Domain I. Data Content, Structure & Standard	S	Blooms Level	AHS 301							HIM 365	HIM 366
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				X		X			
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				X					
	* Mapping from one code set to another code set (One revision of ICD to another)	4							X		
4. Evaluate the accuracy of diagnostic and procedural coding	* Principles and applications of classification, taxonomies, nomenclatures, terminologies, clinical vocabularies, auditing	5									
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		X							
	* Health record documentation policies and procedures	6					X				
3. Interpret health information standards	* Health information standards and regulations	5		X							
Subdomain I.C. Data Governance											
1. Format data to satisfy integration needs	* Capture, structure, and use of health information	4	X								
	* Interoperability	4									
2. Construct and maintain the standardization of data dictionaries to meet the needs of the enterprise	* Data dictionary composition	6									X
one prior	* Data sources	6	X								
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									

4. Advocate information operability and	* Comprelly accounted recordly coming principles	5									
information exchange	* Generally accepted recordkeeping principles	3		X							
Subdomain I.D. Data Management											
Analyze information needs of customers across the healthcare continuum	* Capture, structure, and use of health information	4	X								
2. Evaluate health information systems and data storage design	* Storage media, disaster recovery, cloud computing	5					X				
3. Manage clinical indices/databases/registries	* Secondary data sources, registries, and indices	5	X								
	* Healthcare data sets (HEDIS, UHDDS, OASIS)	5	X								
	* Indices and registry policies	5									X
4. Apply knowledge of database architecture and design to meet organizational needs	* Database architecture and design	3									
and design to meet organizational needs	* Data dictionary, data modeling, data warehousing	3									
5. Evaluate data from varying sources to create meaningful presentations	* Presentation software	5							X	X	
	* Healthcare data	5	X						X	X	
	* Indices and registries	5	X								X
Subdomain I.E. Secondary Data											
1. Validate data from secondary sources to include in the patient's record, including	* Data stewardship	3	X								X
personal health records	* Patient-centered health information technology	3	X							X	
	* Secondary data sources, registries, and indices	3	X								X
Domain II. Information Protection: Ac	cess, Disclosure, Archival, Privacy & Security										
Subdomain II.A. Health Law											
1. Identify laws and regulations applicable to health care	* Health information laws and regulations (HIPAA, The Joint Commission, State laws)	3			X						
	* Healthcare legal terminology	3			X						
	* Centers for Medicare and Medicaid Services (CMS)	3							X		
2. Analyze legal concepts and principles to	* Legal principles	4			X						

the practice of HIM	* Legal health records	4										
Subdomain II.B. Data Privacy, Confide	entiality & Security											
1. Analyze privacy, security and	* Patient verification and identity management policies	4										
confidentiality policies and procedures for internal and external use and exchange of	*Privacy, confidentiality, security principles, policies and procedures, federal and state laws	4										
health information	* E-Discovery	4										
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										
3. Collaborate in the design and implementation of risk assessment,	* Health information archival and retrieval systems	4		X								
contingency planning, and data recovery procedures	* Data security protection methods (Authentication, encryption, decryption, firewalls)	4										
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	* Education training principles	6										X
employees in privacy, security, and confidentiality	* Privacy and security laws and regulations, adult education strategies, training methods	6					X					
Subdomain II.C. Release of Information	n											
1. Create policies and procedures to manage access and disclosure of personal health	* Principles for releasing PHI	6										
information	* Required elements of an authorization	6			X							
2. Protect electronic health information through confidentiality and security measures, policies and procedures	* Audit techniques and principles	3		X								X
Domain III. Informatics, Analytics and	Data Use											
Subdomain III.A. Health Information	Fechnologies											
1. Utilize technology for data collection,	* Health information archival and retrieval systems	3		X								
storage, analysis, and reporting of information	* Computer concepts (Hardware components, network systems architecture operating systems and languages, software packages and tools, Cloud computing	3										
1	applications		 			L	<u> </u>	 	1			

2. Assess systems capabilities to meet			1		I I							
regulatory requirements	* Electronic signatures, data correction, audit logs	5										
3. Recommend device selection based on	* Human factors and user interface design (PDAs, screen	5										
workflow, ergonomic and human factors	size, mobile carts, bedside terminal/point of care)											
4. Take part in the development of networks,	* Communication technologies (Network-LANS, WANS,	4										X
including Intranet and Internet applications	WLANS, VPNs											71
	* Internet technologies (Intranet, web-based systems, standards SGML, XML	4										
5. Evaluate system architecture, database	* System testing	5										
design, data warehousing	* Interface management	5										
	* Data relationships	5										
6. Create the electronic structure of health data to meet a variety of end user needs	* Data information and file structures (Data administration, data definitions, data dictionary, data modeling, data structures, data warehousing, database management systems)	6										
Subdomain III.B. Information Manage	ment Strategic Planning											
1. Take part in the development of	* Corporate strategic plan, operation improvement	4										
information management plans that support	planning, information management plans	4					X					
the organization's current and future strategy												
and goals	* Disaster and recovery planning	4					X					
2. Take part in the planning, design, selection implementation, integration, testing,												
evaluation, and support of health information technologies	* Systems development life cycle (Systems analysis, design, implementation, evaluation, maintenance, EHRs, HIEs, RECs)	4										
							X					
Subdomain III.C. Analytics and Decision	on Support											
Apply analytical results to facilitate decision-making	* Data visualization, PowerPoint, dashboards	3									X	
2. Apply data extraction methodologies	* Data capture tools and technologies (Forms, computer											
	screens, templates, other health record documentation tools; clinical, financial, administrative)	3								X	X	
	* Healthcare statistical formulas (LOS, death, birth, infection rates)	3										X
3. Recommend organizational action based												
on knowledge obtained from data exploration and mining		5		X								
4. Analyze clinical data to identify trends that demonstrate quality safety and effectiveness		4										

of healthcare	* Descriptive statistics (Mean, standard deviation, ranges, percentiles)	4		X							
	* Inferential statistics (T-tests, ANOVA, regression analysis, reliability, validity)	4		X							
	* Epidemiological applications	4	X	X							
5. Apply knowledge of database querying and data exploration and mining techniques to	* SQL, data exploration and mining	3									
facilitate information retrieval	* Data presentation standards and tools	3									
6. Evaluate administrative reports using appropriate software	* SQL, reporting tools	5									
Subdomain III.D. Health Care Statistics											
1. Interpret inferential statistics	* Inferential statistics (T-tests, ANOVA, regression analysis, reliability, validity)	5		X							
	* Computerized statistical packages (SPSS, SAS)	5		X							
2. Analyze statistical data for decision making	* Statistical analysis on healthcare data	4		X							
	* Descriptive statistics (Mean, standard deviation, ranges, percentiles)	4		X							
	* Data reporting and presentations techniques	4	X								
Subdomain III.E. Research Methods											
1. Apply principles of research and clinical literature evaluation to improve outcomes	* Research design/methods (Quantitative, qualitative, evaluative, mixed, outcomes)	3	X	X							
	* Literature search and evaluation	3	X								
	* Knowledge-based research techniques (Medline, CMS libraries, AHRQ, and other websites)	3	X								
2. Plan adherence to Institutional Review	* National guidelines regarding human-subjects research	3	X								
Board (IRB) processes and policies	* IRB process	3	X								
	* Research protocol data management	3	X								
Subdomain III.F. Consumer Informatics	S										
1. Educate consumers on patient-centered	* Patient centered medical homes	3								X	
health information technologies	* Patient portals, patient safety, patient education	3								X	
	* Personal Health Record	3									X
Subdomain III.G. Health Information E	xchange										

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

3. Apply principles of healthcare finance for revenue management	* Cost reporting, budget variances, budget speculation	3				2	K					
4. Implement processes for revenue cycle	* CCI-Electronic Billing X12N	3								X		
management and reporting	* 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	* Compliance strategies and reporting	5										
related to health information initiatives	* Regulatory and licensure requirements	5										
	* Elements of compliance programs	5				2	ζ.					
	* Patient safety	5									X	
2. Determine processes for compliance with	* Policies and procedures	5				2	ζ .					
current laws and standards related to health information initiatives and revenue cycle	* Non-retaliation policies	5				2	ζ .					
j	*Auditing and monitoring	5										
Subdomain V.B. Coding		•										
1. Construct and maintain processes, policies, and procedures to ensure the accuracy of	*UHDDS, Federal compliance guidelines	6										
coded data based on established guidelines	* 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	* Casemix	3							X			
on healthcare payment systems	* 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												
Determine policies and procedures to monitor abuse or fraudulent trends	* Fraud detection	5		2	X							
Subdomain V.D. Clinical Documentatio	on 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	* CDI concurrent, retrospective, post-bill review	6								
Admission, hospital acquired conditions, and other CDI components	* 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	* Professional development for self	2			X					
principles	* 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					

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	* Organizational Design	5					X				
	* EHR implementation	5					X				X
Subdomain VI.C. Work Design and Pro	cess 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 M	anagement										
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 perfomance data incorporating labor analytics	* Labor trends, market analysis	4									
5. Evaluate staffing levels and productivity, and provide feedback to staff regarding	* Performance standards	5			X						
performance	* Professional development in self and others	5			X						
Subdomain VI.E. Training and Develop	ment										
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 Organiz	cational Management										
1. Identify departmental and organizational survey readiness for accreditation, licensing, and/or certification processes	* Accreditation standards (The Joint Commission, NCQA, CARF, CHAP, URAC; Provider credentialing requirements; CMS Conditions of Participation)	3									
2. Implement a departmental strategic plan	* Strategic planning, critical thinking, benchmarking	3					X				
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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	* Healthy People 2020	5									
national and global heathcare delivery systems	* 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	* Managed care organizations	3							X		
interrelationships across the health care delivery system	* 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	* Inter/intra-organizational team-building and leadership	4								X	
initiatives	* Project management	4					X				
7. Facilitate the use of enterprise-wide information assets to support organizational	* Information management planning	4		X							
strategies and objectives	* Enterprise information management	4									
	* Master data/information management	4									
Subdomain VI.G. Financial Manageme	nt										
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				

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

Domain I. Data Content, Structure & Standard	ls	Blooms Level		HIM 470	AHS 110	BMS 222	CIS 150	CIS 231			SOC 356
Subdomain I.A. Classification Systems		1	1								
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									
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									
nterprise **	* 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	

4. Advocate information operability and information exchange	* Generally accepted recordkeeping principles	5						
Subdomain I.D. Data Management								
1. Analyze information needs of customers across the healthcare continuum	* Capture, structure, and use of health information	4						
2. Evaluate health information systems and data storage design	* Storage media, disaster recovery, cloud computing	5						
3. Manage clinical indices/databases/registries	* Secondary data sources, registries, and indices	5						
	* Healthcare data sets (HEDIS, UHDDS, OASIS)	5						
	* Indices and registry policies	5						
4. Apply knowledge of database architecture and design to meet organizational needs	* Database architecture and design	3				X		
and design to meet organizational needs	* Data dictionary, data modeling, data warehousing	3				X		
5. Evaluate data from varying sources to create meaningful presentations	* Presentation software	5						
reate meaningful presentations	* Healthcare data	5						
	* Indices and registries	5						
Subdomain I.E. Secondary Data		•						
1. Validate data from secondary sources to include in the patient's record, including	* Data stewardship	3						
personal health records	* Patient-centered health information technology	3						
	* Secondary data sources, registries, and indices	3						
Domain II. Information Protection: Acc	eess, Disclosure, Archival, Privacy & Security							
Subdomain II.A. Health Law								
1. Identify laws and regulations applicable to health care	* Health information laws and regulations (HIPAA, The Joint Commission, State laws)	3						
	* Healthcare legal terminology	3			_			
	* Centers for Medicare and Medicaid Services (CMS)	3						
2. Analyze legal concepts and principles to	* Legal principles	4						

the practice of HIM	* Legal health records	4	X					
Subdomain II.B. Data Privacy, Confide	ntiality & Security							
1. Analyze privacy, security and	* Patient verification and identity management policies	4	X					
confidentiality policies and procedures for internal and external use and exchange of	*Privacy, confidentiality, security principles, policies and procedures, federal and state laws	4	X					
health information	* 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,	* Health information archival and retrieval systems	4						
contingency planning, and data recovery procedures	* 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	* Education training principles	6						
employees in privacy, security, and confidentiality	* Privacy and security laws and regulations, adult education strategies, training methods	6						
Subdomain II.C. Release of Informatio	n							
1. Create policies and procedures to manage access and disclosure of personal health	* Principles for releasing PHI	6	X					
information	* Required elements of an authorization	6						
2. Protect electronic health information through confidentiality and security measures, policies and procedures	* Audit techniques and principles	3						
omain III. Informatics, Analytics and Data Use								
Subdomain III.A. Health Information	Technologies Technologies							
1. Utilize technology for data collection,	* Health information archival and retrieval systems	3						
storage, analysis, and reporting of information	* Computer concepts (Hardware components, network systems architecture operating systems and languages, software packages and tools, Cloud computing applications	3				X		

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Assess systems capabilities to meet regulatory requirements	* Electronic signatures, data correction, audit logs	5	X					
3. Recommend device selection based on workflow, ergonomic and human factors	* Human factors and user interface design (PDAs, screen size, mobile carts, bedside terminal/point of care)	5	X					
4. Take part in the development of networks, including Intranet and Internet applications	* Communication technologies (Network-LANS, WANS, WLANS, VPNs	4						
	* Internet technologies (Intranet, web-based systems, standards SGML, XML	4			X			
5. Evaluate system architecture, database	* System testing	5				X		
design, data warehousing	* Interface management	5				X		
	* Data relationships	5				X		
6. Create the electronic structure of health data to meet a variety of end user needs	* Data information and file structures (Data administration, data definitions, data dictionary, data modeling, data structures, data warehousing, database management systems)	6				X		
Subdomain III.B. Information Manager	ment Strategic Planning							
1. Take part in the development of information management plans that support	* Corporate strategic plan, operation improvement planning, information management plans	4						
nformation management plans that support he organization's current and future strategy and goals	* Disaster and recovery planning	4						
2. Take part in the planning, design, selection, implementation, integration, testing, evaluation, and support of health information technologies	* Systems development life cycle (Systems analysis, design, implementation, evaluation, maintenance, EHRs, HIEs, RECs)	4						
Subdomain III.C. Analytics and Decisio	n Support							
Apply analytical results to facilitate decision-making	* Data visualization, PowerPoint, dashboards	3						
2. Apply data extraction methodologies	* Data capture tools and technologies (Forms, computer screens, templates, other health record documentation tools; clinical, financial, administrative)	3						
	* Healthcare statistical formulas (LOS, death, birth, infection rates)	3						
3. Recommend organizational action based on knowledge obtained from data exploration and mining		5						
4. Analyze clinical data to identify trends that demonstrate quality, safety, and effectiveness	* Statistical analysis on healthcare data	4						

of healthcare	* Descriptive statistics (Mean, standard deviation, ranges, percentiles)	4							
	* Inferential statistics (T-tests, ANOVA, regression analysis, reliability, validity)	4							
	* Epidemiological applications	4							
5. Apply knowledge of database querying and data exploration and mining techniques to	* SQL, data exploration and mining	3					X		
facilitate information retrieval	* Data presentation standards and tools	3					X		
6. Evaluate administrative reports using appropriate software	* SQL, reporting tools	5					X		
Subdomain III.D. Health Care Statistic	S								
1. Interpret inferential statistics	* Inferential statistics (T-tests, ANOVA, regression analysis, reliability, validity)	5							
	* Computerized statistical packages (SPSS, SAS)	5							
2. Analyze statistical data for decision making	* Statistical analysis on healthcare data	4							
	* Descriptive statistics (Mean, standard deviation, ranges, percentiles)	4							
	* Data reporting and presentations techniques	4							
Subdomain III.E. Research Methods									
1. Apply principles of research and clinical literature evaluation to improve outcomes	* Research design/methods (Quantitative, qualitative, evaluative, mixed, outcomes)	3							
	* Literature search and evaluation	3							
	* Knowledge-based research techniques (Medline, CMS libraries, AHRQ, and other websites)	3							
2. Plan adherence to Institutional Review	* National guidelines regarding human-subjects research	3							
Board (IRB) processes and policies	* IRB process	3							
	* Research protocol data management	3							
Subdomain III.F. Consumer Informatic	S								
1. Educate consumers on patient-centered	* Patient centered medical homes	3							
ealth information technologies	* Patient portals, patient safety, patient education	3							
	* Personal Health Record	3							
Subdomain III.G. Health Information I	omain III.G. Health Information Exchange								

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	y and Data Quality							
Discover threats to data integrity and validity	* Intrustion 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	* Data quality assessment and integrity	4						
quality management, data quality, and identification of best practices for health information systems	* Disease management process (Case management, critical paths, care coordination)	4						
information systems	* Outcomes measurement (Patient as patient, customer satisfaction, disease specific)	4						
	* Patient and organization safety initiatives	4						
5. Model policy initiatives that influence data	* Data quality Model	3						
integrity	* Characteristics and data integrity	3						
Domain IV. Revenue Management								
Subdomain IV. A. Revenue Cycle and R								
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, commerical, 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					

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

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

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

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

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

	* Project management	4					
Subdomain VI.J. Vendor/Contract Man	agement						
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		