

Name:
Date:
Course:
Instructor:

Chapter 24 Objectives

1. As an HIM manager you will be required to construct performance management measures. Please construct two performance measures for the Release of Information Staff and two for acute care billers.

Points: 16

Examples:

- All history and physicals must be in the chart 24 hours before admission and 27 days after discharge.
- Coders must complete 150 charts per week with less than a 3% error.

Resources: A guide to performance management for the Health Information Manager

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.498.8146&rep=rep1&type=pdf>

Evidence-based Operations Management in Health Information Management: A Case Study

<https://pubmed.ncbi.nlm.nih.gov/31908629/>

2. Develop a workflow diagrams to aid in process improvement

Points: 15

Please find below a case study for an acute care facility. Please complete the application assignment highlighted in yellow.

The Current Situation

Diana is the director of health information management at XYZ Community Hospital. It is a 250-bed general acute-care facility with 15 outpatient clinics. The HIM document creation department is responsible for transcribing or auditing notes from the hospital, emergency department, clinics, and radiology department.

Active discussions are underway about requiring the radiologists to use the new dictation system instead of their outdated and highly manual processes for processing patients and reports.

The radiology department uses a dictation system into which radiologists dictate interpretations of films. HIM transcriptionists are assigned to do radiology transcription daily. There is a consistent issue of service level agreement that is not presently being met, for mammography. The departments are separated by two floors in the building. The transcription clerk is responsible for picking up packets from radiology frequently throughout the day, leaving them on a shelf in the transcription department, where the transcriptionist picks up the packets needed to transcribe the report, returning the packet to a “done” section when the report is completed. The clerk returns reports to the radiology department when next they pick up new packets ready for transcription.

Recent complaints from patients and physicians about delays in turning around mammography reports have escalated to the point where Diana and the manager in the radiology department, Donna, believe they must make improvements in the workflow immediately. Their goal is to achieve the service level agreement for mammograms of 36 hours from the time the patient has the films taken, which has been endorsed by the medical staff.

Reference: AHIMA. 2006. Optimizing Investment in the EHR: Workflow Analysis as the Foundation for Success [Workshop resource book]. Chicago: AHIMA

Application assignment:

Map the current process illustrated in the case study using each of the process mapping tools below.

- o Flowchart
- o Top Down Process Map
- o Swimlane Diagram

You will submit three different diagrams illustrating the same process as outlined in the case study. You may use Microsoft Word, PowerPoint, Visio, or another approved tool to map the process. The intent of this assignment is not to know a software, but to know how to map a process using various tools.

[Competencies VI.2, VI.4; taxonomy level 5 (evaluate)]

3. Evaluate the functionality of a work environment

Real-World Cases (Points: 15)

Inpatient Discharge Process

A lengthy, inefficient process for discharging inpatients is a common concern of hospitals. It causes frustration for patients and family members and leads to delays for incoming patients. One way to address this issue is to apply Lean, Six Sigma, and change management techniques.

Read “Creating a Lean Six Sigma Hospital Discharge Process: An iSixSigma Case Study” at

<https://www.isixsigma.com/implementation/case-studies/creating-lean-six-sigma-hospital-discharge-process/> and answer the following questions.

Reference: Rangel, A. n.d. Creating a Lean Six Sigma hospital discharge process: An iSixSigma Case Study. iSixSigma.

Discussion Questions

- a. How did develop a process map of the current discharge process help the team get started? How was the staff involved?
 - b. What was the most important tool for determining the critical drivers of waste and variation?
 - c. Identify factors that contributed to process variation in the discharge process from the discharge order to the patient leaving.
 - d. What specific changes were made in the subprocess of the discharge order to the patient leaving as a result of workflow analysis?
 - e. What specific changes were made in the subprocess of the patient leaving the hospital room to the computer showing the bed as available as a result of the workflow analysis?
2. Turnaround Times for Mammography Reports

4. Please list alternate methods for distributing work assignments and scheduling staff (Points: 15)

5. Develop job procedures to support employees in delivering effective and efficient services (Points: 14)

6. Develop two examples of qualitative and quantitative standards (Points: 9)

7. Review each situation presented below, analyze it relative to the characteristics of the various work measurement techniques available for consideration (time study, predetermined standard data, work sampling, historical data approach, and employee self-reporting or self-logging), and note which measurement tool would work best. (Points: 11)

Situation

Selected Measurement Tool

A management engineering department exists in this healthcare organization and prefers to use scientific methods of measurement. Repetitive tasks are to be measured. Personnel have been unreliable in the past in completing log sheets, but they do not appear threatened by being measured.

Supervisor suspects process improvement is required in the department but there are very limited resources available to do a study. Supervisor wants more statistically valid data than the estimate available through self-logging.

Data is needed immediately. Good records have been consistently maintained on work volume and staffing hours associated with work activities. Employees may be slightly threatened at first and

not be able to participate to provide accurate data.

Accurate data about the volume and type of activities is required and it is needed in about a month from now. However, limited resources (money and personnel) are available in the facility to apply to the work measurement effort. Employees are detail oriented and are generally eager to get involved.