Introduction to Hospital Management
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<td>317</td>
<td>328</td>
<td>398</td>
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<tr>
<td>609</td>
<td>634</td>
<td>807</td>
<td>1,094</td>
<td>1,434</td>
<td>2,082</td>
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</tbody>
</table>

*注: 数字乘以10.*
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<tbody>
<tr>
<td>0%</td>
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<td>5,073</td>
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<tr>
<td>20%</td>
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<td>29,158</td>
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<tr>
<td>40%</td>
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<td>91,582</td>
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<tr>
<td>60%</td>
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<td>120</td>
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<td>80%</td>
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<td>22,930</td>
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<tr>
<td>100%</td>
<td></td>
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<td></td>
<td></td>
<td>49,265</td>
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</table>

2001年

<table>
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<th>5%</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
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</tr>
</thead>
<tbody>
<tr>
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<td>5,073</td>
<td>3,352</td>
<td>100,504</td>
<td>91,582</td>
<td>49,265</td>
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<tr>
<td>24,031</td>
<td>11,753</td>
<td>8,057</td>
<td>8,406</td>
<td>22,930</td>
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<tr>
<td>29,158</td>
<td>2,061</td>
<td>1,385</td>
<td>59,607</td>
<td>16,891</td>
<td>2,487</td>
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<tr>
<td>1</td>
<td>62,531</td>
<td>91,220</td>
<td>119,061</td>
<td>174,900</td>
<td>243,678</td>
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<tr>
<td>2</td>
<td>23,139</td>
<td>44,817</td>
<td>80,512</td>
<td>98,768</td>
<td>141,507</td>
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<tr>
<td>3</td>
<td>59,864</td>
<td>120,081</td>
<td>169,243</td>
<td>217,771</td>
<td>296,452</td>
<td></td>
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</tr>
</tbody>
</table>
National health care spending

Figures adjusted for inflation in 1996 dollars.

1960 $120 billion
1970 $251 billion
1980 $431 billion
1990 $805 billion
2000 $1,214 billion
2010 $1,870 billion (projected)

Source: New York Times
Hospital Care
$451.2 billion in 2001

Source: Centers for Medicare and Medicaid Services, Office of the Actuary; New York Times
- サイ・ナ・サーサ
- アル・チ・リ・リ（2世）：archiatri
- サイ・ナ・サーサ
  - Valetudinaria
  - ニュ・ヨ・リ・リ
  - アル・チ・リ・リ・リ
- アル・チ・リ・リ・リ
  - アル・チ・リ・リ：Fabiola (4世)
- アル・チ・リ・リ・リ
  - アル・チ・リ・リ・リ（AD 335）：Aesculapius
  - アル・チ・リ・リ・リ：Fabiola (4世)
크산텐 군단기지의
군병원 평면도
(■는 병실)
- Caliph Harun al Rashid, 9世纪
- 34号：34号
- 张

- ( unfinished )

- ( unfinished )
- Montpellier: 12 hospitals, multiple hospitals system

- Hospitallers, Henry 8

- Hippocrates

- Montpellier: 12 hospitals, multiple hospitals system
◆ 顧客
- 顧客情報
  • 顧客名、住所、電話番号など
  • 顧客情報
  • 顧客情報 (顧客名、住所)
  • 顧客情報 (顧客名、住所)
- 顧客情報
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- [327x104]•
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  - °£È£ÀÇÀü¹®È­

- [359x104]•
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  - °Ë»ç

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• advances in medical science
• development of specialized technology
• development of professional nursing
• advances in medical education
• growth of health insurance
• role of government
• application of management science
學習目的

• 目的、目標、内容、理解項

• 例文、例句、例解

- 例文：

- 例句：
• (management)
  - “
  - “
□ □ □ □ □ : art or science?

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• Management Functions
  - Planning (planning): 
  - Organizing (organizing): 
  - Leading (leading): 
  - Controlling (controlling): 
- Planning
- Decision making
- Organizing
- Staffing
- Directing or actuating
- Controlling
• 本論の内容
  - 本論の流れ
    - 本論の説明
      - 本論の意義
      - 本論の目的
      - 本論の構成
  - 本論の結論
  - 本論のまとめ
  - 本論の考察

• 他者と対話（対話のためのスキル）：

- 集中する（聞き取りのためのスキル）：
  - 他者との関係に集中する
  - 会話を妨げない

- 対話のスケジュール（対話のためのスキル）：
  - 会話をスケジュール化する
  - 会話の予定を守る

- 対話の改善（対話のためのスキル）：
  - 会話のルールを理解する
  - 会話の質を向上させる
기구 및 조직

병원장

경영관리부원장
- 기획과
- 예산과
- 경영관리과
- 정보시스템과
  - 네트워크기술담당
  - 전산운영담당
  - 전산개발담당
- 홍무팀
  - 홍무과
  - 노무과
  - 경리과
  - 사설과
- 물자관리팀
  - 창리과
  - 홍무과
- 원무팀
  - 외래과
  - 사회사업실
  - 입퇴원과
  - 보험과
  - 심사과

의무부원장
- 전료부
- 안과
- 심경과
- 내과
- 성경과
- 외과
- 피부과
- 영상은과
- 안과
- 비뇨과
- 방사선과
- 산부인과
- 기장의과학
- 소아과
- 숭출과
- 내과응급과
- 외과응급과
- 신생아실
- 의무기록실
- 영급실
- 영급의학과
- 간호팀
- 간호과
- 약재팀
- 약재과

특화사업부원장
- 특화사업기획과
- 종합건강증진센터
  - 일반검진팀
  - 건강운영과
  - 종합검진팀
  - 검진과
  - 화상진료센터
    - 기초의학연구소
    - 과학기술연구소
    - 임상연구소
・

- ある人(専門家)による，ある入(専門家)による

- ある人(専門家)による，ある入(専門家)による

- ある人(専門家)による，ある入(専門家)による

- ある人(専門家)による，ある入(専門家)による
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- プラスチックのビン
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- プラスチックのビン (プラスチックのビン)
• 업무 관리 (업무 관리)
  - 업무 관리의 목적

• 업무 관리의 비교:
  - 업무 관리의 비교 vs 업무 관리의 비교

• 업무 관리

• 업무 관리
  - 업무 관리의 내용

• 업무 관리
  - 업무 관리의 내용

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  - 업무 관리의 내용
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In the 1960s, Dr. Thomas Frist, Sr. led an effort by a group of physicians to build Park View Hospital in Nashville, Tenn. By the mid-1960s, Dr. Frist and other Park View physicians were seeking a group to manage the hospital and provide capital to expand and to maintain the latest medical technology. In 1968, Dr. Frist, Jack C. Massey and Dr. Thomas Frist, Jr. formed their own hospital management company – Hospital Corporation of America, today known simply as HCA.

Soon HCA decided to expand the scope of its venture by assembling a group of hospitals, in order to create economies of scale and enhance the quality of care in communities across the country. One of the nation’s first hospital companies, HCA worked closely with local physicians and used innovative business practices and private capital to improve quality and reduce costs.

The company grew rapidly, building new hospitals in under-served communities, acquiring facilities and contracting to manage hospitals for other owners. Using its financial resources, management expertise and medical background, HCA focused on a core group of market-leading hospitals, an operating strategy it employs today.

With 11 hospitals, HCA filed its initial public offering in 1969. By the end of the year, HCA had 26 hospitals and 3,000 beds. The company invested capital to ensure that hospitals met the needs of their local communities. And while HCA provided support and resources to its facilities, hospital management decisions were made locally.

The 1970s were characterized by rapid growth in the industry and also for HCA. In the early 1980s, the focus shifted to consolidation with HCA acquiring General Care Corporation, General Health Services, Hospital Affiliates International and Health Care Corporation. By the end of 1981, the company operated 349 hospitals with more than 45,000 beds. Operating revenues had grown to $2.4 billion.
HCA Financial Highlights as of and for the Years Ended December 31, 2000 and 1999
(Dollars in millions, except per share amounts)

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>1999</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Results of Operations</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>$16,670</td>
<td>$15,657</td>
</tr>
<tr>
<td>EBITDA (a)</td>
<td>$3,177</td>
<td>$2,888</td>
</tr>
<tr>
<td>Income, excluding settlement with the Federal government, gains on sales of facilities, impairment of long-lived assets and restructuring of operations and investigation related costs (b)</td>
<td>$913</td>
<td>$767</td>
</tr>
<tr>
<td>Net income</td>
<td>$219</td>
<td>$657</td>
</tr>
</tbody>
</table>

**Diluted earnings per share:**
income, excluding settlement with the Federal government, gains on sales of facilities, impairment of long-lived assets and restructuring of operations and investigation related costs (b) | $1.61      | $1.30      |
Net income             | $0.39      | $1.11      |

Shares used in computing diluted earnings per share (in thousands) | 567,685    | 591,029    |

**Financial Position**

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>1999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td>$17,568</td>
<td>$16,885</td>
</tr>
<tr>
<td>Working capital</td>
<td>312</td>
<td>480</td>
</tr>
<tr>
<td>Long-term debt, including amounts due within one year</td>
<td>6,752</td>
<td>6,444</td>
</tr>
<tr>
<td>Minority interests in equity of consolidated entities</td>
<td>572</td>
<td>763</td>
</tr>
<tr>
<td>Stockholders’ equity</td>
<td>4,405</td>
<td>5,617</td>
</tr>
<tr>
<td>Ratio of debt to debt plus common, temporary and minority equity</td>
<td>54.0%</td>
<td>50.2%</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Assets</td>
<td>$17,568</td>
<td>$16,885</td>
</tr>
<tr>
<td>Working capital</td>
<td>312</td>
<td>480</td>
</tr>
<tr>
<td>Net assets of discontinued operations</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Long-term debt, including amounts due within one year</td>
<td>6,752</td>
<td>6,444</td>
</tr>
<tr>
<td>Minority interests in equity of consolidated entities</td>
<td>572</td>
<td>763</td>
</tr>
<tr>
<td>Forward purchase contracts and put options</td>
<td>789</td>
<td>-</td>
</tr>
<tr>
<td>Stockholders’ equity</td>
<td>4,405</td>
<td>5,617</td>
</tr>
</tbody>
</table>

| Cash Flow Data:   |        |        |        |        |        |
| Cash provided by operating activities | $1,547 | $1,223 | $1,916 | $1,483 | $2,589 |
| Cash provided by (used in) investing activities | (1,087) | 925    | 970    | (2,746) | (2,219) |
| Cash provided by (used in) financing activities | (336)  | (2,255) | (2,699) | 1,260  | (489) |

| Operating Data:                      |        |        |        |        |        |
| Number of hospitals at end of period(a) | 187    | 195    | 281    | 309    | 319    |
| Number of licensed beds at end of period(b) | 41,009 | 42,484 | 53,693 | 60,643 | 61,931 |
| Weighted average licensed beds(c)      | 41,659 | 46,291 | 59,104 | 51,096 | 62,708 |
| Admissions(d)                          | 1,553,500 | 1,625,400 | 1,891,800 | 1,915,100 | 1,895,400 |
| Equivalent admissions(e)               | 2,300,800 | 2,425,100 | 2,875,600 | 2,901,400 | 2,826,000 |
| Average length of stay (days)(f)       | 4.9     | 4.9    | 5.0    | 5.0    | 5.1    |
| Average daily census(g)                | 20,952  | 22,002 | 25,719 | 26,006 | 26,538 |
| Occupancy(h)                           | 50%     | 48%    | 44%    | 43%    | 42%    |
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