

This study. The researchers from this study are still billing, and Karen and Dave immediately develop a plan to study all of the bills over a 20-day period and

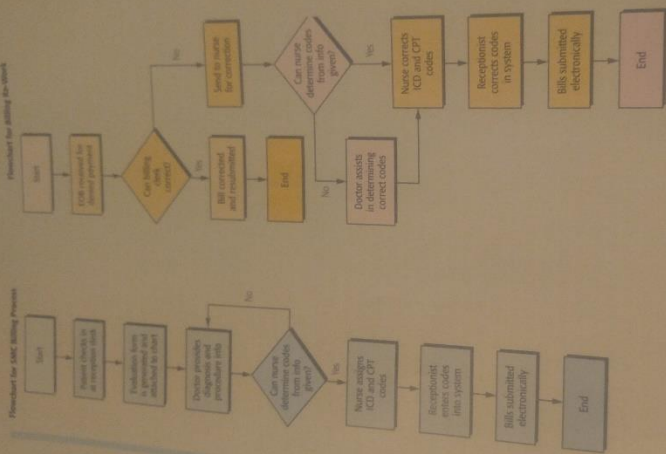


FIGURE 11.21

CASE STUDY Southwestern Medical Center

Dr. Carl is the new CFO at Southwestern Medical Center, an average of 90 to 100 physicians. He has a background in management the hospital, and he is looking for ways to improve the hospital's financial performance. He has a background in management the hospital, and he is looking for ways to improve the hospital's financial performance. He has a background in management the hospital, and he is looking for ways to improve the hospital's financial performance.

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PART II: Tools and Technical Issues

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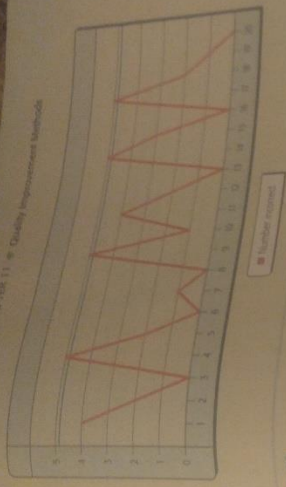


FIGURE 11.22

QUESTIONS

- Analyze the data in Figure 11.22 and, using the appropriate control chart, determine whether the system is in control.
- Using the data in Table 11.12, develop appropriate control charts to determine whether the coding process is under control for each doctor.

1. Suggest recommendations to reduce billing errors.

Table 11.12

Day	Dr. Ace		Dr. Bennett		Dr. Curry	
	# Bills Reviewed	# Correct	# Bills Reviewed	# Correct	# Bills Reviewed	# Correct
1	33	31	31	30	25	23
2	35	33	29	28	24	24
3	38	38	30	28	28	26
4	35	35	28	26	22	16
5	33	29	30	30	24	24
6	40	40	31	31	19	12
7	37	37	29	28	24	20
8	41	39	30	29	23	17
9	34	34	32	30	23	19
10	32	31	30	29	25	25
11	36	36	28	28	24	24
12	35	35	30	30	16	10
13	40	38	24	24	26	21
14	38	38	33	32	25	25
15	36	36	34	33	24	24
16	38	38	30	30	26	26
17	34	32	29	28	24	18
18	35	35	28	28	28	28
19	36	35	30	30	25	25
20	34	34	30	29	25	23
Sum	720	706	660	588	480	432
Average	36	35.3	33	29.4	24	21.4
Error Rate		1.9		2.0		10.0