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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
2. Discover personal leadership style using contemporary leadership theory and principles	* Professional development for self	2						X								
	* Role of HIM in the C-Suite	2								X						
3. Take part in effective communication through project reports, business reports and professional communications	* Process re-engineering and work redesign	1													X	
4. Apply personnel management skills	* Communication and interpersonal skills	5						X								
	* Emotional intelligence	5						X								
	* People developer/staffing mentor	5						X								
	* Negotiation	5						X								
	* Leadership and governance	5														
5. Take part in enterprise-wide committees	* Facilitation, networking, consensus building	2									X				X	
	* Meetings with executive boards and other high level organization groups, interdisciplinary committees	2														
6. Build effective teams	* Team/consensus building	6									X				X	
Subdomain VI.B. Change Management																
1. Interpret concepts of change management theories, techniques and leadership	* Change management	5						X								
	* Mergers	5						X								
	* Risk Exposure	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, CAREF, 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 heathcare 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						

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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			

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1. Collaborate in the development of operational policies and procedures for health information exchange	* HIE's, local, regional including providers, pharmacies, other health facilities	4									X	
2. Conduct system testing to ensure data integrity and quality of health information	* Integration, interfaces, and data reliability	6		X								
3. Differentiate between various models for health information exchange	* RHIO, HIE	5										
Subdomain III.H. Information Integrity and Data Quality												
1. Discover threats to data integrity and validity	* Intrusion detection systems, audit design and principle	3									X	
2. Implement policies and procedures to ensure data integrity internal and external	* Authentication, encryption, password management	3										
3. Apply quality management tools	* Control charts, Pareto charts, Fishbone diagrams and other Statistical Process Control techniques	3										
4. Perform quality assessment including quality management, data quality, and identification of best practices for health information systems	* Data quality assessment and integrity	4										
	* Disease management process (Case management, critical paths, care coordination)	4										
	* Outcomes measurement (Patient as patient, customer satisfaction, disease specific)	4										
	* Patient and organization safety initiatives	4										
5. Model policy initiatives that influence data integrity	* Data quality Model	3										
	* Characteristics and data integrity	3										
Domain IV. Revenue Management												
Subdomain IV. A. Revenue Cycle and Reimbursement												
1. Manage the use of clinical data required by various payment and reimbursement systems	* Clinical Data Management and reimbursement management	5										
	* CaseMix Management	5										
	* Payment Systems (PPS, DRGs, RBRVS, RUGs, Value Based Purchasing (VBP), MSDRGs, commercial, managed care, federal insurance plans; Billing and reimbursement at hospital inpatient and outpatient, physician office and other delivery settings)	5										
2. Take part in selection and development of applications and processes for chargemaster and claims management	* Chargemaster management	4		X								

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	* 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				