

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

CH Cherryholmes



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