : 3 , 5 : 2 , 6 : 1)

2.

1)

(10)

11 (52.4%)가 ‘ , 18 (37.5%), 8 (15.4%) .

10.

(: , %)

11(52.4)	18(37.5)	8(15.4)	37(30.6)
10(47.6)	30(62.5)	44(84.6)	84(69.4)
21(100.0)	48(100.0)	52(100.0)	121(100.0)

2)

2

(11)

($p < 0.05$).

가 ,

21

가

501

,

1980

,

2000

가 500

11.

(: , %)

					2
		11(52.4)	10(47.6)	21(100.0)	
		18(37.5)	30(62.5)	48(100.0)	
		8(15.4)	44(84.6)	52(100.0)	11.441*
		37(35.1)	84(64.9)	121(100.0)	
		30(42.9)	40(57.1)	70(100.0)	
		5(12.8)	34(87.2)	39(100.0)	11.504*
		2(18.2)	9(81.8)	11(100.0)	
		37(24.6)	83(75.4)	120(100.0)	
300		12(17.1)	58(82.9)	70(100.0)	
301	500	8(38.1)	13(61.9)	21(100.0)	17.171*
501		17(58.6)	12(41.4)	29(100.0)	
		37(37.9)	83(62.1)	120(100.0)	
10		10(19.2)	42(80.8)	52(100.0)	
11	20	10(26.3)	28(73.7)	38(100.0)	13.034*
21		17(56.7)	13(43.3)	30(100.0)	
		37(34.1)	83(65.9)	120(100.0)	
1980		19(55.9)	15(44.1)	34(100.0)	
1981	1990	9(21.4)	33(78.6)	42(100.0)	14.284*
1991		9(20.0)	36(80.0)	45(100.0)	
		37(32.4)	84(67.6)	121(100.0)	
		4(10.3)	35(89.7)	39(100.0)	
		7(29.2)	17(70.8)	24(100.0)	
		14(56.0)	11(44.0)	25(100.0)	15.741*
		12(36.4)	21(63.6)	33(100.0)	
		37(33.0)	84(67.0)	121(100.0)	
50		5(13.2)	33(86.8)	38(100.0)	
50	500	13(26.0)	37(74.0)	50(100.0)	17.887*
500		16(61.5)	10(38.5)	26(100.0)	
		34(33.6)	80(66.4)	114(100.0)	

*p<0.05

가

가

(Stepwise method)

(Backward elimination)

(12)

logistic regression equation

$$\text{Logit (Y)} = -0.1053 - 1.0229 X_1 + 0.9099 X_2 + 1.9613 X_3 + 0.9631 X_4$$

Y : , X₁ : -1960, X₂ :

X₃ : (50 500), X₄ : (500)

(² =26.227,

p=0.0000). 가

(=1.9613, p=0.0054)

가 50 500

가 50

7.1

1980

2.48

12.

			p-value	R	Odds ratio
(1980)	-	-	-	-	-
(1980)*	- 1.0229	0.5512	0.0988	0.0731	0.3595
(,)	-	-	-	-	-
()	- 0.9099	0.5512	0.0988	0.0731	2.4841
(50)	-	-	-	-	-
(50 500)	1.9613	0.7049	0.0054*	0.2056	7.1086
(500)	0.9631	0.5829	0.0985	0.0733	2.6199
Constant	- 0.1053	- 0.4713	0.8231	-	-
²	26.227*				
R ²	0.297				

* p<0.05

3.

1)

121
37 가

가.

2 4 (36.4%) , 1 14
(77.8%), 1 5 (62.5%) 가 (13).

13.

(: , %)

1	4(36.4)	14(77.8)	5(62.5)	23(62.2)
2	4(36.4)	4(22.2)	2(25.0)	14(37.8)
3	3(27.3)	0(0)	1(12.5)	4(10.8)
	11(100.0)	18(100.0)	8(100.0)	37(100.0)

2000

가 5 (45.5%), 2 5 (62.5%) 가 ,
 1998 1999 , 2000 가 6 (33.3%)
 1 7 (43.8%) 가 .
 1998 5 (62.5%), 1·2 가 2 (33.3%)
 .
 3
 6 가 5 (45.5%) 가 , 3
 3 6 가 8 (47.1%) , 3
 가 5 (62.5%) 가 (14).

14.

(: , %)

1998	2(18.2)	6(33.3)	5(62.5)	13(35.1)
1999	4(36.4)	6(33.3)	2(25.0)	12(32.4)
2000	5(45.5)	6(33.3)	1(12.5)	12(32.4)
	11(100.0)	18(100.0)	8(100.0)	37(100.0)
1	1(12.5)	7(43.8)	2(33.3)	10(33.3)
2	5(62.5)	5(31.2)	2(33.3)	12(40.0)
3	2(25.0)	3(18.8)	1(16.7)	6(20.0)
4	0(0.0)	1(6.2)	1(16.7)	2(6.7)
	10(100.0)	12(100.0)	6(100.0)	30(100.0)
3	3(27.3)	8(47.1)	5(62.5)	16(44.4)
3	5(45.5)	8(47.1)	0(0.0)	13(36.1)
6	3(27.3)	1(5.9)	3(37.5)	7(19.4)
	11(100.0)	17(100.0)	8(100.0)	36(100.0)

가 (

15) . ,

, 5

10 (90.9%), 14 (87.5%), 5 (71.4%) 가 .

15.

(: , %)

		1(9.1)	1(6.3)	1(14.3)	3(8.8)
	5	0(0.0)	1(6.3)	1(14.3)	2(5.9)
	5	10(90.9)	14(87.5)	5(71.4)	29(85.3)
		11(100.0)	16(100.0)	7(100.0)	34(100.0)

가

(16) .

5 (45.5%) 가 ,

6

(35.3%) 가 ,

4

(50.0%) 가 .

16.

(: , %)

가	2(18.2)	5(29.4)	3(37.5)	10(27.8)
	5(45.5)	6(35.3)	1(12.5)	12(33.3)
	4(36.4)	6(35.3)	4(50.0)	14(38.9)
	11(100.0)	17(100.0)	8(100.0)	36(100.0)

.

‘ ’ 34.8% 31.4%,

‘ ’ ‘ . ’ ,

‘ ’ 30.0% 가 (17).

17.

(: *, %)

	8(34.8)	11(31.4)	4(20.0)	23(29.5)
.	5(21.7)	8(22.9)	4(20.0)	17(21.8)
	7(30.4)	8(22.9)	6(30.0)	21(26.9)
	1(4.3)	3(8.6)	4(20.0)	8(10.3)
()	0(0.0)	1(2.9)	2(10.0)	3(3.8)
	2(8.7)	4(11.4)	0(0.0)	6(7.7)
	23(100.0)	35(100.0)	20(100.0)	78(100.0)

*

FEACO⁸⁾ Survey

10

, , ' , ' (18).

18.

(: *, %)

	10(25.0)	13(20.6)	6(16.7)	29(20.9)
	2(5.0)	6(9.5)	2(5.6)	10(7.2)
(, ,)	2(5.0)	4(6.3)	4(11.1)	10(7.2)
(.)	8(20.0)	11(17.5)	6(16.7)	25(18.0)
	2(5.0)	6(9.5)	4(11.1)	12(8.6)
	4(10.0)	4(6.3)	3(8.3)	11(7.9)
	2(5.0)	3(4.8)	4(11.1)	9(6.5)
	6(15.0)	7(11.1)	4(11.1)	17(12.2)
	3(7.5)	5(7.9)	3(8.3)	11(7.9)
	1(2.5)	4(6.3)	0(0.0)	5(3.6)
	40(100.0)	63(100.0)	36(100.0)	139(100.0)

*

8) (FEACO, Europe Federation of Management Consulting Association)

가 46.2% 가
 가 50.0% 가 (19).
 가
 50% 가

19.

(: *, %)

	1(7.7)	1(5.6)	0(0.0)	2(4.9)
	3(23.1)	1(5.6)	2(20.0)	6(14.6)
	6(46.2)	5(27.8)	1(10.0)	12(29.3)
	1(7.7)	9(50.0)	5(50.0)	15(36.6)
	1(7.7)	0(0.0)	1(10.0)	2(4.9)
	1(7.7)	1(5.6)	1(10.0)	3(7.3)
IT	0(0.0)	1(5.6)	0(0.0)	1(2.4)
	13(100.0)	18(100.0)	10(100.0)	41(100.0)
	4(30.8)	3(16.7)	2(22.2)	9(22.5)
	7(53.8)	9(50.0)	4(44.4)	20(50.0)
	1(7.7)	1(5.6)	0(0.0)	2(5.0)
	0(0.0)	0(0.0)	2(22.2)	2(5.0)
가	1(7.7)	1(5.6)	0(0.0)	2(5.0)
	0(0.0)	2(11.1)	0(0.0)	2(5.0)
	0(0.0)	2(11.1)	1(11.1)	3(7.5)
	13(100.0)	18(100.0)	9(100.0)	40(100.0)

*

5
 5 (20)
 3.4 가
 (3.1) ' (' (3.1)
 3.4 가 가 ' 가 2.8
 가 ' 3.3
 가 가

20.

(: */5 **)

	3.1	3.2	2.8	3.1
	3.0	3.0	3.3	3.1
	3.0	2.8	2.8	2.9
	3.1	3.0	3.1	3.1
	2.9	3.0	3.0	3.0
	3.4	3.4	3.1	3.3

*

** : 5 , : 4 , : 3 , : 2 , : 1

가 35.3%, 33.3%, 33.3% 가

(21).

21.

(: *, %)

6(35.3)	10(33.3)	3(33.3)	19(33.9)
1(5.9)	1(3.3)	1(11.1)	3(5.4)
1(5.9)	4(13.3)	0(0.0)	5(8.9)
1(5.9)	4(13.3)	2(22.2)	7(12.5)
4(23.5)	5(16.7)	2(22.2)	11(19.6)
3(17.6)	5(16.7)	1(11.1)	9(16.1)
1(5.9)	1(3.3)	0(0.0)	2(3.6)
17(100.0)	30(100.0)	9(100.0)	56(100.0)

*

(1) ' (5) '

5 (22)

63.3%가 ' ,

27.3%가 ' ,

' 가 29.4% . 37.5%가 ' ,

가

22.

(: , %)

0(0.0)	2(11.8)	1(12.5)	3(8.3)
3(27.3)	5(29.4)	2(25.0)	10(27.8)
7(63.3)	4(23.5)	3(37.5)	14(38.9)
1(9.1)	5(29.4)	0(0.0)	6(16.7)
0(0.0)	1(5.9)	2(25.0)	3(8.3)
11(100.0)	17(100.0)	8(100.0)	36(100.0)

2)

Chi-Square

(23)

가
가
가

가

가

501

,

21

가

가

1981

1990

가

,

2000

가 500

가

.

2

,

3

가

.

23.

(: , %)

				2	
		1(9.1)	10(90.9)	11(100.0)	
		6(35.3)	11(64.7)	17(100.0)	2.446
		2(25.0)	6(75.0)	8(100.0)	
		9(23.1)	27(76.9)	36(100.0)	
		7(24.1)	22(75.9)	29(100.0)	
		1(20.0)	4(80.0)	5(100.0)	0.745
		1(50.0)	1(50.0)	2(100.0)	
		9(31.4)	27(68.6)	36(100.0)	
	가	5(50.0)	5(50.0)	10(100.0)	
		1(8.3)	11(91.7)	12(100.0)	5.033
		3(23.1)	10(76.9)	13(100.0)	
		9(27.1)	26(72.9)	35(100.0)	
	300	4(33.3)	8(66.7)	12(100.0)	
	301 500	3(42.9)	4(57.1)	7(100.0)	3.223
	501	2(11.8)	15(88.2)	17(100.0)	
		9(29.3)	27(70.7)	36(100.0)	
	10	3(30.0)	7(70.0)	10(100.0)	
	11 20	3(33.3)	6(66.7)	9(100.0)	0.957
	21	3(17.6)	14(82.4)	17(100.0)	
		9(27.0)	27(73.0)	36(100.0)	
	1980	5(26.3)	14(73.7)	19(100.0)	
	1981 1990	1(12.5)	7(87.5)	8(100.0)	1.018
	1991	3(33.3)	6(66.7)	9(100.0)	
		9(24.0)	27(76.0)	36(100.0)	
	50	2(40.0)	3(60.0)	5(100.0)	
	50 500	4(33.3)	8(66.7)	12(100.0)	2.417
	500	2(12.5)	14(87.5)	16(100.0)	
		8(28.6)	25(71.4)	33(100.0)	
	1	6(26.1)	17(73.9)	23(100.0)	
	2	3(23.1)	10(76.9)	13(100.0)	0.040
		9(24.6)	27(75.4)	36(100.0)	
	3	4(25.0)	12(75.0)	16(100.0)	
	3	5(26.3)	14(73.7)	19(100.0)	0.008
		9(25.8)	26(74.3)	35(100.0)	

4.

1)

121
87

가. (2000)
(2000)
(24)
, ' , 7
(70.0%), 19 (65.5%), 24 (61.0%) 가 .

24. (2000)
(: , %)

가	2(20.0)	4(13.8)	5(11.6)	11(13.4)
	1(10.0)	6(20.7)	14(32.6)	21(25.6)
	7(70.0)	19(65.5)	24(55.8)	50(61.0)
	10(100.0)	29(100.0)	43(100.0)	82(100.0)

(25) .
 ‘ 가 ’ 7
 (70%), 15 (50.0%), 22 (50.0%) , ‘
 가 ’ 3 (30.0%), 9
 (30.0%), 13 (29.5%) .

25.

(: , %)

7(70.0)	15(50.0)	22(50.0)	44(52.4)
3(30.0)	9(30.0)	13(29.5)	25(29.8)
0(0.0)	6(20.0)	9(30.0)	15(17.9)
10(100.0)	30(100.0)	44(100.0)	84(100.0)

가

(26) . ‘
 , 32.4% 가 , ‘ , 24.3%,
 ‘ . ’ 20.7% .

26.

가

(: *, %)

	4(25.0)	10(27.0)	22(37.9)	36(32.4)
.	4(25.0)	7(18.9)	12(20.7)	23(20.7)
	3(18.8)	10(27.0)	14(24.1)	27(24.3)
	2(12.5)	4(10.8)	6(10.3)	12(10.8)
()	3(18.8)	6(16.2)	3(5.2)	12(10.8)
	0(0.0)	0(0.0)	1(1.7)	1(0.9)
	16(100.0)	37(100.0)	58(100.0)	111(100.0)

*

가

(27)

() 가 22.7% 가 ,

' 21.6%, '

17.6% ' 23.7%, '

' 15.8%, ' , ' 10.5%

27.

(: *, %)

	5(22.7)	11(21.6)	18(23.7)	34(22.8)
	2(9.1)	3(5.9)	5(6.6)	10(6.7)
(, ,)	1(4.5)	3(5.9)	8(10.5)	12(8.1)
(.)	5(22.7)	8(15.7)	5(6.6)	18(12.1)
.	2(9.1)	6(11.8)	5(6.6)	13(8.7)
	3(13.6)	2(3.9)	8(10.5)	13(8.7)
	1(4.5)	4(7.8)	8(10.5)	13(8.7)
	2(9.1)	9(17.6)	12(15.8)	23(15.4)
	1(4.5)	5(9.8)	7(9.2)	13(8.7)
	22(100.0)	51(100.0)	76(100.0)	149(100.0)

*

가
가 ,
가 (28)
3 3 (42.9%) 가 , 5
, 3 6 (37.5%) , 12
(48.0%)가 500 가 .
가
' 1 ' 가 3 (42.9%) 가 , ' 6
1 ' 가 7 (43.8%), ' 6 ' 가 15
(55.6%) 가 .

28.

가

(: , %)

5		1(14.3)	6(37.5)	12(48.0)	19(39.6)
5		2(28.6)	4(25.0)	10(40.0)	16(33.3)
	3	1(14.3)	6(37.5)	1(4.0)	8(16.7)
3		3(42.9)	0(0.0)	2(8.0)	5(10.4)
		7(100.0)	16(100.0)	25(100.0)	48(100.0)
가		2(28.6)	2(12.5)	1(3.7)	5(10.0)
	6	0(0.0)	7(43.8)	15(55.6)	22(44.0)
6	1	2(28.6)	4(25.0)	5(18.5)	11(22.0)
1		3(42.9)	3(18.8)	6(22.2)	12(24.0)
		7(100.0)	16(100.0)	27(100.0)	50(100.0)

가

(29)

57.1%,

76.5%, 86.2% 가

84.3%

가

29.

(: *, %)

	1(14.3)	0(0.0)	2(6.9)	3(5.7)
	0(0.0)	3(17.6)	0(0.0)	3(5.7)
	1(14.3)	0(0.0)	1(3.4)	2(3.8)
	4(57.1)	13(76.5)	25(86.2)	42(79.2)
	1(14.3)	1(5.9)	0(0.0)	2(3.8)
	0(0.0)	0(0.0)	1(3.4)	1(1.9)
IT	0(0.0)	0(0.0)	0(0.0)	0(0.0)
	7(100.0)	17(100.0)	29(100.0)	53(100.0)
	1(14.3)	0(0.0)	2(7.1)	3(5.9)
	5(71.4)	14(87.5)	24(85.7)	43(84.3)
	0(0.0)	0(0.0)	1(3.6)	1(2.0)
	0(0.0)	2(12.5)	1(3.6)	3(5.9)
가	1(14.3)	0(0.0)	0(0.0)	1(2.0)
	7(100.0)	16(100.0)	28(100.0)	51(100.0)

*

가

가

(30).

' 가 42.9% 가 , ' ,

' 35.3%, ' ,

' 가

25.0% 가 , ' ,

’, ‘ 1

30.

(: *, %)

1(14.3)	6(35.3)	5(15.6)	12(21.4)
1(14.3)	1(5.9)	5(15.6)	7(12.5)
1(14.3)	2(11.8)	5(15.6)	8(14.3)
0(0.0)	3(17.6)	8(25.0)	11(19.6)
3(42.9)	4(23.5)	7(21.9)	14(25.0)
1(14.3)	1(5.9)	2(6.3)	4(7.1)
7(100.0)	17(100.0)	32(100.0)	56(100.0)

*

가

가

가 (31).

가 ‘

가 ‘

’ 가 40.0% 가 , ‘

, ‘

’ 가 25.0% , ‘

’ 가 26.5% 가 .

가

가

31. 가

(: *, %)

	0(0.0)	5(20.8)	9(26.5)	14(22.2)
가	2(40.0)	3(12.5)	5(14.7)	10(15.9)
.	2(40.0)	6(25.0)	9(26.5)	17(27.0)
	0(0.0)	6(25.0)	6(17.6)	12(19.0)
	0(0.0)	4(16.7)	5(14.7)	9(14.3)
	1(20.0)	0(0.0)	0(0.0)	1(1.6)
	5(100.0)	24(100.0)	34(100.0)	63(100.0)

*

2)

, , 2000

Chi-Square

(32)

					2
		7(70.0)	3(30.0)	10(100.0)	
		15(62.5)	9(37.5)	24(100.0)	0.197
		22(62.9)	13(37.1)	35(100.0)	
		44(65.1)	25(34.9)	69(100.0)	
		19(54.3)	16(45.7)	35(100.0)	
		21(80.8)	5(19.2)	26(100.0)	5.271
		4(50.0)	4(50.0)	8(100.0)	
		44(61.7)	25(38.3)	69(100.0)	
		40(64.5)	22(35.5)	6(100.0)	
		4(57.1)	3(42.9)	7(100.0)	0.148
		44(60.8)	25(39.2)	69(100.0)	
	가	7(77.8)	2(22.2)	9(100.0)	
		6(35.3)	11(64.7)	17(100.0)	7.740*
		30(71.4)	12(28.6)	42(100.0)	
		43(61.5)	25(38.5)	68(100.0)	
	300	32(68.1)	15(31.9)	47(100.0)	
	301 500	4(40.0)	6(60.0)	10(100.0)	2.799
	501	7(63.6)	4(36.4)	11(100.0)	
		43(57.2)	25(42.8)	68(100.0)	
	10	20(58.8)	14(41.2)	34(100.0)	
	11 20	16(69.6)	7(30.4)	23(100.0)	0.738
	21	8(66.7)	4(33.3)	12(100.0)	
		44(65.0)	25(35.0)	69(100.0)	
	1980	6(46.2)	7(53.8)	13(100.0)	
	1981 1990	19(70.4)	8(29.6)	27(100.0)	2.294
	1991	19(65.5)	10(34.5)	29(100.0)	
		44(60.7)	25(39.3)	69(100.0)	
	50	14(53.8)	12(46.2)	26(100.0)	
	50 500	22(71.0)	9(29.0)	31(100.0)	1.976
	500	7(70.0)	3(30.0)	10(100.0)	
		43(64.9)	24(35.1)	67(100.0)	
		18(69.2)	8(30.8)	26(100.0)	
		9(69.2)	4(30.8)	13(100.0)	
		7(63.6)	4(36.4)	11(100.0)	1.524
		10(52.6)	9(47.4)	19(100.0)	
		44(63.7)	25(36.4)	69(100.0)	

*p<0.05

•

가

1.

65.4%

가

1980

, 1981

1990

, 1991

가

1977

가

가

' 가

' 가' '

' 가

가

가 1 2000 7 가

가

2 6

가

30.6%가 ' 90

' 100 90%가 '

(, 1997)

2 2

가 (p<0.05).

(50 500)가

가

(p<0.05).

가 ' 1

' 3 '

10.8% 가 1994

64.8%가 IMF 가

1998

73.3%가

, 가 3

가

82.2%가

가

' , '

' 가 '

' , '

가

'가 가

' , ' ,

' .

,

'

' 가

3/ 4

Big

69)

(Healthcare Financial Management, 1997)

가

,

가

9) Mckinsey & Co., Boston Consulting Group, Bain, Bouz Allen, Monitor, Accenture(Anderson Consulting) 6

가 가

‘ (3.1/ 5) ‘

3.4 가

‘ 가 가 ‘ ‘ , ‘

37.1%가 ‘

‘ ‘ ‘

가

가

Chi-Square

가

5

가

,

89.6%가 3

가

가

()

가

.

가

가

가

가

가

가

가

가

가

가

'가 가 .

가 .

'가 가

가 .

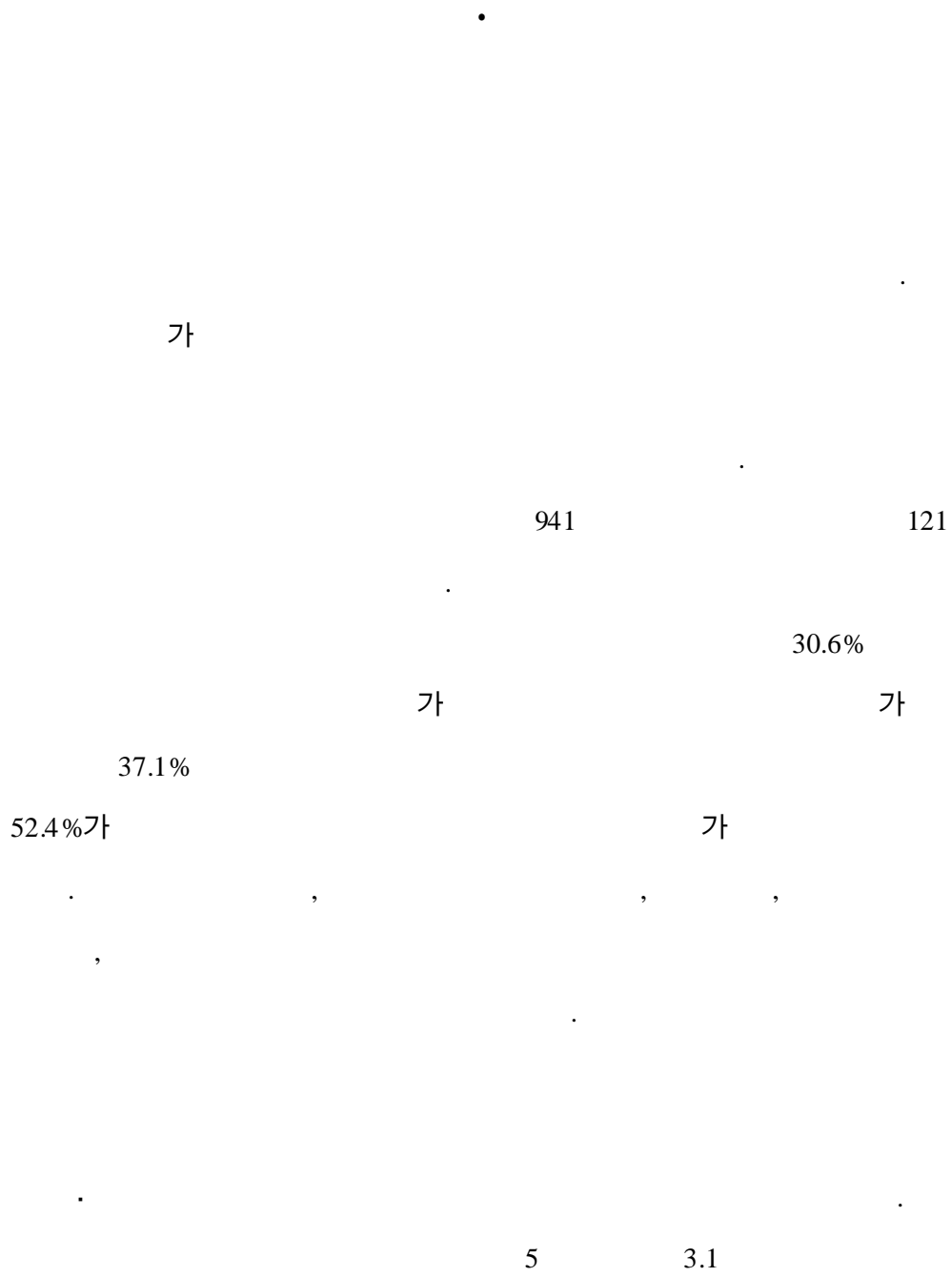
'가

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가

가

1.

가 .

, IMF

가

가 가

가

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가 가

2.

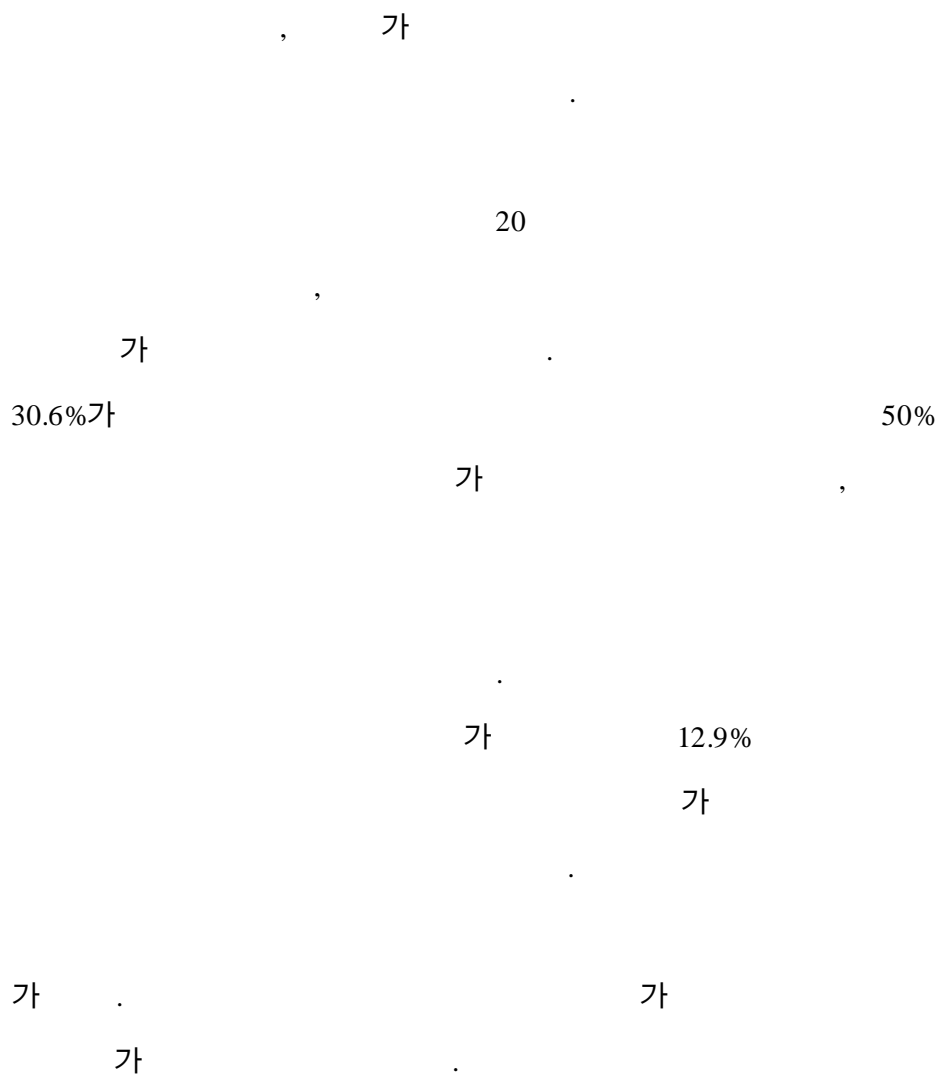
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3.

가

가



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1998 가

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<http://www.aahc.net> : The American Association of Healthcare Consultants

<http://www.centerworld.com> :

<http://www.cio.seoul.kr> : 「CIO」 ,

<http://www.drhelp.net/consulting> : ,

<http://www.fcg.com/services/consulting> : First Consulting Group. Inc.

<http://www.kma.or.kr> :

<http://www.kmac.co.kr> :

<http://www.kpc.or.kr> :

<http://www.hospitalconsulting.co.kr> : ()

<http://www.hiskorea.co.kr> : ()

<http://www.ilo.org/public/english/index.htm> : (International
Labour Organization)

<http://www.kennedyinfo.com> : Kennedy Consulting Co.

<http://www.kihasa.re.kr>

<http://www.kmc21.co.kr> : ()

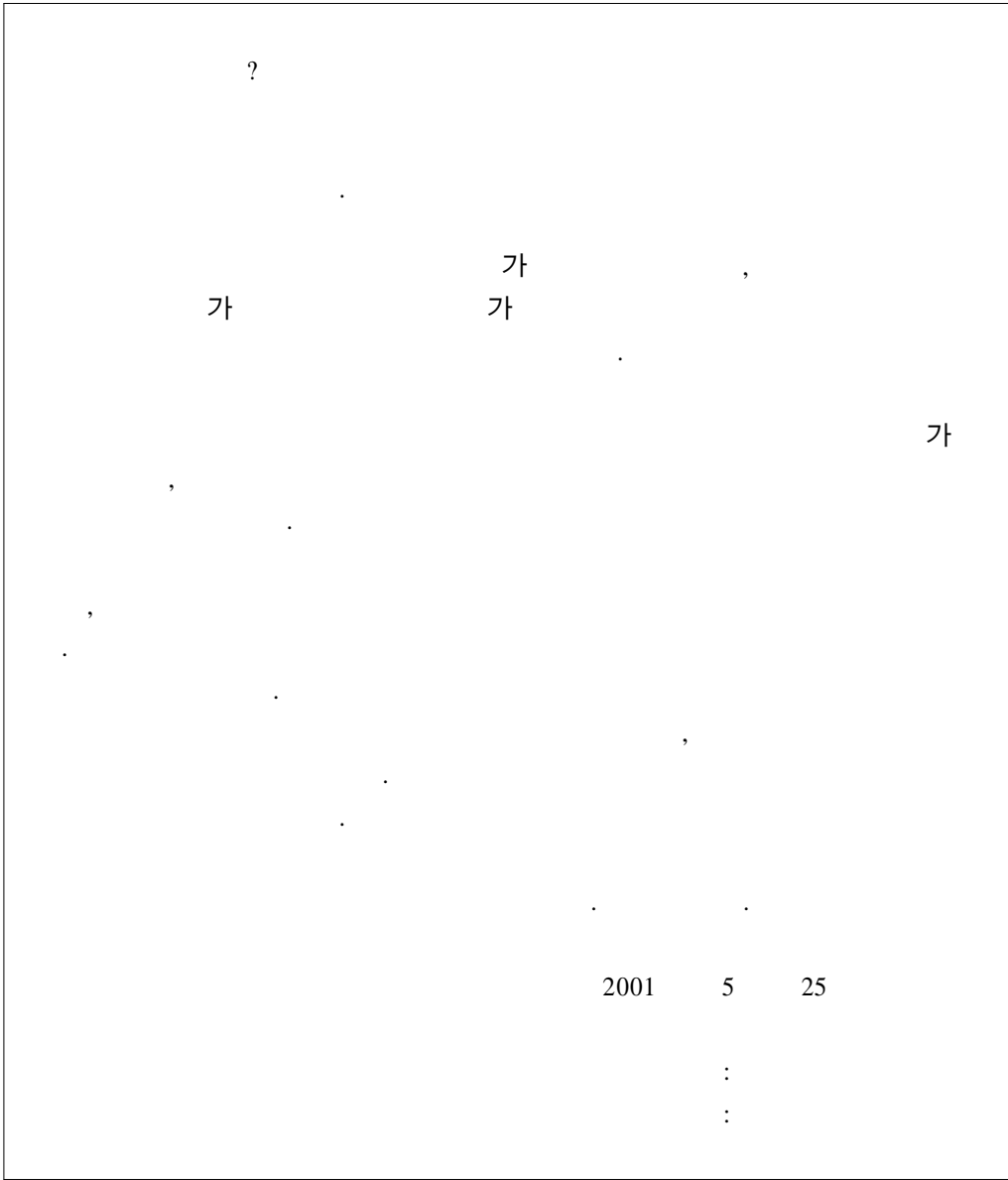
<http://www.mckinseyquarterly.com> : The McKinsey Quarterly Newsletter

<http://www.medicalnetwork.co.kr> : ()

<http://www.medisoft.co.kr> :

http://www.ns.khidi.or.kr/banner/Consult_Hospital.htm :

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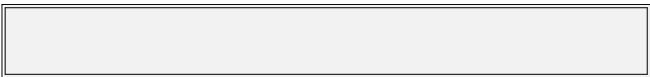
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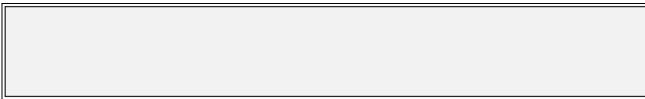
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ABSTRACT

The Study on the Utilization of Hospital Consulting Services

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The Graduate School
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(Directed by Professor Woojin Chung, Ph.D)

The health care market of Korea confronts dramatic policy changes such as the separation of dispensary from medical practice, market opening. Therefore hospitals are suffering from the severe competitions and less profitability. However, the current situations of medical field in Korea rather offer more opportunities to consulting firms for reinforcing the efficacy and competitiveness of hospitals, activating successful win-win strategy of the healthcare industry.

Due to the lack of study on the hospital consulting, it is very difficult for hospitals to induce and apply effective hospital consulting into their systems. The purpose of this study is to analyze the utilization of hospital consulting services and find the primary factors,

therefore it could suggest the better direction for hospitals as well as hospital consulting firms to get activated accordingly.

The survey in this study was done to 941 hospitals registered to the Korea Hospital Association(April, 2001). Among those hospitals the study was mainly based on 121 hospitals who faithfully replied to a set of questionnaires. The questions are structured with asking the opinion for the outcomes, current utilization and future demand for consulting services.

The research showed that more than 30% of the hospitals have at least one experience of receiving consulting services. It is verified that following 7 factors have important effects on consulting experiences; type of hospital, the number of beds, the number of departments, the time and type of establishment, the location, and the scale of sales. 36.1% of consulting-experienced hospitals and 52.4% of consulting-inexperienced hospitals showed their future demands for consulting services, which has been increased as compared with the result in 1999.

Most of the hospitals on this study have requested the service of hospital consulting in the time of decreasing their revenue. ' Hospital management diagnosis ', ' Management strategy and Operating organization and human resources ' were the most preferred parts of consulting services. The general evaluation for the consulting outcomes showed an average mark of 3.1(when full mark is 5.0). Regardless of consulting experience, the most preferable consulting firm was ' Hospital

specialized consulting firm ' mainly due to their professional knowledge for hospitals. Most of hospitals need comprehensive management consulting like ' Establishing management strategy & vision for increasing hospital's profitability both in the long and short period of time.

According to this study, the reasons for not using consulting services even though they had a clear demand were as follows; no need for management consulting, the lack of recognition of consulting services. This study showed that continuous public relations and marketing about hospital management consulting are needed for better understanding and effective utilization for hospital management.

Key words : Hospital, Management, Consulting