

Week Five Case Studies

### Case Scenario 1

The practice manager at Happy Cardiology Services has been asked by human resources to create and implement a program to address concerns brought by the coding, billing, and credentialing staff (n=10). Staff collectively feel that administration does not fully understand their job duties and does not provide a way for the staff to share their concerns about the work environment. Comments have also been made to human resources that some employees feel pressure to up-code and aggressively seek payment from patients. Morale is low, and staff have been resigning rapidly. They are currently at a turnover rate of 22%.

### Case Scenario 2

The staff members at Smiley Hospital are assigned to specific patient age groups and their responsibilities differ across the unit. The staff has been complaining that their evaluations do not accurately measure their responsibilities and that they are being measured on performance outcomes they cannot control. Morale is low because they believe their work is not being recognized or distributed fairly (leadership/ethical issue). The directors at Smiley Hospital have been challenged with developing a new way to fairly assign and assess individual performances according to their various job descriptions.

### Case Scenario 3

The quarterly reports of expenditures for all the St. Agnes Health System have been distributed. You are the director of the team for the Orthopedic Clinic, and your area has grossly overspent its budget for the third consecutive quarter. There are rumors circulating that your job depends on reducing costs for supplies, the most expensive item on the list. Other rumors suggest that all the clinic staff fear they will lose their jobs if the poor financial report for the clinic causes the board to convert the clinic into an urgent care or outsource services (issues as to culture and the health of work environment, such as rumors, toxicity, and ethics related to culture and communication). There has been an increase in sick calls by everyone on the team. Although morale has been low, you have been adequately staffed.