**Directions for assignment HCM 40231 automation for HC efficiency.**

Big Sky Health System, the largest healthcare system in a predominantly rural state, has just bought Windy City Hospital from Health Management Partners (HMP). As part of the purchase agreement, Big Sky agreed to a three-year transitional services agreement from HMP, which allows that Windy City Hospital will continue to use their EMR and includes a clause allowing Big Sky to cancel the agreement with 90 days’ notice. Windy City has been using Meditech, whereas Big Sky uses Cerner for its EMR systems. Per the agreement, HMP will provide some technical support for their system, but their customer service does not have a positive reputation.

At the time of the purchase, Big Sky had hoped to utilize this agreement by transitioning Windy City to Cerner at the end of the three-year period. This timeline was ideal for Big Sky, as they also have plans to implement a new revenue cycle software around the same time. By syncing the two technology updates, it was hoped that the projects could be managed in concordance and thereby avoid multiple, separate initiatives.

However, after purchasing Windy City, the compliance and audit team began a fuller investigation into the Meditech system. All claims were to be audited for accuracy before billing. In addition, all bills were held for auditing purposes to ensure accuracy. More than $10 million in claims have been placed on hold, with the number increasing. During the audit period, it was discovered that Windy City did not place much emphasis on charge capture and accuracy, creating major gaps and a highly manual charging process. For example, nurses were manually charging for medications when dispensing to patients, resulting in many mischarges.



The compliance and audit team’s final report stresses that it is vital to automate the charge process and allow the auditors to exit this billing process. At this point, the options seem to be either 1) rebuild many sections of Meditech or 2) accelerate the transition of Windy City to Cerner ahead of the original three-year schedule.

**Directions**

As the chief information officer of Big Sky, you are responsible for considering these two options and developing an EMR transition proposal for the executive leadership team.

1. You should **include an executive summary** at the beginning of your proposal report. However, it is generally recommended that summaries be created last in the sequence of developing a report, so that you can pull from the body of your report to **highlight the most important information for the executive leadership team.**
2. Then, **articulate your proposal for addressing the EMR issues identified by the audit.** Indicate the option that you think is optimal for Big Sky Health System in this situation. In other words, would you attempt to fix the existing EMR system or transition to Cerner more quickly?
3. Next, defend your proposal using the details provided in the scenario and your knowledge of automation and integration technologies and techniques that can increase efficiency in healthcare. Be sure to do the following:
   * **Analyze the impact of your proposal in terms of its potential value** for Big Sky. In other words, to what extent does your proposal reflect a strategic approach to accomplishing the goal of further automating EMR processes? Support your claims with evidence from the health information management literature.
   * **Explain how your proposal would likely impact both the short-term and long-term productivity and efficiency** of your organization. Support your claims with evidence from the health information management literature.
4. Finally, discuss the high-level implementation considerations implied by your proposal. For example, if you are proposing to fix the existing system, how would you go about requisitioning and managing the rebuild? If you want to accelerate the transition, how would you secure the additional resources needed to transfer all of the existing records? Specifically, be sure to address all of the following considerations:
   * **Explain the advantages and disadvantages of outsourcing within healthcare organizations** with an emphasis on impacts to efficiency.
   * **Describe the legal and ethical considerations** that Big Sky must address for contracting work as they relate to your proposal.
   * Describe how you would go about developing an RFP for the work required to implement your proposal. In your description, be sure to **illustrate the negotiation skills that could be used in securing and managing contracts and contracted work.**

**What to Submit**

**EMR Transition Proposal**  
Your proposal report should include your recommendations, rationale, and implementation considerations for addressing the EMR issues resulting from your organization’s acquisition of Windy City Hospital. It should be formatted

References guide.

#### Reading: Health Information Management, [Chapter 4](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_84)

Read the following sections on pages 84–99 of Chapter 4:

* Current and Emerging Information Technologies in Healthcare
* Technologies Supporting Efficient Access to, and Flow of, Data and Information
* Technologies Supporting Managerial and Clinical Decision Making

This reading from a Shapiro Library e-book introduces the many different types of technologies available to healthcare organizations and how they can be used to manage information and enhance care. You’ll learn about IT options such as electronic health records and speech recognition tools and how technology helps organizations collect, store, and use data.

#### Reading: Health Information Management, [Chapter 14](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_367)

In Chapter 14 (Secondary Records and Healthcare Databases) of this Shapiro Library e-book, you will learn more about why healthcare organizations collect data and the different ways of doing so. The reading explains the difference between primary and secondary data and the role of registries and databases in providing higher-quality patient care. In this reading you will learn about the importance of data collected for registries and how that data is used to look at treatments and approaches to providing care to patients with certain diseases and conditions.

#### Reading: Health Information Management, [Chapter 16](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_449)

Read the sections in this Shapiro Library resource titled Management of the Chargemaster and Maintenance of the Chargemaster on pages 449–452 of this Shapiro Library e-book. This reading explains how chargemaster programs aid the billing process and why they must be regularly maintained. You will learn about the coding system that is part of the chargemaster, and how that coding system is managed to improve efficiencies with billing encounters.

#### Reading: Health Information Management, [Chapter 29](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_869)

Read the section titled Create a Commitment to Change with Vision on pages 869–871 of this Shapiro Library e-book. This short reading explains the elements of effective vision statements and provides an example of a vision statement for informational technology. You will learn about the value and connection a vision has on cascading ideas and buy-in for technology changes for an organization. Creating change begins with a vision and in this reading you will learn where those connections are.

#### reading: [An Epic Switch: Preparing for an Electronic Health Record Transition at Vanderbilt University Medical Center](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edsgih&AN=edsgcl.515253414&site=eds-live&scope=site)

This resource from the Shapiro Library explains how Vanderbilt University Medical Center transitioned its EHR, highlighting how the organization transferred data, managed the scale of the migration, and anticipated potential problems that may occ

#### Reading: Emerging Technologies in Healthcare, [Chapter 3](https://www-taylorfrancis-com.ezproxy.snhu.edu/books/9781482262636/chapters/10.1201/b18431-6)

Chapter 3 (Legislation and Trends in Emerging Technologies) of this Shapiro Library e-book describes technological developments in the healthcare industry and the agencies and regulations governing their use. The reading underscores the advantages of automation technologies but also the privacy and security issues such technologies raise. As you read through this chapter you will learn about telemedicine and how providers can cross state lines to provide care to underserved areas and support those areas that find it challenging to get skilled providers in their remote locations.

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|  | Reading: Health Information Management, [Chapter 5](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_125) Read the two sections titled Medication Management and Clinical Decision Support on pages 125–128 of this Shapiro Library e-book. In this reading you will learn about computerized physician order entry (CPOE) and how it enables medications to be entered into the system electronically and provide billing capabilities. You will also learn about the electronic medication administration record and the related advantages of barcoding and tracking. |

#### Reading: [Three Payer Strategies to Increase Revenue](http://ezproxy.snhu.edu/login?qurl=https%3A%2F%2Fsearch.proquest.com%2Fdocview%2F1243050388%3Faccoun)

In this Shapiro Library article, you will learn about claim scrubber technology and the value it can bring to healthcare organizations, whose billing departments can face a significant percentage of denied claims and medical coding errors. This reading explains how claim scrubbers add a layer of quality reviews, which can help support clean billing. Clean billing is considered as a claim sent out without any errors in it. Clean bills will pass inspections from audits or post billing reviews for fraud, waste, and abuse concerns.

#### Reading: [PathBot: A Radiology-Pathology Correlation Dashboard](http://ezproxy.snhu.edu/login?qurl=https%3A%2F%2Fsearch.proquest.com%2Fdocview%2F1962549329%3Faccountid%3D3783)

This Shapiro library article discusses new automated technology that helps to support the matching of radiology and pathology reports for radiologic-pathology analysis. In order to give patients appropriate medical treatment, healthcare organizations and specialists depend upon the manual review of both radiology reports and pathology reports. When interventional radiology performs a biopsy, the radiological report has to wait for the results of the pathology report, but it can go undetected in a system full of reports if not carefully watched for. This new technology helps solve that problem.

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|  | Reading: [Total Laboratory Automation: Do Stat Tests Still Matter?](https://www-sciencedirect-com.ezproxy.snhu.edu/science/article/pii/S0009912016307378?via%3Dihub) As you read through this Shapiro Library article, you will learn about an automation system for the laboratory and how it can optimize efficiencies within healthcare organizations. This system can be designed and connected in such a way that it provides real-time results—whether it is a stat lab or not, for any healthcare organization that implements it. As you read through this article you will learn about a new way organizations can use technology to increase the quality of care and decrease costs. |

#### Reading: [Investigating the Challenges of Project Governance Processes of IT Projects](https://www-sciencedirect-com.ezproxy.snhu.edu/science/article/pii/S1877050918317617?)

This Shapiro Library article describes the barriers and risks that arise with information technology, and it explains how organizations can address them. In particular, the article covers the importance of information technology governance and what it takes for an organization to put a governance plan in place. In this reading, you will learn about stakeholders in information technology projects and how multiple stakeholders can be responsible for making decisions throughout the project to help make it successful.

#### Reading: Health Information Management, [Chapter 26](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_818)

Read the section titled Process Improvement Methodologies on pages 818–832 of this Shapiro Library e-book. This material introduces approaches and methodologies that healthcare organizations use to make their processes more effective and efficient. Continuous quality improvements are connected with information technology changes and automation within a healthcare organization.

#### Reading: [Implementing Technology in Healthcare: Insights from Physicians](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=cmedm&AN=28655299&site=eds-live&scope=site)

In this Shapiro Library article, the authors make a compelling case for the value of involving physicians in the strategic planning of information technology initiatives. Since physicians have first-hand experience of their patients—from first encounter through treatment and follow-up—they are uniquely positioned to identify ways of improving patient care. The reading shares how physicians’ perspectives can be carried over to information technology projects and result in dynamic change. Though the information is focused on the Barcelona Medical Association, these same issues apply to healthcare organizations in the United States.

#### Reading: [An Approach for Implementation of SNOMED-CT in Healthcare Information Systems](https://ieeexplore-ieee-org.ezproxy.snhu.edu/stamp/stamp.jsp?tp=&arnumber=8487867)

In this article from the Shapiro Library, you will learn about the critical role of standardization in the implementation of clinical, billing, and overall electronic record processes. The article stresses the importance of standard language and explains how standardization can enable quality measurements, data mining, and even opportunities for organizational improvement. You will also learn about the challenges that healthcare entities face when trying to streamline and standardize the capture of information to improve their quality of care. The article discusses healthcare in India but is also significantly relevant to U.S. healthcare organizations.

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|  | Reading: [Transition Issues](https://www.healthit.gov/sites/default/files/playbook/pdf/ehr-contract-guide-chapter-9.pdf) This resource from the Office of the National Coordinator for Health Information Technology explains why organizations might switch electronic health records (EHRs), as well as outlines key items that may be negotiated with contracted vendors to support the transition. |
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#### Reading: Health Information Management, [Chapter 12](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_308)

Read pages 308–327 (Legal Aspects of Health Information Management and Use of Health Records in Litigation) in Chapter 12 of this Shapiro Library e-book. You will learn about agencies that provide rules and criteria which help healthcare organizations achieve high-quality care for their patients. These sections cover the importance of privacy and security with regard to patient information and what requirements healthcare organizations must meet in order to be in compliance. In particular, you will learn about legal medical record retention laws and disclosure criteria.

#### Reading: Health Information Management, [Chapter 13](http://ezproxy.snhu.edu/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=667492&site=eds-live&scope=site&ebv=EB&ppid=pp_343)

In this Shapiro Library e-book, read the following sections:

* Ethical Foundations in Health Information Management, pages 343–350
* Ethical Responsibilities of the HIM Professional, pages 350–354
* Important Health Information Ethical Problems, pages 356–361

In these sections you will learn how the required collection of information legally impacts a healthcare organization and the processes that the organization puts in place. You will learn how ethical codes of conducts produced by associations and organizations provide tools to guide and instruct professionals regarding what is required of them in the professional setting. As you read through these three sections you will learn about barriers or challenges that organizations can face with ethical concerns.

Some websites that may help:

<https://journalofethics.ama-assn.org/article/hitech-act-overview/2011-03>

<https://www.healthit.gov/playbook/electronic-health-records/>