

3. Apply principles of healthcare finance for revenue management	* Cost reporting, budget variances, budget speculation	3						X									
4. Implement processes for revenue cycle management and reporting	* CCI-Electronic Billing X12N	3													X		
	* Compliance strategies and reporting	3													X		
	* Audit process (Compliance and reimbursement)	3													X		
	* Revenue cycle process	3													X		
	* Utilization and resource management	3													X		
Domain V. Compliance																	
Subdomain V.A. Regulatory																	
1. Appraise current laws and standards related to health information initiatives	* Compliance strategies and reporting	5															
	* Regulatory and licensure requirements	5															
	* Elements of compliance programs	5						X									
	* Patient safety	5														X	
2. Determine processes for compliance with current laws and standards related to health information initiatives and revenue cycle	* Policies and procedures	5						X									
	* Non-retaliation policies	5						X									
	* Auditing and monitoring	5															
Subdomain V.B. Coding																	
1. Construct and maintain processes, policies, and procedures to ensure the accuracy of coded data based on established guidelines	* UHDDS, Federal compliance guidelines	6															
	* Official coding guidelines from CMS, AMA, NCHVS, NCCI	6															
2. Manage coding audits	* Audit principles and reporting	5															
3. Identify severity of illness and its impact on healthcare payment systems	* Casemix	3													X		
	* Computer assisted coding systems	3													X		
	* Payment Systems (PPS, DRG, RBRVS, RUG, VBP, MSDRG, commercial, managed care, federal plans)	3														X	
Subdomain V.C. Fraud Surveillance																	
1. Determine policies and procedures to monitor abuse or fraudulent trends	* Fraud detection	5				X											
Subdomain V.D. Clinical Documentation Improvement																	
1. Implement provider querying techniques to resolve coding discrepancies	* Query process, written, verbal and template queries, timeliness and interpretation, query retention	3													X		

2. Create methods to manage Present on Admission, hospital acquired conditions, and other CDI components	* CDI concurrent, retrospective, post-bill review	6														
	* CDI metrics and reporting process	6														
Domain VI. Leadership																
Subdomain VI.A. Leadership Roles																
1. Take part in effective negotiating and use influencing skills	* Navigation techniques	1						X								X
	* Professional development for self	2						X								
2. Discover personal leadership style using contemporary leadership theory and principles	* Role of HIM in the C-Suite	2								X						
	* Process re-engineering and work redesign	1													X	
3. Take part in effective communication through project reports, business reports and professional communications	* Communication and interpersonal skills	5						X								
	* Emotional intelligence	5						X								
	* People developer/staffing mentor	5						X								
	* Negotiation	5						X								
	* Leadership and governance	5														
4. Apply personnel management skills	* Facilitation, networking, consensus building	2								X					X	
	* Meetings with executive boards and other high level organization groups, interdisciplinary committees	2														
5. Take part in enterprise-wide committees	* Team/consensus building	6								X					X	
	* Change management	5						X								
Subdomain VI.B. Change Management																
6. Build effective teams	* Mergers	5						X								
	* Risk Exposure	5						X								
	* Change management	5						X								

	* Organizational Design	5									X						
	* EHR implementation	5									X						X
Subdomain VI.C. Work Design and Process Improvement																	
1. Analyze workflow processes and responsibilities to meet organizational needs	* Workflow reengineering, workflow design techniques	4						X		X							X
2. Construct performance management measures	* Benchmarking techniques (Productivity standards, report cards, dashboards)	6						X									X
3. Demonstrate workflow concepts	* Swimlane diagrams	3						X									
	* Use cases	3						X									
	* Top down diagrams	3						X									
Subdomain VI.D. Human Resources Management																	
1. Manage human resources to facilitate staff recruitment, retention, and supervision	* Principles of human resources management (Recruitment, supervision, retention, counseling, disciplinary action)	5						X		X							X
2. Ensure compliance with employment laws	* Employment laws, labor laws (Federal and state)	5						X									
3. Create and implement staff orientation and training programs	* Workforce education and training	6						X									
4. Benchmark staff performance data incorporating labor analytics	* Labor trends, market analysis	4															
5. Evaluate staffing levels and productivity, and provide feedback to staff regarding performance	* Performance standards	5						X									
	* Professional development in self and others	5						X									
Subdomain VI.E. Training and Development																	
1. Evaluate initial and on-going training programs	* Information systems, clinical documentation improvement, compliance, prospective payment system changes	5															
	* PPS, CDI, EHRs	5															
Subdomain VI.F. Strategic and Organizational Management																	
1. Identify departmental and organizational survey readiness for accreditation, licensing, and/or certification processes	* Accreditation standards (The Joint Commission, NCQA, CARE, CHAP, URAC; Provider credentialing requirements; CMS Conditions of Participation)	3															
2. Implement a departmental strategic plan	* Strategic planning, critical thinking, benchmarking	3								X							

3. Apply general principles of management in the administration of health information	* Organizational structures and theory	3															
4. Evaluate how healthcare policy-making both directly and indirectly impacts the national and global healthcare delivery systems	* Healthy People 2020	5															
	* IOM reports	5															
	* CDC	5															
	* State, local and federal policies	5				X											
	* PCORI	5	X														
	Identify the different types of organizations, services, and personnel and their interrelationships across the health care delivery system	* Managed care organizations	3												X		
* ACOs		3												X			
* Payers/providers, all delivery settings		3												X			
* Payers' impact to each delivery setting		3												X			
* Biotech		3															
* Medical devices		3															
6. Collaborate in the development and implementation of information governance initiatives	* Inter/intra-organizational team-building and leadership	4													X		
	* Project management	4							X								
7. Facilitate the use of enterprise-wide information assets to support organizational strategies and objectives	* Information management planning	4			X												
	* Enterprise information management	4															
	* Master data/information management	4															
Subdomain VI.G. Financial Management																	
1. Evaluate capital, operating and/or project budgets using basic accounting principles	* Budget process (Capital and operating; Staffing budgeting)	5						X		X							
2. Perform cost-benefit analysis for resource planning and allocation	* Accounting	4						X							X		

	* Cost/benefit analysis (Outsourcing, acquisition)	4						X								
3. Evaluate the stages of the procurement process	* Content of and answers to a request for proposal, request for information and request for quotation	5							X							
Subdomain VI.H. Ethics																
1. Comply with ethical standards of practice	* Professional ethics issues	5			X											
	* Ethical decision making process	5			X											
	* AHIMA Code of Ethics	5			X											
	* Patient rights	5			X											
	* Patient safety	5													X	
2. Evaluate the culture of a department	* Cultural Diversity	5														
3. Assess how cultural issues affect health, healthcare quality, cost, and HIM	* Cultural competence	5											X			
	* Healthcare professionals self-assessment of cultural diversity	5														
	* Self-awareness of own culture	5														
	* Assumptions, Biases, stereotypes	5														
4. Create programs and policies that support a culture of diversity	* Diversity awareness training programs: age, race, sexual orientation, education, work experience, geographic location, disability	6						X								X
	Regulations such as ADA, EEOC	6						X								X
Subdomain VI.I. Project Management																
1. Take part in system selection processes	* RFI and RFP	4							X							
2. Recommend clinical, administrative, and specialty service applications	* FRP vendor selection, electronic record, clinical coding	5							X							
3. Apply project management techniques to ensure efficient workflow and appropriate	*GANTT Charts, benchmarking, risk analysis, team structure	3							X							
4. Facilitate project management by integrating work efforts	* Issue tracking, facilitation techniques, opportunity costs	4							X							

Domain I. Data Content, Structure & Standards		Blooms Level	HIM 402	HIM 470	AHS 110	BMS 222	CIS 150	CIS 231	CIS 233	CIS 237	CIS 340	SOC 356
Subdomain I.A. Classification Systems												
1. Evaluate, implement and manage electronic applications/systems for clinical classification and coding	* Encoders, Computer Assisted Coding, Systems Development Life Cycle	5		X								
2. Identify the functions and relationships between healthcare classification systems	* Healthcare classification systems, taxonomies, and clinical vocabularies (ICD, CPT, SNOMED-CT, DSM)	3										
3. Map terminologies, vocabularies and classification systems	* Mapping from a standard clinical terminology to a HIPAA code set (LOINC to CPT or SNOMED to ICD)	4										
	* Mapping from one code set to another code set (One revision of ICD to another)	4										
4. Evaluate the accuracy of diagnostic and procedural coding	* Principles and applications of classification, taxonomies, nomenclatures, terminologies, clinical vocabularies, auditing	5		X								
Subdomain I.B. Health Record Content and Documentation												
1. Verify that documentation in the health record supports the diagnosis and reflects the patient's progress, clinical findings, and	* Health record components (General requirements for documentation for all record types)	4		X								
2. Compile organization-wide health record documentation guidelines	* Standards and regulations for documentation (The Joint Commission, CARF, CMS)	6										
	* Health record documentation policies and procedures	6										
3. Interpret health information standards	* Health information standards and regulations	5										
Subdomain I.C. Data Governance												
1. Format data to satisfy integration needs	* Capture, structure, and use of health information	4										
	* Interoperability	4								X		
2. Construct and maintain the standardization of data dictionaries to meet the needs of the enterprise	* Data dictionary composition	6										
	* Data sources	6										
3. Demonstrate compliance with internal and external data dictionary requirements	* Accreditation standards (The Joint Commission, NCQA, CARF, CHAP, URAC data, HL7, ASTM, HEDIS, ACS data standards)	3								X		

the practice of HIM	* Legal health records	4	X										
Subdomain II.B. Data Privacy, Confidentiality & Security													
1. Analyze privacy, security and confidentiality policies and procedures for internal and external use and exchange of health information	* Patient verification and identity management policies	4	X										
	* Privacy, confidentiality, security principles, policies and procedures, federal and state laws	4	X										
	* E-Discovery	4	X										
2. Recommend elements included in the design of audit trails and data quality monitoring programs	* Data security (Audits, controls data recovery e-security; Discovery recovery planning; Business continuity planning)	5	X										
3. Collaborate in the design and implementation of risk assessment, contingency planning, and data recovery procedures	* Health information archival and retrieval systems	4											
	* Data security protection methods (Authentication, encryption, decryption, firewalls)	4								X			
4. Analyze the security and privacy implications of mobile health technologies	* Security threats of mobile device, healthcare delivery via mobile devices	4	X										
5. Develop educational programs for employees in privacy, security, and confidentiality	* Education training principles	6											
	* Privacy and security laws and regulations, adult education strategies, training methods	6											
Subdomain II.C. Release of Information													
1. Create policies and procedures to manage access and disclosure of personal health information	* Principles for releasing PHI	6	X										
	* Required elements of an authorization	6											
2. Protect electronic health information through confidentiality and security measures, policies and procedures	* Audit techniques and principles	3											
Domain III. Informatics, Analytics and Data Use													
Subdomain III.A. Health Information Technologies													
1. Utilize technology for data collection, storage, analysis, and reporting of information	* Health information archival and retrieval systems	3											
	* Computer concepts (Hardware components, network systems architecture operating systems and languages, software packages and tools, Cloud computing applications)	3								X			

	* Project management	4										
Subdomain VI.J. Vendor/Contract Management												
1. Evaluate vendor contracts	* System acquisition and evaluation	5										
	* Contract management	5										
2. Develop negotiation skills in the process of system selection	* System acquisition and evaluation	6										
Subdomain VI.K. Enterprise												
1. Manage information as a key strategic resource and mission tool	* Information Management Plan, information as an asset	5					X					