



Contents

Preface xii

About the Authors xiv

Acknowledgments xv

Section 1	Healt	h Data Management	. 1
	Case 1-1	Subjective, Objective, Assessment, and Plan (SOAP) Statements	
		and the Problem-Oriented Medical Record (POMR)	2
	Case 1-2	Problem-Oriented Medical Record (POMR) Record Format	3
	Case 1-3	Master Patient Index (MPI) and Duplicate	
		Medical Record Number Assignment	5
	Case 1-4	Enterprise MPI	7
	Case 1-5	Chart Check-Out Screen Design and Data Quality	8
	Case 1-6	Patient Demographic Data Entry Screen Design and Data Quality	10
	Case 1-7	Encounter Abstract Screen Design and Data Quality	12
	Case 1-8	Coding Abstract Data Entry Screen Design and Data Quality	14
	Case 1-9	Designing a Report for Radiology and Imaging Service Examinations	16
	Case 1-10		17
	Case 1-11		18
	Case 1-12		
		Version 2.0 (MDS 2.0)	19
	Case 1-13	Data Collection for the Health Plan Employer Data	
		and Information Set (HEDIS) in Managed Care	20
	Case 1-14	Birth Certificate Reporting Project	21
	Case 1-15		33
	Case 1-16		
		Performance Measures for the Joint Commission	34
	Case 1-17	v -	35
Section 2	Clinic	eal Classification	
	Syste	ems and Reimbursement	
	Meth	ods (36
	Case 2-1	Official Coding Resource	37
	Case 2-2	ICD-9-CM Text	38
	Case 2-3	Coding Quality	39
	Case 2-4	Documentation Support for Principal Diagnosis	41
	Case 2-5	Improving Coding Quality	42
	Case 2-6	Chargemaster Audit	43

	Case 2-7	Chargemaster Maintenance	44
	Case 2-8	Selecting Coding Classification Systems	45
	Case 2-9	Presentation on ICD-10-CM and ICD-10-PCS	46
	Case 2-10	Encoder Functional Requirements	47
	Case 2-11	Encoder Selection	48
	Case 2-12	Request for Information (RFI) for Encoder Systems	49
	Case 2-13	Physician Query Policy	50
	Case 2-14	Physician Query Evaluation	53
	Case 2-15	Physician Education	58
	Case 2-16	Using Workflow Technology in Physician Query Management	59
	Case 2-17	Physician Orders for Outpatient Testing	60
	Case 2-18	Report Generation	61
	Case 2-19	Potential Compliance Issue	62
	Case 2-20	Discharge Planning	64
	Case 2-21	Documentation Improvement	65
	Case 2-22	Coder Education	66
	Case 2-23	Developing a Coding Quality Plan	67
	Case 2-24	High-Risk Diagnosis-Related Groups (DRGs)	68
	Case 2-25	Diagnosis-Related Group (DRG) Comparisons	69
	Case 2-26	Diagnosis-Related Group (DRG) Changes	71
	Case 2-27	Complication/Comorbidity (CC)	
		Diagnosis-Related Group (DRG) Analysis	72
	Case 2-28	Estimated Diagnosis-Related Group (DRG) Payments	74
	Case 2-29	Case Mix Index (CMI) Trends	75
	Case 2-30	Case Mix Index (CMI) Investigation	77
	Case 2-31	Top 10 Diagnosis-Related Groups (DRGs)	79
	Case 2-32	Case Mix Index (CMI) Analysis	94
	Case 2-33	Medicare Provider Analysis and Review (MEDPAR) Data Analysis	95
	Case 2-34	Explanation of Benefits (EOB)	112
	Case 2-35	Qualification for Insurance	113
	Case 2-36	Medicare Part D	114
	Case 2-37	Medicare Coverage	115
	Case 2-38	Local Care Determination (LCD)	116
	Case 2-39	National Coverage Determination (NCD)	117
	Case 2-40	Calculating Medicare Inpatient Psychiatric Reimbursement	118
	Case 2-41	Medical Necessity	121
	Case 2-42	Calculating Commercial Insurance Reimbursement	123
	Case 2-43	Ambulatory Payment Classification (APC)	124
	Case 2-44	Discharged Not Final Billed (DNFB) Reduction	125
ection 3	Statis	stics and	
	Quali	ty Improvement 1	27
	Case 3-1	Inpatient Service Days	128
	Case 3-2	Average Daily Census	129

	Case 3-3	Length of Stay (LOS)	130
	Case 3-4	Average Length of Stay (ALOS)	131
	Case 3-5	Percentage of Occupancy for Month	133
	Case 3-6	Percentage of Occupancy for Year	134
	Case 3-7	Consultation Rate	135
	Case 3-8	Nosocomial and Community-Acquired Infection Rate	136
	Case 3-9	Incidence Rate	137
	Case 3-10	Comparative Health Data: Hospital Mortality Statistics	138
	Case 3-11	Joint Commission Hospital Quality Check	139
	Case 3-12	Nursing Home Comparative Data	140
	Case 3-13	Clinical Quality Improvement in Long-Term Care (LTC)	141
	Case 3-14	Relative Risk Comparison	142
	Case 3-15	Determining Appropriate Formulas: Ratios	143
	Case 3-16	Calculating Obstetrics (OB) Statistics	144
	Case 3-17	Research Cesarean Section Trend	146
	Case 3-18	Hospital Statistics Spreadsheet	147
	Case 3-19	Benchmarks for Leading Causes of Death	150
	Case 3-20	Mortality Incidence in Alzheimer's and Memory-Impaired Patients	151
	Case 3-21	Principal Diagnoses for U.S. Hospitalizations	152
	Case 3-22	Diagnosis-Related Groups (DRGs) and Revenue	153
	Case 3-23	DRG 110 versus DRG 111 Cost Analysis (DRG version 10)	154
	Case 3-24	Calculating Physician Service Statistics	155
	Case 3-25	Determining the Percentage of Patients with Unacceptable	
		Waiting Time	156
	Case 3-26	Systems Analysis of Health Information Management (HIM)	
		Function from Clinical Experience	157
	Case 3-27	Clinical Quality Improvement Literature Research	158
	Case 3-28	Quality Improvement (QI)/Performance Improvement (PI)	
		Interview Project	159
Section 4	Healt	hcare Privacy,	
		identiality, Legal,	
			60
	Case 4-1	Notice of Privacy Practices (HIPAA)	161
	Case 4-2	Accounting for Disclosure of Protected Health Information (PHI)	
	0000 . 2	Under the Health Insurance Portability and Accountability Act (HIPA	A) 163
	Case 4-3	Request for Accounting for Disclosure of Protected	,
	0400 . 0	Health Information (PHI) (HIPAA)	164
	Case 4-4	Legal Issues in Accounting for Disclosure of Protected	
	0000 : :	Health Information (PHI) to the Health Department (HIPAA)	165
	Case 4-5	Patient Right to Amend Record (HIPAA)	166
	Case 4-6	Institutional Process for Patient Request to Amend Record (HIPAA)	167
	Case 4-7	Alteration of Patient Record	169
	Case 4-8	Investigating Privacy Violations (HIPAA)	170

Case 4-9	Investigation of Breach of Privacy (HIPAA)	171
Case 4-10	Privacy Violation by Former Employee (HIPAA)	172
Case 4-11	Privacy and Security Training for New Staff (HIPAA)	173
Case 4-12	Release of Information (ROI) Staff Privacy and Health Insurance	
	Portability and Accountability Act (HIPAA) Training Test	175
Case 4-13	Compliance with Privacy Training (HIPAA)	177
Case 4-14	Privacy Plan Gap Analysis (HIPAA)	178
Case 4-15	Security Measures for Access to Protected Health Information (HIPAA)	179
Case 4-16	Access to Health Information for Treatment (HIPAA)	180
Case 4-17	Monitoring Regulations Affecting Healthcare (Federal Register)	1 81
Case 4-18	Monitoring Legislation Affecting Healthcare (Thomas)	182
Case 4-19	Antidumping Regulations	183
Case 4-20	Responsibilities in Release of Information (ROI)	184
Case 4-21	Release of Information and the "Legal Record"	185
Case 4-22	Personal Rights to Healthcare Information	186
Case 4-23	Authorization for Release of Information (ROI)	187
Case 4-24	Processing a Request for Release of Information (ROI)	194
Case 4-25	Reporting Communicable Diseases	195
Case 4-26	Disclosure of Information from a Psychiatric Record	197
Case 4-27	Processing a Request for Information from an Attorney	198
Case 4-28	Processing a Request for Health Information from a Patient	199
Case 4-29	Processing a Request for Certified Copy of Health Information	200
Case 4-30	Processing a Request for Health Information	
	for Worker's Compensation	201
Case 4-31	Valid Authorization for Requests for Release of Information (ROI)	202
Case 4-32	Health Information Management (HIM) Department Process for	
	Subpoenas for Release of Information (ROI)	203
Case 4-33	Validate Subpoenas for Release of Information	204
Case 4-34	Quality and Performance Improvement in Release	
	of Information (ROI) Turnaround Time	209
Case 4-35	Planning for a New Release of Information (ROI) Department	210
Case 4-36	Choosing a Personal Health Record (PHR)	211
Case 4-37	Updating the Retention and Destruction Policy for Healthcare Records	212
Case 4-38	Evaluating Records for Destruction	213
Case 4-39	Developing a Documentation Destruction Plan	214
Case 4-40	Informed Consent for Surgery	215
Case 4-41	Informed Consent Evaluation	216
Case 4-42	Informed Consent: Legal and Ethical Issues	217
Case 4-43	Ethics and Do Not Resuscitate (DNR) Orders	218
Case 4-44	Patient's Right to Refuse Treatment	219
Case 4-45	Advanced Directives	220
Case 4-46	Patient Self-Determination Act	221
Case 4-47	Duty to Report Unethical Behavior (Clayton Act)	222

	Case 4-48	Research Studies and Ethics	223
	Case 4-49	Identity Theft	224
	Case 4-50	Analyzing Incident Reporting Form Design	225
	Case 4-51	Employee Incident Reporting	227
	Case 4-52	Investigating an Incident	228
	Case 4-53	American Health Information Management Association (AHIMA)	
		Code of Ethics	230
Section 5	Infor	mation Technology	
		_	231
	Case 5-1	System Conversion	232
	Case 5-2	Web Page Design	234
	Case 5-3	Policy and Procedure Development	235
	Case 5-4	Database Design	236
, ,	Case 5-5	Database Development	237
	Case 5-6	System Selection	238
	Case 5-7	System Life Cycle	239
	Case 5-8	Data Collection Questionnaire and Interview	
		Questions for Systems Analysis	240
	Case 5-9	Developing a Data Collection Plan for Systems Analysis	241
	Case 5-10	Information System Project Steering Committee	243
	Case 5-11	Developing a System Selection Plan	244
	Case 5-12	System Selection	245
	Case 5-13	System Testing Plan	249
	Case 5-14	Workflow Technology	250
	Case 5-15	Developing a Workflow Plan	251
	Case 5-16	Goals of the Electronic Health Record (EHR)	253
	Case 5-17	Order Entry/Results Reporting (OE/RR)	254
	Case 5-18	Normalization of Data Fields	255
	Case 5-19	Human Resource Database	256
	Case 5-20	Tumor Registry System Questionnaire	257
	Case 5-21	Bar Code Standards	258
	Case 5-22	Bar Code Policy	259
	Case 5-23	Conversion of Admission Discharge Transfer (ADT) System	260
	Case 5-24	Admission Report Design	262
	Case 5-25	Choosing Software Packages	263
	Case 5-26	General Office Software	264
	Case 5-27	Selecting an Internet-Based Personal Health Record (PHR)	265
	Case 5-28	Personal Health Record (PHR) Education	266
	Case 5-29	Data Warehouse Development	267
	Case 5-30	Data Tables	268
	Case 5-31	Electronic Forms Management System	270
	Case 5-32	Failure of an Electronic Health Record (EHR) System	271

	Case 5-36	Evaluating Systems for Health Insurance Portability	
		and Accountability Act (HIPAA) Compliance	276
	Case 5-37	Website Resources	277
	Case 5-38	Entity Relationship Diagrams	278
	Case 5-39	Identifying Relationships between Entities	279
	Case 5-40	Quality Control of Scanning	280
	Case 5-41	Contingency Planning	281
	Case 5-42	Business Continuity Planning	282
	Case 5-43	Audit Triggers	283
	Case 5-44	Password Management	284
	Case 5-45	Electronic Health Record (EHR) Security Plan	285
	Case 5-46	Electronic Health Record (EHR) Training Plan	286
	Case 5-47	Strategic Planning	287
	Case 5-48	Single Vendor or Best of Breed	289
	Case 5-49	Functional Requirements of a Transcription System	290
ection 6	Mana	gement and Health	
		mation Services	291
	Case 6-1	Developing an Organizational Chart for Health Information	
		Management (HIM)	292
	Case 6-2	Writing a Policy and Procedure	293
	Case 6-3	Work Measurement Study	295
	Case 6-4	Evaluating Employees' Skills	296
	Case 6-5	Recruiting Resources	297
	Case 6-6	Recruitment Advertisement	298
	Case 6-7	Interviewing Job Applicants	299
	Case 6-8	Job Applicant and the Americans with Disabilities Act (ADA)	301
	Case 6-9	Developing a Training Plan	302
	Case 6-10	Department Coverage	303
	Case 6-11	Decision Making	304
	Case 6-12	Progressive Disciplinary Approach	305
	Case 6-13	Falsification of Information on Employment Application	308
	Case 6-14	Time Management	309
	Case 6-15	Interdepartmental Communications	310
	Case 6-16	Merit Raise	312
	Case 6-17	Incentive-Based Compensation Programs	313
	Case 6-18	Payroll Budget Decisions	317
	Case 6-19	Budgeting for Reducing Payroll	319
	Case 6-20	Calculating Salary Increases	321
	Case 6-21	Planning for Paper-Based Record Retention	325

Case 5-33 Preparation for an Electronic Health Record (EHR) System

Case 5-34 Employee Termination Procedure

Case 5-35 Intranet Functionality

273

274

275

	Case 6-22	Planning for Electronic Record Retention	328
	Case 6-23	Calculating Department Operations Budget	330
	Case 6-24	Net Present Value (NPV) Method of Evaluating a Capital Expense	333
	Case 6-25	Accounting Rate of Return Method of Evaluating a Capital Expense	334
	Case 6-26	Payback Method of Evaluating a Capital Expense	335
	Case 6-27	Developing the HIM Operations Budget	337
	Case 6-28	Developing the HIM Department Budget	339
	Case 6-29	Filing System Conversions	343
Section 7	Proje	ct and Operations	
		_	45
	Case 7-1	Organizational Chart	346
	Case 7-2	Job Description Analysis	347
	Case 7-3	Productivity Study	348
	Case 7-4	Performance and Quality Improvement in a Coding Department	349
	Case 7-5	Performance Improvement for a File Area	351
	Case 7-6	Instituting Productivity and Quality Standards	
		for Imaging or Scanning Records	353
	Case 7-7	Evaluation of Transcription Department	354
	Case 7-8	Performance and Quality Evaluation and Improvement of the Health	
		Information Management (HIM) Department	356
	Case 7-9	Creating a Workflow Diagram for Discharge Processing	358
	Case 7-10	Improving Workflow Process for Performance Improvement	
		for Discharge Processing	359
	Case 7-11	Physical Layout Design for the Health Information	
		Management (HIM) Department	360
	Case 7-12	Revision of the Information Management Plan	362
	Case 7-13	Defining a Project	364
		Job Description for Project Manager	365
		Forming Committees	366
	Case 7-16	Committee to Perform System Benefits Analysis	368
	Case 7-17	Project Management and Program Evaluation Review	
		Technique (PERT) Chart	369
	Case 7-18	Project Management and Analysis of a Gantt Chart	371
	Case 7-19	Creating a Gantt Chart	379
	Case 7-20	Evaluation of Project Management Budget Variance	380
	Case 7-21	Developing a Filing System and Evaluating Equipment Needs	382
	Case 7-22	Project Planning for Conversion from Alphabetic	00 -
		to Terminal Digit Filing	384
	Case 7-23	Planning the Health Information Management (HIM)	٠.
		Department for a New Facility	385
	Case 7-24	Designing the Health Information Management (HIM)	550
		Department Functions for a New Facility	386