

Case Studies in Health Information Management

Case Study 1: Mergers and Acquisitions

Objectives

- Evaluate the centralization of health information management (HIM) services as required by the acquisition of one hospital by a larger hospital.
- Develop mission and vision statements for the new University Health Systems (UHS) HIM department.
- Create a new organizational chart for the new UHS HIM department.
- Assess the impact of centralizing HIM functions between the two merged HIM departments utilizing Kotter's change model.
- Analyze the coding job descriptions and develop one job description that covers all coding job tasks and incorporates appropriate coding job productivity and quality standards.
- Develop an orientation checklist that will be utilized by all HIM employees to orient them to the new UHS HIM department.

Instructions

Review the case study below and complete the deliverables utilizing content available within the chapters of the text. The following chapters may be used: chapter 4, chapter 6, chapter 9, and chapter 10.

Scenario

Sarah, HIM director at University Hospital was recently informed by her boss, the chief financial officer (CFO), that the healthcare organization acquired a local hospital, Memorial Community Hospital. This acquired hospital is located 25 miles away from University Hospital. Most of the HIM functions from Memorial Community Hospital will be centralized into University Hospital by the end of the fiscal year. Functions such as coding, transcription, chart completion, and data quality review will be moved and centralized to the main hospital campus; an HIM satellite station will stay open on the Memorial Community Hospital site to deal with release of information (ROI) requests. Patient care services will remain the same at Memorial Community Hospital to serve the population that currently utilizes this facility for care.

Management 301 11 Edition Case Study

Daniela Niemeyer



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Table of Contents Management 301 11 Edition Case Study

1. Understanding the eBook Management 301 11 Edition Case Study
 - The Rise of Digital Reading Management 301 11 Edition Case Study
 - Advantages of eBooks Over Traditional Books
2. Identifying Management 301 11 Edition Case Study
 - 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 Management 301 11 Edition Case Study
 - User-Friendly Interface
4. Exploring eBook Recommendations from Management 301 11 Edition Case Study

- Personalized Recommendations
- Management 301 11 Edition Case Study User Reviews and Ratings
- Management 301 11 Edition Case Study and Bestseller Lists
- 5. Accessing Management 301 11 Edition Case Study Free and Paid eBooks
 - Management 301 11 Edition Case Study Public Domain eBooks
 - Management 301 11 Edition Case Study eBook Subscription Services
 - Management 301 11 Edition Case Study Budget-Friendly Options
- 6. Navigating Management 301 11 Edition Case Study eBook Formats
 - ePub, PDF, MOBI, and More
 - Management 301 11 Edition Case Study Compatibility with Devices
 - Management 301 11 Edition Case Study Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Management 301 11 Edition Case Study
 - Highlighting and Note-Taking Management 301 11 Edition Case Study
 - Interactive Elements Management 301 11 Edition Case Study
- 8. Staying Engaged with Management 301 11 Edition Case Study
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Management 301 11 Edition Case Study
- 9. Balancing eBooks and Physical Books Management 301 11 Edition Case Study
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Management 301 11 Edition Case Study
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Management 301 11 Edition Case Study
 - Setting Reading Goals Management 301 11 Edition Case Study
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Management 301 11 Edition Case Study

- Fact-Checking eBook Content of Management 301 11 Edition Case Study
 - 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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