

Case Study 2: The Remote Health Information Management Department

Objectives

- Assess the strengths, weaknesses, opportunities, and threats associated with developing a remote HIM department.
- Report on the best practices for managing HIM functions remotely.
- Create a procedure for evaluating the quality and quantity of work performed by remote workers.
- Create a training session to prepare HIM employees to successfully work remotely.

Instructions

Review the case scenario below and complete the required deliverables utilizing content from the following chapters: chapter 2, chapter 9, and chapter 10.

Scenario

The HIM department at University Hospital is running out of space for all of its employees. The department is not physically located on the same property as the main hospital so many functions within the department are managed at a remote site. Lindsey, the director of HIM, has been networking with some of her HIM colleagues and found that many have their employees work remotely. Lindsey reports to the chief financial officer (CFO) who feels that Lindsey should perform a thorough analysis of all the job functions prior to assigning all of her workforce to work from home. The CFO also feels that further research should be performed by Lindsey in regard to the best practices associated with a remote HIM workforce. The current functions performed by the HIM department are outlined below along with general information about the typical tasks for each function and the number of staff performing the tasks.

HIM Current Functions

HIM Function	Location	Typical Tasks	Staff Performing Tasks
HIM staff management	In-house	<p>Manages day to day functions of the tasks outlined below.</p> <ul style="list-style-type: none"> • Communicates with employees via email and in person meetings. • Utilizes electronic systems for managing and assigning work performed by employees. 	<p>HIM director HIM manager HIM coding manager</p>
Coding	<p>In-house</p> <p>All coders currently work onsite. The number of coding staff has grown by about 30% over the last year so desk space is at a premium.</p>	<p>Code all inpatient and outpatient encounters utilizing the her.</p> <p>All coding lists are managed electronically by coding staff and the coding manager.</p>	<p>Inpatient and outpatient coders (10 total) report to the coding manager.</p>

HIM Function	Location	Typical Tasks	Staff Performing Tasks
Transcription	Outsourced	Reports are electronically interfaced into the EHR by the transcription vendor	The transcription coordinator reviews interface logs to ensure the appropriate transfer of data takes place between the transcription company and the EHR. Reports to the HIM manager.
Release of information (ROI)	In-house	ROI coordinators perform the ROI function utilizing the EHR. There are still some paper records on site and at remote storage. ROI coordinators retrieve information as needed and make paper or electronic copies. ROI staff also manage the patient information desk and handle in-person and phone requests.	ROI coordinators (5 total) report to the HIM manager.
Chart completion	In-house	All chart completion processes are managed utilizing electronic worklists. Chart completion analysts contact physicians regarding online chart completion via a work basket.	Chart completion analysts (2 total) report to the HIM manager.
Data quality	In-house	Duplicate record clean up. Coding quality analysis. Interface management of scanned documents. All of these tasks are performed utilizing electronic worklists.	Data quality specialists (6 total) 2 report to the HIM coding manager 4 report to the HIM manager
Document imaging and chart management	In-house	All imaging of documents that cannot be created electronically are performed by the document imaging staff. Chart management clerks pull paper records and charts for ROI and for caregivers as requested. The portion of paper records on site has decreased over the past few years.	Document imaging coordinators (2 total) and chart management clerks (3 total) report to the HIM manager.

Assumptions

- The information services department is willing to set up the appropriate health information systems so that work can be performed safely and securely at home for the selected HIM employees.
- The CFO will support Lindsey's decision for a remote HIM workforce as long as she performs a SWOT analysis (chapter 2) and a thorough research of best practices.

Deliverables

1. Perform a SWOT analysis that outlines the appropriate items for creating a remote HIM department. An example is provided in chapter 2.
2. Create a report (no more than two pages) to the CFO that outlines which HIM functions could be managed from home and which functions will need to stay located within the HIM office. Research the best practices associated with the functions that are selected to be managed from home and explain how to incorporate these practices into managing a remote workforce. Evaluate whether or not HIM management staff can work remotely as well and if so, outline the portion of time each manager may work at home. Provide appropriate references for the researched articles.
3. Choose one HIM function mentioned above and develop a procedure for evaluating the quality and quantity of work performed by a remote workforce. This procedure will include the tools that will be utilized to evaluate the quality and quantity of work, the frequency of monitoring the work, and outcomes if employees are performing below agreed upon job standards of quality and quantity. Use the job procedure template in chapter 2.
4. Develop a training session that prepares the selected HIM employees to work from home. Create an outline of all the items that need to be included within the training session based on the best practices found when researching managing remote workers. Utilize a presentation product and create slides for the presentation based on the outline. The presentation should utilize good slide format with a title and five to six bullet items on each slide. The second slide of the presentation should include learning objectives for the audience. The presentation should include no more than 10 to 12 slides with a summary slide that allows for questions. The final slide in the presentation should include references.