**Case Analysis**

You were recently hired as the clinic administrator for a pediatric clinic funded by Sleepy Hospital. The clinic provides care to children from multi-ethnic families, of which many have low-incomes. The children that present at the clinic need various levels of care, but many require continuous follow-ups to manage chronic diseases that afflict children (e.g., asthma, childhood obesity, lead poisoning, juvenile diabetes).

After a week on the job and observing the practice, you note various issues in the clinic that require immediate attention. Additionally, you learn about rumors pertaining to the Mayor’s office’s desire to close the clinic. These rumors have made your staff and the clinicians uneasy. You notice frustration and low morale among the clinicians and staff.

Clinic Background

The pediatric clinic has been in operation for 30 years. It was originally designed for a capacity of 50 patients per day. In the last year, the clinic has seen an increase in its census to an average of 85 patients a day. The population in the community has grown and there is no other pediatric clinic in the area. Despite the increase in patient load, there are only four exam rooms. Furthermore, over the years, the patients are presenting with more chronic diseases and challenging issues (e.g., behavioral and psychological problems).

These conditions have put a strain on the clinical personnel, which consists of one licensed pediatrician, one licensed registered nurse, two licensed lab technicians, and two certified nurse’s aides. In addition to their clinical duties, the nurse’s aides register the patients. Moreover, the nurse’s aides – only certified to do vital stats and EKGs – are now assisting with blood draws.

The clinic has one room for x-rays; and, a licensed radiologic technician comes to the office once a week. Given the high need for x-rays, the lab technicians take turns doing x-rays on the other days, although they are not licensed. All staff, except the physicians, are union members and do not wish to change their hours of work to accommodate the current patient load. The clinic is in disrepair and most of the needed upgrades require money, which the clinic does not have and neither does the City. The bad economy, which has resulted in cuts to the City and State budgets, has prohibited the City from allocating additional funds to the clinic.

The clinic has never made a profit in spite of most children seen in the clinic being eligible for Medicaid/Child Health Plus. Many of the patients are too poor to be able to afford care or even pay any deductible or co-insurance payments that are required by their insurance plans. To help make ends meet the previous administrator allowed the clinic’s billing department to

bill these patient’s insurance plans for one or two ‘extra treatments’ to make up for the financial shortfall. The former administrator felt that even though the patients did not receive any care or treatment at the clinic on those ‘extra treatment’ days the insurance companies still should pay them as if they did receive care. After all, without the money from these ‘extra treatments’ the clinic may not financially survive and then who would be available to take care of these patients?

**Case Analysis**:

When reviewing this case, assume that YOU are the new clinic administrator.

There are a number of issues presented here. You cannot address all of them at once and therefore, must prioritize the issues. Identify the key issues and ask yourself:

1. What are the legal issues in this case and which two will you address first - why?
2. How do all the issues relate to one another?
3. Why are these things happening?
4. What is the liability for the clinic and/or the employees (Be specific)?

**Formatting:**

1" margins, 12 font, APA title page and reference page, APA style throughout,

3-4 content pages (Do not count title or reference page).

Recommended outline for the case anaysis

• Introduction [1 paragraph]

o Briefly describe your role and the situation (overview only)

o Describe the key issues that you will fix (in your own words)

o State why you have chosen to focus on these issues (your rational for making them a priority)

• Body [2-3 pages]

o Describe issue #1

\_ What are the facts?

\_ Why is it happening?

\_ Why is it an issue of civil or criminal liability?

\_ What is the legal and/or ethical problem?

• *Explain if the problem violates a law or if it is just a matter of ethics*

o Describe issue #2

\_ What are the facts?

\_ Why is it happening?

\_ Why is it an issue of civil or criminal liability?

\_ What is the legal and/or ethical problem?

• *Explain if the problem violates a law or if it is just a matter of ethics*

o Relating the issues

\_ How do the issues relate to one another?

\_ What is the impact on the clinic?

o Recommendations

\_ How do you propose to correct the situation?

\_ If it is a legal or regulatory matter, what laws will you look at to ensure

compliance and reduce liability?

\_ If it is an ethical issue, is there a code of ethics or a set of moral values that will reduce the chance of a moral dilemma from occurring?

• Conclusion [1 or 2 paragraphs]

o Restate your perspective on the situation and the issues you highlighted

o State the importance of your recommendations to the survival of the clinic

• References

* This goes on a separate page that does not count towards the page limit
* List at least two outside references in APA style