

## **Annotated Bibliography**

Your Name

The University of Arizona Global Campus

ACC281: Accounting Concepts for Health Care Professionals

Instructor's Name

Due Date

### **Week 3: Annotated Bibliography**

The acquisition of XYZ Health Care Organization by Avalon Health Care Organization presents a complex scenario involving financial evaluation, strategic planning, regulatory compliance, operational management, and quality improvement initiatives. To comprehensively analyze this case and generate sound recommendations, a variety of sources have to be consulted. This integration of the knowledge pieces from the multidisciplinary fields will provide a holistic insight into the complex set of health care problems and opportunities, which in turn facilitates the course of action that stabilizes financial sustainability, standardizes operations, and meets regulatory requirements at the same time to deliver quality health care.

Alradhi, Z., & Alanazi, A. (2023). The Road Ahead and Challenges of Revenue Cycle

Management in Saudi Governmental Hospitals. *Healthcare*, 11(20), 2716.

<https://doi.org/10.3390/healthcare11202716>

This article is about the drain on revenue for Saudi hospitals arising from the disorganization in their revenue cycle management. The authors recognize the critical issues, which include the antiquated billing system, the lack of qualified manpower, and the substandard processes. Here, the research uses the results from the interviews with the revenue cycle management (RCM) staff from hospitals in Saudi Arabia as the source of information, which is useful for the analysis of issues and barriers in practice. The authors insist that a holistic approach, which takes into account the technological and human resources aspects of RCM, is a prerequisite. They suggest the utilization of electronic health records and automated billing systems and the development of comprehensive training programs that will enable the staff to be conversant with the complexities of RCM processes. This source is valuable as it offers the financial management side of healthcare organizations, which is a key element for cost-effective

care delivery, and aligns the research paper's focus on financial management strategies in healthcare.

Bosak, S., Yazdani, S., & Ayati, M. H. (2023). Approaches and Components of Health Workforce Planning Models: A Systematic Review. *Iranian Journal of Medical Sciences*, 48(4), 358–369. <https://doi.org/10.30476/ijms.2022.94662.2600>

This systematic review provides a review of health workforce planning models that involve different approaches and components. According to the authors, proper planning of the workforce is one of the essential factors for providing the required staffing levels and ensuring quality care. They critically assess the benefits and shortcomings of the different types of workforce planning models, proposing ways for their enhancement and sound implementation. In addition, they define the main factors to be considered in formulating comprehensive workforce planning models, like supply and demand projections, skill mix analysis, and scenario-based forecasting.

Additionally, the review also highlights the necessity of multiple data sources, including labor market statistics, educational program data, and health care utilization indicators. The authors make it clear that cooperation is the key for various stakeholders, such as policymakers, educators, and healthcare providers, to make effective workforce planning strategies. This source is relevant as it provides valuable insights into the strategic planning aspect of healthcare management, which is essential for ensuring the availability of necessary human resources and maintaining healthcare quality and safety, aligning with the research paper's focus.

Burmeister, D. B. (2023). Understanding the Wide-Reaching Impact of Healthcare Merger and Acquisition Activity. *International Journal of Health Policy and Management*, 12, 8049. <https://doi.org/10.34172/ijhpm.2023.8049>

This article uncovers the most influential impact of mergers and acquisitions in the healthcare sector. The author highlights the possible advantages, including economies of scale, power bargaining, and expansion to new markets and sources. Also, the article touches upon the role of mergers and acquisitions in the healthcare industry in terms of quality, access, and affordability and thus offers a balanced view on the benefits and drawbacks of such strategic moves. The author makes this point well when he stresses the significance of giving due diligence procedures a lot of thought and making sure that consolidation efforts are focused on the interests of patients and the larger healthcare system. Nevertheless, the article draws attention to possible challenges that may arise, such as cultural integration difficulties, regulatory barriers, and the possibility that care for patients may be adversely affected or healthcare costs may increase. Hence, this article is relevant as it delivers useful information about the strategic processes of healthcare consolidation and the implications, which might be vast. The issues that might be related to healthcare quality, safety, and cost-effectiveness will be dealt with.

Owolabi, O., Olatoye, F., Elufioye, O., & Okunade, B. (2024). Reviewing healthcare financial management: Strategies for cost-effective care. *World Journal of Advanced Research and Reviews*, 21, 958–966. <https://doi.org/10.30574/wjarr.2024.21.2.0523>

In this article, different approaches to efficient financial management in healthcare organizations are discussed, concentrating on the concept of cost-effective delivery of care. The authors provide details on things like financial planning, revenue cycle management, cost containment, and monitoring performance. They underline the significance of the use of data-driven decision-making and the introduction of well-organized financial processes to achieve the best possible resource utilization and minimize losses. In addition to this, the authors also emphasize the role of strategic financial management in harmony with other organizational goals

and patient-oriented principles. They emphasize the importance of a partnership between the clinical and administrative departments that is capable of integrating clinical knowledge into financial decisions that ultimately put patients first. This source is highly relevant because it directly discusses cost-effective delivery strategies for care, which are the main focus of healthcare management, and matches the research paper's focus.

Shieh, G.-J., Wu, S.-L., Tsai, C.-F., Chang, C.-S., Chang, T.-H., Lui, P.-W., Yao, Y., & Sheu, W.

H.-H. (2020). A Strategic Imperative for Promoting Hospital Branding: Analysis of Outcome Indicators. *Interactive Journal of Medical Research*, 9(1), e14546.

<https://doi.org/10.2196/14546>

This article demonstrates that hospital branding is not only a strategic priority but a vital factor in the healthcare industry. The authors examine diverse outcome measures, like patient satisfaction, quality of care, and financial performance, and how they are affected by the hospital's branding activities. It is indicated that successful branding methods can make a difference in patient experience, quality of care, and organizational outcomes. Also, the article examines employee engagement and internal branding as the primary catalysts for delivering the brand promise consistently through all touchpoints. The authors point out the prerequisite of a holistic approach, which encompasses branding endeavors in line with marketing, communication, and operational strategies. Therefore, this source is relevant because it brings to light the strategic aspect of healthcare management. This is particularly focused on branding and its effect on healthcare overall quality, safety, and cost-effectiveness, which is the central topic of the paper.

UAGC, S. M. (2023, March 14). What is Strategic Planning in Health Care? UAGC.

<https://www.uagc.edu/blog/what-strategic-planning-health-care>

The article below describes strategic planning in healthcare organizations in brief. It elaborates on strategic planning and justifies its significance in terms of setting organizational goals, resource allocation, and envisioning changing market conditions. The article looks at the vital stages of the strategic planning process, namely the environmental analysis, goal setting, strategy formulation, and implementation. It also endorses the necessity to have a holistic and systematically methodology of strategic planning, which covers diverse functional areas and departments of the organization. In addition to that, the article gives real-world practical guidelines on how to put the strategic plans into action and communicate with the employees, for example, by setting clear responsibilities, providing resources and training, and reviewing plans regularly. This source is relevant because it presents a holistic view on strategic planning in the health care context, which is a must for the achievement of healthcare quality, safety, and effectiveness, as well as alignment with the research paper's main point.

WHO. (2023). Patient safety. <https://www.who.int/news-room/fact-sheets/detail/patient-safety>

This WHO fact sheet entitled "Patient Safety" summarizes the importance of the issue in healthcare quality and safety. It shows the global scope of patient harm, the vital role of safety in healthcare, and the WHO's work on safer practices for patients. It elaborates on some measures and steps that are intended to reduce the incidence of avoidable damage to patients through medication safety, control of infection, and patient involvement. Moreover, the WHO outlines a well-defined patient safety program that is based on developing global standards and guidelines, facilitating research and knowledge sharing, and assisting member countries to build their capacities. Last of all, the fact sheet sheds light on the significance of patient and family participation in safety efforts and building strong, trustworthy healthcare systems. As such, this source is relevant as it provides authoritative information from a leading global health

organization on patient safety, which is a critical component of healthcare quality and safety, and aligns with the focus of the research paper.

Young, M., & Smith, M. A. (2024). Standards and Evaluation of Healthcare Quality, Safety, and Person-Centered Care. In StatPearls. StatPearls Publishing.

<http://www.ncbi.nlm.nih.gov/books/NBK576432/>

The present chapter of the StatPearls online platform delivers a complete guide that includes quality, safety, and person-centered care standards as well as the corresponding evaluation strategies. The authors talk about the different national and international standards, accreditation processes, and performance measurement frameworks used to examine and enhance healthcare quality and patient safety. They set forth standards created by institutions like the Agency for Healthcare Research and Quality (AHRQ), the Joint Commission, and the National Committee for Quality Assurance (NCQA). Then, the authors stress the concept of patient-centered care and the methods that can be used to engage the patients and facilitate shared decision-making. They point out the role of the patient experience and satisfaction measures in the assessment of the quality of care. In the end, the section looks at the issues and limitations of the current standards and tools and identifies the directions for improvement and future research. This source is directly related to the topic of the evaluation, standardization, and improvement of healthcare quality, safety, and patient-centered care, the aspects that are the main concern of the research paper.

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