

## *Los Reyes Hospital (A)*

Preparing this budget requires many assumptions that I'm not the least bit qualified to make. If the hospital is to have something that's realistic, I'm going to have to involve the physician chiefs and a few other key managers. The real question is how best to do that.

Alex Cohn, the Chief Financial Officer of Los Reyes Hospital, was commenting on the frustration he felt as he began the process of preparing the hospital's budget for the upcoming fiscal year. As a first step in the process, he had requested some basic information from each of the hospital's clinical and service departments. He continued:

In reviewing this information, I realized that I simply couldn't make many of the budgetary decisions in a sensible way. So, I thought it would make sense to decentralize some decisions to the clinical and service departments. However, I know that I'll encounter some resistance in doing that since these people have never been involved in budgetary decision making before. I thought it might make sense to show them how they could become involved in a way that takes advantage of their expertise. I only hope that I'm not creating a monster of some sort!

To demonstrate the potential role for physician chiefs and service department managers in formulating the hospital's budget, Mr. Cohn chose four case types in the department of medicine and four hospital service departments as the building blocks for a sample budget. He felt that if he could demonstrate a better approach to budgeting for these four case types and four departments, his approach then could be expanded to cover the rest of the hospital.

The four case types he chose were DRG089 (Simple pneumonia & pleurisy, age over 17), DRG014 (Specific cerebral vascular disorders except transient ischemic attack), DRG096 (Bronchitis & asthma, age over 17), and DRG140 (Angina pectoris). The four service departments he chose were routine care (i.e. the hospital stay itself), radiology, laboratory, and pharmacy.

# Los Reyes Hospital Case And Solution

**Jianjun Gao**



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## **Table of Contents Los Reyes Hospital Case And Solution**

1. Understanding the eBook Los Reyes Hospital Case And Solution
  - The Rise of Digital Reading Los Reyes Hospital Case And Solution
  - Advantages of eBooks Over Traditional Books
2. Identifying Los Reyes Hospital Case And Solution
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Los Reyes Hospital Case And Solution
  - User-Friendly Interface
4. Exploring eBook Recommendations from Los Reyes Hospital Case And Solution
  - Personalized Recommendations
  - Los Reyes Hospital Case And Solution User Reviews and Ratings
  - Los Reyes Hospital Case And Solution and Bestseller Lists
5. Accessing Los Reyes Hospital Case And Solution Free and Paid eBooks
  - Los Reyes Hospital Case And Solution Public Domain eBooks
  - Los Reyes Hospital Case And Solution eBook Subscription Services
  - Los Reyes Hospital Case And Solution Budget-Friendly Options

6. Navigating Los Reyes Hospital Case And Solution eBook Formats
  - ePub, PDF, MOBI, and More
  - Los Reyes Hospital Case And Solution Compatibility with Devices
  - Los Reyes Hospital Case And Solution Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Los Reyes Hospital Case And Solution
  - Highlighting and Note-Taking Los Reyes Hospital Case And Solution
  - Interactive Elements Los Reyes Hospital Case And Solution
8. Staying Engaged with Los Reyes Hospital Case And Solution
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Los Reyes Hospital Case And Solution
9. Balancing eBooks and Physical Books Los Reyes Hospital Case And Solution
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Los Reyes Hospital Case And Solution
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Los Reyes Hospital Case And Solution
  - Setting Reading Goals Los Reyes Hospital Case And Solution
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Los Reyes Hospital Case And Solution
  - Fact-Checking eBook Content of Los Reyes Hospital Case And Solution
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements

- Interactive and Gamified eBooks

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