

H474: Case Application 2

Carefully read the following scenario. As you go, mark issues that are related to text readings or class conversations.

After reading the scenario, address the questions below. Responses should be on a separate sheet of paper, in complete sentences, and with careful attention paid to the quality of writing. Each response should be a minimum of one full paragraph. Submit your responses through the Canvas assignments tab.

Delilah is a brand-new health care administrator, fresh from her bachelor's program. She enters her new role at City Hospital system looking forward to positively impacting patient experiences from her role as a quality control specialist. One of Delilah's favorite parts of her new job is that, because she works at a small outpatient clinic in one of the city's high-need neighborhoods, she has been able to get to know some of the patients who frequent the facility.

One of Delilah's favorite patients is Simon, a 70-year-old Korean War veteran. After the war, Simon was employed by a manufacturing plant in the neighborhood until it closed, laying off hundreds of low-skill workers. Since being laid off, Simon and many of his friends have had trouble finding consistent work. Over the years, he has become a frequent visitor to the clinic, as well as to the hospital system's nearby emergency room. While he is eligible for benefits through the VA, he often refers often to a negative experience he had there years ago, and refuses to return. For now, Simon is happy to use his Medicare benefits at Delilah's facility. Most of Simon's visits are the result of a painful back injury he sustained while working at the plant, but he has also developed diabetes and hypertension that are poorly managed.

Delilah is shocked one morning to learn from a co-worker that Simon is considered a "troublesome" patient. She had always found him to be pleasant and grateful for the (many) services he receives. However, Simon's frequent emergency room visits are hurting the system's finances, because he is often a "re-admitted" patient, which counts against accreditation and federal funding processes. And Simon is not the only "troublesome" patient. In fact, the hospital system sees Delilah's facility as such a financial liability, they are considering closing it within the next year.

Questions to address:

1. What are some of the market forces that have impacted the way Delilah's facility operates? (Think: funding, patient population, types of visits, etc.)
2. Explain what Delilah's colleague means when he tells her that Simon's frequent visits are hurting the hospital system.
3. How might current quality management/funding structures put high-need neighborhood facilities like Delilah's in more danger than facilities in more affluent neighborhoods?
4. If Delilah's facility closes, how do you think that will impact Simon's health? How do you predict he will receive care in the future?