Notes to Instructors

This Instructor Manual is a resource for instructors using this component. Each component is broken down into units, which include the following elements:

- Learning objectives
- Suggested student readings, texts, reference links to supplement the narrated PowerPoint slides
- Lectures (voiceover PowerPoint in Flash format); PowerPoint slides (Microsoft PowerPoint format), lecture transcripts (Microsoft Word format); and audio files (MP3 format) for each lecture
- Self-assessment questions reflecting Unit Objectives with answer keys and/or expected outcomes
- Application Activities (e.g., discussion questions, assignments, projects) with instructor guidelines, answer keys and/or expected outcomes
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Component Overview
This component is a survey of how healthcare and public health are organized and services delivered in the US. It covers public policy, relevant organizations and their interrelationships, professional roles, legal and regulatory issues, and payment systems. It also addresses health reform initiatives in the US.

Component Objectives
At the completion of this component, the student will be able to:

1. Define healthcare terms.
2. Describe paradigm shifts in healthcare.
3. Describe the medical model of healthcare in the US.
4. Describe the administrative and functional organization of entities that deliver healthcare in the US, both in the inpatient as well as the outpatient settings.
5. Discuss the role of various healthcare professionals, their education, and certification/licensure requirements.
6. Distinguish between public and private funding for healthcare.
7. Describe healthcare financing structures, including insurance plans, third-party payers, Medicare, and Medicaid.
8. Describe the organization and structures of Health Maintenance Organizations (HMOs), Preferred Provider Organizations (PPOs), and Independent Practice Associations (IPAs).
10. Describe elements of coding and charge capture in healthcare.
11. Compare and contrast the function of the Joint Commission, Food and Drug Administration (FDA), Centers for Disease Control (CDC), and National Institutes of Health (NIH), with an emphasis on Electronic Health Records (EHRs).
12. Discuss legal issues in medicine including the Health Insurance Portability and Accountability Act (HIPAA), confidentiality, medical malpractice, and tort reform.
13. Describe the organization of public health in the US at the federal, state, and local levels, and discuss the role of public health in averting epidemics and bioterrorism.
15. Discuss the key issues driving healthcare reform in the US.
16. Describe the implementation of meaningful use of health information technology in the context of the Health Information Technology for Economic and Clinical Health (HITECH) Act.
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Likewise, the above also applies to the Curriculum Development Centers (including Columbia University, Duke University, Johns Hopkins University, Oregon Health & Science University, University of Alabama at Birmingham, and their affiliated entities).
Component 1/Unit 1

Unit Title
Introduction and History of Modern Healthcare in the US

Unit Description
This introductory unit covers definitions of terms used in the component, with an emphasis on paradigm shifts in healthcare, including the transition from physician-centric to patient-centric care, the transition from individual care to interdisciplinary team-based care, and the central role of technology in healthcare delivery. This unit also emphasizes the core values in US healthcare.

Unit Objectives
By the end of this unit the student will be able to:
1. Delineate key definitions in the healthcare domain (Lectures a, b, c, d)
2. Explore components of healthcare delivery and healthcare systems (Lecture a)
3. Define public health and review examples of improvements in public health (Lecture b)
4. Discuss core values and paradigm shifts in US healthcare (Lecture c)
5. Describe in overview terms, the technology used in the delivery and administration of healthcare (Lecture d)

Unit Topics/Lecture Titles
1. Description of terms commonly used in healthcare including:
   a) Health
   b) Healthcare
   c) Healthcare Delivery
   d) Healthcare Industry
   e) Healthcare Systems
   f) Public Health
2. Core values in US healthcare
3. Discussion of critical paradigm shifts in medicine including
   a) Physician-centric to patient-centric care
   b) Individual to team-based care
   c) Physician-kept records to personal health records
   d) Dominance of technology in healthcare delivery
4. The dominant role of technology in healthcare delivery - technology used in the delivery and administration of healthcare, with emphasis on technology used in:
   a) Clinical medicine
   b) Telemedicine
   c) Pharmacy
d) Radiology

e) Rehabilitation

f) Dentistry

g) Healthcare education

Unit References

Lecture 1a


Lecture 1a Charts, Tables and Figures


Lecture 1b


**Lecture 1c**


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Lecture 1d


Student Application Activities

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Component 1/Unit 2

Unit Title
Delivering Healthcare (Part 1)

Unit Description
This unit depicts the medical model of healthcare in the US, with an overview of the organization of healthcare and the physical structure of healthcare delivery in the outpatient, inpatient and long-term care settings, including an overview of the organization of the Veterans Affairs (VA) system. This unit is intended primarily for the student who does not have a background in healthcare, though the topics of this unit will be described at a relatively advanced level.

Unit Objectives
By the end of this unit the student will be able to:

1. Describe the organization of healthcare at the federal, state and local levels (Lecture a)
2. Describe the organization of the VA system and Military Health System (Lecture b)
3. Describe the structure and function of hospital clinical and administrative units (Lecture c)
4. Describe different types of long term care facilities, with an emphasis on their function (Lecture d)

Unit Topics/Lectures
1. The organization of healthcare at the federal, state and local levels
2. The organization of the VA system and Military Health System
3. Outpatient clinics and hospitals
   a) Individual and group practices
   b) Managed care
   c) Urgent care
   d) Community health centers
   e) Types of hospitals (community, teaching/research, critical access)
4. Post-acute care, long-term care, non-traditional settings
   a) School-based healthcare
   b) Health issues for older adults
   c) Types of long-term care facilities and services for older adults
   d) Other long-term healthcare settings
   e) Other hospitals (Specialty, Rehabilitation Care, Psychiatric, Day)
   f) Community Mental Health Centers, Substance Abuse Treatment Centers)
Unit References

Lecture 2a


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Lecture 2a Images

Lecture 2b

Lecture 2b Charts, Tables, Figures
1.3 Chart: VA Services.
1.4 Chart: Post-traumatic stress disorder, traumatic brain injury

Images
Slide 13: Map of Veteran’s Integrated Services Network, or VISN, units in the US. Available from http://www2.va.gov/directory/guide/division.asp?dnum=1

Lecture 2c

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5. AmericanHospitals.com. Hospital locator: all hospitals are not created equal.  
9. Greenville Hospital System University Medical Center.  
14. Rural Assistance Center. CAH frequently asked questions.  
17. The Joint Commission.  
18. Torpy JM. Intensive care units.  
    JAMA. 2009;301(12):1304.

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Lecture 2d

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18. Charts, Tables, Figures
20. 1.6 Chart: Bar chart depicting the percent of people with limitations in activities of daily living (ADL) by age group; 2007. Available from http://www.aoa.gov/AoARoot/Aging_Statistics/Profile/2010/docs/2010profile.pdf*
21.1.7 Chart: Available from http://www.medicare.gov/longtermcare/static/TypesOverview.asp*

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Component 1/Unit 3

Unit Title
Delivering Healthcare (Part 2)

Unit Description:
This unit depicts the medical model of healthcare in the US, with an overview of the organization of healthcare and the physical structure of healthcare delivery in the outpatient setting, including an overview of the people involved in the delivery of healthcare, their education and licensing. This unit is intended primarily for the student who does not have a background in healthcare, though the topics of this unit will be described at a relatively advanced level.

Unit Objectives
By the end of this unit the student will be able to:

1. Describe the organization of clinical healthcare delivery in the outpatient setting, and the organization of outpatient healthcare (Lectures a, b, c)
2. Describe the organization of ancillary healthcare delivery in the outpatient setting (Lecture d)
3. Discuss the role of different healthcare providers, with an emphasis on the delivery of care in an interdisciplinary setting (Lecture e)

Unit Topics/Lectures
1. Outpatient care
   a) Types of outpatient clinics
   b) Primary care
   c) Primary Care Specialties
   d) Specialty Care
   e) Urgent care clinics and walk-in clinics
   f) Emergency Room visits
2. Outpatient laboratories, radiological services, and ancillary services (e.g. home health, hospice, physical therapy, occupational therapy)
3. Organization of Primary Care – the Clinical Team

Unit References

Lecture 3a

Lecture 3a Images
Slide 8: Image from Institute of Medicine: Primary Care: America's Health in a New Era, The National Academies Press, 1996.

Lecture 3b
1. American Board of Family Practice at https://www.theabfm.org/about/policy.aspx
2. http://www.acponline.org/patients_families/about_internal_medicine/
3. https://www.aamc.org/students/medstudents/cim/specialties/*
5. http://www.acponline.org/advocacy/events/state_of_healthcare/statehc06_1.pdf*
6. Karen E. Hauer, MD; Steven J. Durning, MD; et al., KE; Durning, SJ; Kernan, WN; Fagan, MJ; Mintz, M; O'Sullivan, PS; Battistone, M; Defer, T et al. (2008-09-10). "Factors Associated With Medical Students' Career Choices Regarding Internal Medicine". JAMA 300 (10): 1154–1164

Lecture 3c
1. http://www.ucaoa.org/home_abouturgentcare.php*
   https://www.excellusbcbs.com/wps/wcm/connect/c4f1758042992547b080b2dc5c9c0b98/ER+Visits+FS-EX+FINAL.pdf?MOD=AJPERES*

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Lecture 3d
1. Rontgen, Wilhelm (1895); Picture of first X-ray taken of his wife’s hand. The bones and her ring can be seen, similar to modern x-rays. 
http://www.molecularpathology.org.uk

Lecture 3d Images
3.2 Image of first X-ray taken by Wilhelm Rontgen in 1895, of his wife's hand. The bones and her ring can be seen, similar to modern x-rays.

Lecture 3e

Student Application Activities
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Component 1/Unit 4

Unit Title
Financing Healthcare (Part 1)

Unit Description
This unit provides an overview of the role of healthcare in the economy and a description of various models of healthcare financing. The unit provides a history of the current US system and laws that have influenced its development. It also includes discussion of healthcare financing at the governmental, enterprise, and consumer levels.

Unit Objectives
By the end of this unit the student will be able to:

1. Understand the importance of the healthcare industry in the US economy and the role of financial management in healthcare. (Lecture b)
2. Describe models of health care financing in the US and in selected other countries. (Lecture c)
3. Describe the history and role of the health insurance industry in financing healthcare in the United States, and Federal laws that have influenced the development of the industry. (Lecture a)
4. Understand the differences among various types of private health insurance and describe the organization and structure of network-based managed care health insurance programs. (Lecture d)
5. Understand the various roles played by government as policy maker, payer, provider, and regulator of healthcare. (Lecture d)
6. Describe the organization and function of Medicare and Medicaid. (Lecture e)

Unit Topics/Lectures
1. Overview: healthcare, the economy, and finance
   a) Role of healthcare in the economy -- statistics
   b) Distinction between publically-funded and privatized healthcare
   c) Need for sound financial management of the healthcare system
2. Single payer systems versus multiple payer systems
3. Development of the US health insurance industry
4. Insurance and third party payers
   a) Commercial health insurance
   b) Organization and structure of network-based managed care health insurance programs including
      o health maintenance organizations (HMOs)
5. Government roles and payment programs
   a) Government roles in healthcare
   b) Government financing of healthcare
      o Medicare
      o Medicaid

Unit References

Lecture 4a
1. BlueCross Blue Shield Association.  
5. Indian Health Service. Indian Health Service fact sheet.  

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Lecture 4b


Lecture 4b Charts, Tables, Figures


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Lecture 4c


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   Accessed April 6, 2011.


13. National Health Service. How do I get assisted living equipment?  

    Accessed April 6, 2011.

15. National Health Service. What is the national framework for NHS continuing healthcare and NHS-funded nursing care?  

    Accessed April 7, 2011.

17. Prime Minister of Canada. Canada’s new government announces patient wait times guarantee.  
    Accessed April 10, 2011.


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Lecture 4d

1. American Association of Preferred Provider Organizations. PPO resources. 
2. American Association of Preferred Provider Organizations. PPO Toolkit. 
3. Bihari M. Understanding the Medicare Part D donut hole: learn about the 
   Medicare Part D coverage gap. 
   Accessed April 7, 2011.
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   CBO’s analysis of the major health care legislation enacted in March 2010 before 
   the Subcommittee on Health, Committee on Energy and Commerce, U.S. House 
   of Representatives. March 30, 2011. www.cbo.gov/ftpdocs/121xx/doc12119/03- 
   http://topics.law.cornell.edu/wex/Workers_compensation. Accessed April 7, 
   2011.
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10. Levey NM. Questions and answers about new rules on appealing rejections of 
    Accessed April 12, 2011.
11. Marcinko DE. Understanding the Medicare Prospective Payment System. 
    September 17, 2009. 
    http://medicalexecutivepost.com/2009/09/17/understanding-the-medicare- 
    http://www.medicare.gov/navigation/medicare-basics/medicare-benefits/part- 
    Accessed April 7, 2011.

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Lecture 4d Chart, Tables, Figures
4.9 Table: Indemnity vs. Managed Care Programs (2011, CC BY-NC-SA 3.0).

Lecture 4e

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10. Levey NM. Questions and answers about new rules on appealing rejections of
    Accessed April 12, 2011.
11. Marcinko DE. Understanding the Medicare Prospective Payment System.
    September 17, 2009.
    http://medicalexecutivepost.com/2009/09/17/understanding-the-medicare-
    http://www.medicare.gov/navigation/medicare-basics/medicare-benefits/part-
    Accessed April 7, 2011.
    http://health.howstuffworks.com/medicine/healthcare/insurance/health-
17. Partners Human Research Committee. Overview of the HIPAA final privacy
    2011.
18. Purcell P, Staman J. Summary of the Employee Retirement Income Security Act
    Stop Medicare fraud: learn more about fighting fraud.

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**Student Application Activities**
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Component 1/Unit 5

Unit Title
Financing Healthcare (Part 2)

Unit Description
This unit continues the discussion of healthcare financing at the governmental, organizational, and consumer levels. It describes the revenue cycle for healthcare organizations, identifies the different reimbursement methodologies and standards developed for the billing (reimbursement) process. Finally, this unit reviews some of the factors responsible for the escalating healthcare expenditures in the US and discusses some methods for controlling rising medical costs.

Unit Objectives
By the end of this unit the student will be able to:

1. Describe the revenue cycle and the billing process undertaken by different healthcare enterprises. (Lecture a)
2. Understand the billing and coding processes, and standard code sets used in the claims process. (Lecture a)
3. Identify different fee-for-service and episode-of-care reimbursement methodologies used by insurers and healthcare organizations in the claims process. (Lecture a)
4. Review factors responsible for escalating healthcare expenditures in the United States. (Lecture b)
5. Discuss methods of controlling rising medical costs. (Lecture c)

Unit Topics/Lectures
1. Private healthcare plans, the revenue cycle, and medical billing and coding
   a) Revenue cycle
   b) Billing and reimbursement in medicine
   c) Overview of coding concepts - DRGs, ICD-9, CPT
2. Reimbursement methodologies and managed care
   a) Reimbursement methodologies
   b) Capitation and managed care techniques
3. Medical expenditures: costs gone wild?
   a) Factors escalating healthcare expenditures
   b) The Emergency Medical Treatment and Active Labor (EMTALA) Act and its effect on medicine
   c) The cost of uninsured care
   d) The trend of inappropriate use of the Emergency Department (ED) for the delivery of primary care

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4. Controlling medical costs  
   a) Controlling costs in medicine  
      o Reducing excessive expenses in diagnosis  
      o Reducing excessive expenses in management  
   b) The medical home  
      o Concierge medicine

Unit References

Lecture 5a

Lecture 5b

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Lecture 5b Charts, Tables and Figures


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**Lecture 5c**


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Component 1/Unit 6

Unit Title
Regulating Healthcare

Unit Description
This unit provides an overview of the regulation of healthcare, including regulatory and professional organizations, the regulation of safety in medicine, and key legal aspects of medicine. This unit also covers compliance issues including privacy violations, reimbursement and fraud and abuse.

Unit Objectives
By the end of this unit the student will be able to:

1. Describe the role of accreditation, regulatory bodies, and professional associations in healthcare in the US. (Lecture a)
2. Describe the basic concepts of law in the United States: the legal system, sources of law, classification of laws, the court system, and the trial process. (Lecture b)
3. Describe legal aspects of medicine involving the Affordable Care Act, professional standards in healthcare, medical malpractice, Tort reform, and Medicare and Medicaid Fraud and Abuse (Lecture c)
4. Describe key components of the Health Insurance Portability and Accountability Act (HIPAA) and current issues of privacy and patient safety in the US (Lecture d)
5. Discuss the need for quality clinical documentation for the use of the health record as a legal document, communication tool and a key to prove compliance for healthcare organizations. (Lecture e)

Unit Topics/Lectures
1. The role of accreditation, regulatory bodies, and professional organizations in healthcare promoting standardized care and safety for patients.
2. The basic concepts of law in the US including branches of law, sources of law, the court system, classification of laws, and the trial process
3. Review of the Affordable Care Act, medical malpractice and professional standards of care, tort reform and fraud and abuse
4. The role of HIPAA Privacy Rule, the Joint Commission’s Safety Initiatives and the Agency for Healthcare Research and Quality (AHRQ)
5. The use of health record as the legal and communication document, quality clinical documentation, compliance with privacy and reimbursement laws and regulations.
Unit References

Lecture 6a

Lecture 6a Charts, Tables, Figures
6.1 Figure: Part of Department of Health and Human Services, charged with oversight of the areas displayed. http://www.fda.gov/. Accessed April 12, 2011.

Lecture 6b

*Indicates this link is no longer functional.


**Lecture 6b: Charts, Tables and Images**

6.2 Table: Example of court jurisdiction on various levels of government.

6.3 Figure: Two important sub classifications of civil law are contract law and tort law. OHSU (2010).

6.4 Figure: The two types of Public Law that have the most effect on individuals are criminal law and administrative law. OHSU (2010).

**Lecture 6c**


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Lecture 6c Charts, Tables, Figures
6.5 Figure: Diagram showing a few of the many sources that can contribute to a medical standard of care. OHSU (2010).

6.6 Chart: Diagram showing how Tort law is the part of private or civil law that deals with malpractice. OHSU (2010).

Lecture 6c Images

Lecture 6d


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**Lecture 6d Charts, Tables, Figures**


6.8 Table: The bottom of the AHRQ home page, which can be found at http://www.ahrq.gov/ AHRQ (nd.). Last accessed Jan. 2012.

6.9 Table: Listing the attributes of Quality & Patient Safety. AHRQ.gov (nd.). From the bottom of the AHRQ home page, which can be found at http://www.ahrq.gov/. Last accessed Jan. 2012.

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6.10 Figure (left): AHRQ.gov (nd.)

6.11 Figure (right). Menu of articles on background information and the latest evidence on key topics from the field of health IT.

Lecture 6e
6. Healthcare Compliance Program Tips accessed on 11/9/11:
http://oig.hhs.gov/compliance/provider-compliance-training/index.asp
8. Russo, R. Clinical documentation improvement, 2010 AHIMA Press: Chicago

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Component 1/Unit 7

Unit Title
Public Health (Part 1)

Unit Description
This unit provides a discussion of public health origins and history, the differentiation from private health, and the significant value provided by public health. It also reviews important terminology and includes an examination of the general organization of public health agencies and the flow of data within public health.

Unit Objectives
By the end of this unit the student will be able to:

1. Discern the main differences and similarities between public and private health (Lecture a)
2. Delineate the historic timeline and achievements of public health in the US (Lecture a)
3. Define and discuss key terminology of public health (Lecture b)
4. Illustrate the general organization of public health agencies and public health data flow (Lecture b)
5. Evaluate and explain the impact and value of public health (Lecture c)

Unit Topics / Lecture Titles
1. History of public health
2. Public health terminology and organization
3. Value and impact of public health

Unit References

Lecture 7a

Lecture 7a Charts, Tables and Figures
7.1 Figure: Severity, Preventability, Prevalence – Created by Magnuson, JA (2010).

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Lecture 7b

Lecture 7b Charts, Tables and Figures

7.3 Chart: The generalized flow of public health data – Created by Magnuson, JA (2011).

Lecture 7c


Student Application Activities
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Unit Title
Public Health (Part 2)

Unit Description
This unit provides an overview of public health topics including: important communicable diseases and public health responses; terrorism, including biological, agricultural, and chemical terrorism; and chronic diseases and environmental health.

Unit Objectives
By the end of this unit the student will be able to:

1. Give examples of and explain the general program categories of public health, including communicable disease, chronic disease, terrorism response, and environmental public health (Lecture a)
2. Discuss the activities and achievements of public health in the realm of communicable disease (Lecture a)
3. Compare and contrast the different types of terrorism and the different public health responses (Lecture b)
4. Describe chronic disease activities and achievements of public health, and the work of public health in the realm of environmental health hazards (Lecture c)

Unit Topics / Lecture Titles
1. Public health and communicable disease
2. Public health and terrorism
3. Public health and chronic disease and environmental hazards

Unit References

Lecture 8a
   Retrieved December 6, 2011, from Centers for Disease Control and Prevention - Office of Surveillance, Epidemiology, and Laboratory Services website: 

Lecture 8b
   Retrieved December 6, 2011, from Centers for Disease Control and Prevention website: 
   http://www.bt.cdc.gov/agent/agentlist-category.asp
   Retrieved December 6, 2011, from Centers for Disease Control and Prevention website: 
   http://www.bt.cdc.gov/chemical

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**Lecture 8c**


**Student Application Activities**

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Component 1/Unit 9

Unit Title
Healthcare Reform

Unit Description
This unit provides an overview of healthcare trends including evidence based medicine, quality and practice-care recommendations, comparative effectiveness research, and an overview of healthcare reform initiatives in the US.

Unit Objectives
By the end of this unit the student will be able to:

1. Describe evidence-based medicine, clinical practice guidelines, and quality indicators in medicine (Lecture a, b, c)
2. Describe the patient-centered medical home model (Lecture d)
3. Discuss the key issues driving healthcare reform in the US (Lecture e)

Unit Topics / Lecture Titles
1. Evidence based practice
2. Clinical practice guidelines
3. Quality indicators and comparative effectiveness
4. The patient-centered medical home
5. Healthcare reform in the US

Unit References

Lecture 9a

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Lecture 9a Charts, Tables and Figures

Lecture 9b

Lecture 9c

Lecture 9d

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2. *Joint Principles of the Patient Centered Medical Home.* (2007). Retrieved December 6, 2011, from Patient-centered Primary Care Collaborative - American Academy of Family Physicians (AAFP); American Academy of Pediatrics (AAP); American College of Physicians (ACP); American Osteopathic Association (AOA) website: [http://www.pcpcc.net/node/14.](http://www.pcpcc.net/node/14.)*


**Lecture 9e**


**Student Application Activities**

- comp1_unit9_discuss.doc
- comp1_unit9_discuss_key.doc
- comp1_unit9_self_assess.doc
- comp1_unit9_self_assess_key.doc

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Component 1/Unit 10

Unit Title
Meaningful Use of Health Information Technology

Unit Description
The Health Information Technology for Economic and Clinical Health (HITECH) Act of the American Recovery and Reinvestment Act (ARRA) legislated incentives for the meaningful use of health information technology. This unit describes the meaningful use program of HITECH, eligibility for incentive payments, and the criteria for achieving those payments in Stage 1 of the program. It also describes the standards specified for Stage 1 of meaningful use, including those devoted to privacy and security.

Unit Objectives
By the end of this unit the student will be able to:

1. Define meaningful use of health information technology in the context of the Health Information Technology for Economic and Clinical Health (HITECH) Act (Lecture a)
2. Describe the major goals of meaningful use (Lecture a)
3. Define the criteria for Stage 1 of meaningful use for eligible professionals and eligible hospitals (Lecture b)
4. Describe the standards specified for Stage 1 of meaningful use, including those devoted to privacy and security (Lecture b)
5. Discuss the likely criteria for Stages 2-3 of meaningful use (Lecture b)

Unit Topics/Lectures
1. Requirements for meaningful use
2. Implementation of meaningful use
3. Core and menu criteria for Stage 1 of meaningful use for eligible professionals and eligible hospitals
4. Standards for Stage 1 of meaningful use, including those devoted to privacy and security
5. Likely criteria for Stages 2-3 of meaningful use

Unit References
Lecture 10a

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Lecture 10a Images
Slide 8: Overview: What is Meaningful Use?, Missouri Health Information Technology Assistance Center, Retrieved from http://assistancecenter.missouri.edu/node/17 (Drazen, 2011)

Lecture 10b

Student Application Activities
comp1_unit10_discuss.doc
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<thead>
<tr>
<th>Acronym</th>
<th>Glossary</th>
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<tbody>
<tr>
<td>ACF</td>
<td>Administration for Children and Families</td>
</tr>
<tr>
<td>ADA</td>
<td>American Dental Association</td>
</tr>
<tr>
<td>ADL</td>
<td>activity of daily living</td>
</tr>
<tr>
<td>AHRQ</td>
<td>Agency for Healthcare Research and Quality</td>
</tr>
<tr>
<td>AIDS</td>
<td>Acquired immune deficiency syndrome</td>
</tr>
<tr>
<td>AMA</td>
<td>The American Medical Association</td>
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<tr>
<td>AoA</td>
<td>Administration on Aging</td>
</tr>
<tr>
<td>ATSDR</td>
<td>Agency for Toxic Substances and Disease Registry</td>
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<tr>
<td>CCU</td>
<td>critical care unit</td>
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<tr>
<td>CD-10-PCS</td>
<td>The International Classification of Diseases, 10th Revision, Procedure Coding</td>
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<tr>
<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
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<td>Consumer Driven Health Care Plans</td>
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<td>Code on Dental Procedures and Nomenclature</td>
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<td>CMS</td>
<td>Centers for Medicare and Medicaid Services</td>
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<tr>
<td>CPI</td>
<td>Consumer Price Index</td>
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<td>Current Procedure Terminology</td>
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<tr>
<td>CT</td>
<td>Computerized Tomography</td>
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<tr>
<td>DNR</td>
<td>do-not-resuscitate order</td>
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<td>DRG</td>
<td>Diagnosis Related Groups</td>
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<tr>
<td>EBM</td>
<td>Evidence Based Medicine</td>
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<tr>
<td>ED</td>
<td>Emergency Department</td>
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<td>EDI</td>
<td>Electronic data interchange</td>
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<td>emergency medical technician</td>
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<td>EMTALA</td>
<td>Emergency Medical Treatment and Active Labor Act</td>
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<td>Exclusive Provider Organization</td>
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<td>emergency room</td>
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<td>Food and Drug Administration</td>
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<td>FFS</td>
<td>Fee-for-service</td>
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<td>GDP</td>
<td>gross domestic product</td>
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<td>Health Care Organization</td>
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<td>Health Care Common Procedure Coding System</td>
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<td>Health Maintenance Organization</td>
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<td>Health Resources and Services Administration</td>
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