

HIM Master's Degree Competencies*
Domains, Subdomains, and Tasks
2007 and Beyond

I. Domain: Health Data Management

A. Data Structure

1. Evaluate reference terminologies to satisfy organizational information needs (e.g., SNOMED; LOINC)
2. Map data terminologies to each other and to classification systems (e.g. crosswalk from ICD-9-CM to ICD-10)
3. Ensure data are in a format that will satisfy data integration needs (e.g., interoperability; decision support; legacy systems)
4. Ensure the standardization of data dictionaries to meet the needs of the enterprise.
5. Establish policies and procedures to ensure data integrity internal and external to the enterprise.
6. Ensure compliance with internal (e.g. data dictionary) and external (e.g. HL7, ASTM, The Joint Commission, NCQA, HEDIS, ACoS) data standards.
7. Create, evaluate, maintain and recommend data architectural models for the enterprise (e.g. clinical data, financial data; administrative data):
8. Develop enterprise wide policies for collection, use and maintenance of health care data
9. Apply data capture technologies (e.g., Natural Language Processing (NLP), Voice Recognition, Document Imaging)
10. Advocate policy initiatives that influence data integrity
11. Advocate information interoperability and information exchange
12. Demonstrate data stewardship of secondary databases and population databases
13. Manage information as a key strategic resource and mission tool
14. Enable decision-makers to use data
15. Support evidenced-based practice

B. Data Analysis and Outcomes

1. Access information needs of customers
2. Conceptualize, design, and manage data analysis projects (e.g., clinical research; operational research; utilization review; quality assurance, public health, epidemiology, biotechnology research)
3. Identify data sources and design the extraction methodology (e.g., clinical; financial; administrative)
4. Direct data clustering and data mining activities (e.g., trend analysis) of enterprise-wide data base systems

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5. Establish statistical analysis protocols and advanced statistical analyses
6. Interpret and communicate analytical results in a format that can be used for decision making.
7. Ensure adherence to research administration processes and policies (e.g., Institutional Review Board (IRB); HIPAA Security and Privacy; research regulatory agencies)

II. Domain: Information Technology and System

A. Healthcare Information Systems

1. Develop criteria to evaluate and select clinical, administrative and specialty information technology applications for various healthcare settings
2. Assess systems capabilities to meet regulatory requirements (e.g., electronic signatures; data correction; audit logs)
3. Design, integrate, implement and manage knowledge-based applications to facilitate administrative and clinical decision support systems and evidence based practice models
4. Recommend device selection based on work flow, ergonomic and human factors (e.g., PDAs; screen size; carts; beside terminals)
5. Select or design application or systems interfaces for ease of data entry, data transfer, and data display
6. Employ life cycle concepts to analysis, design, implementation, evaluation, and maintenance of healthcare information systems
7. Develop and oversee technical and operational policies and procedures for inter-organizational health data exchange (e.g., Regional Health Information Organizations (RHIO); other health care providers and health data banks)
8. Design and evaluate the processes and systems that ensure compliance with regulatory, governmental, legal, accreditation and certification requirements for health information technologies
9. Know the standard setting organizations and their efforts related to clinical data and health information technology such as HL7 (functional model), ASTM (CCR), ANSI
10. Engage in policy development, analysis, and advocacy as related to the uses, protection and dissemination of health information
11. Ensure the strategic and operational relevance of clinical information resources important to the health care industry

B. Data Security, Privacy, Confidentiality

1. Develop and implement policies and technologies to protect data integrity and validity
2. Develop and implement information security policies and procedures
3. Design and implement risk assessment, risk management and business continuity (e.g., downtime; routine backup) plans to ensure data security and confidentiality
4. Design and test disaster recovery plans for data and service delivery

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5. Adhere to the requirements of the legal health record

C. Information Management Planning

1. Develop information management plans that support the organization's strategic initiatives
2. Analyze and redesign workflow processes and jobs in order to develop the information infrastructure to meet organizational needs
3. Assess and justify investment in healthcare information technology projects (e.g. return on investment; cost/benefit analysis; compliance with regulatory requirements; quality improvement; decrease risk)
4. Apply project management tools and techniques to ensure successful design and implementation of information systems
5. Plan and promote initial and ongoing information systems training programs
6. Engage key stakeholders in information systems planning
7. Develop methods for revenue cycle compliance
8. Design and implement risk assessment, risk management, and business continuity plans to ensure data security and confidentiality
9. Plan and implement networks, including intranet and internet applications, to facilitate the electronic health record (EHR), personal health record (PHR), public health, and other administrative applications
10. Develop criteria, review, evaluate and select clinical, administrative and specialty information technology applications used in healthcare organizations
11. Employ information systems life cycle concepts, including information systems analysis, design
12. Guide user interface design through application of key ergonomic and human factors
13. Manage the installation, training and implementation of healthcare information systems
14. Monitor information systems and ensure ongoing maintenance and performance upgrades
15. Understand artificial intelligence applications and user interface design concepts
16. Address genomic impact on health information management

III. Organization and Management

A. Leadership

1. Develop performance management measures (e.g., benchmarking; productivity standards; report cards)
2. Develop business plans
3. Establish and promote health information as a key strategic resource and mission tool

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4. Advocate the use of health information technology to promote quality of care and patient safety (e.g., clinical decision support systems; electronic health records; interoperable systems)
5. Advise key stakeholders regarding the impact and optimal use of current and future technology on the organization
6. Engage in public policy development, analysis, and advocacy for the use, protection and dissemination of electronic health information (EHI)
7. Promote consumer directed activities related to patient health information, personal health records (PHR) and healthcare literacy
8. Develop and deliver effective internal and external communications
9. Participate in and/or chair executive level committees
10. Develop criteria, review, evaluate and select clinical, administrative and specialty information technology applications used in healthcare organizations
11. Master effective negotiating (influence) skills
12. Develop and exercise a personal leadership style using contemporary leadership theory and principles

B. Resource Management

1. Prepare, evaluate and manage capital, operating and/or project budgets
2. Collaborate with multiple disciplines to manage the revenue cycle (e.g., claims management; chargemaster; decision support; contracts)
3. Perform cost/benefit analysis for resource planning and allocation (e.g., outsourcing; acquisition)
4. Manage human resources (e.g., retention and recruitment planning; skill sets; mentoring; team management; organizational structure)
5. Collaborate with multiple disciplines to ensure effective project/program outcomes
6. Allocate physical assets including technology, hardware, and space
7. Promote lifelong learning for self and staff
8. Research, write, and prepare grant proposals

C. Strategic/ Contingency Planning

1. Develop strategic plans for the organization
2. Forecast operational and technical needs
3. Develop RFP proposal evaluation and proposal management
4. Develop, implement and evaluate contingency plans for HIM functions – decentralized; across disciplines, across delivery systems
5. Apply concepts of change management theories, techniques and leadership
6. Utilize project management tools to plan and implement healthcare information systems
7. Develop strategic and operational plans for health information management across systems

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D. Education and Training

1. Develop, implement and evaluate initial and ongoing training programs (e.g., information systems; clinical documentation; HIPAA compliance; Prospective Payment System [PPS])
2. Educate the public on privacy, security, access to and maintenance of their own information
3. Educate consumers on the personal health record (PHR) concept, requirements, legalities and health literacy issues
4. Design, execute and/or manage enterprise-wide compliance training programs on topics including regulatory, reimbursement, and legal issues pertaining to the health record.
5. Develop effective communication through project reports, business reports and professional communications
6. Demonstrate executive decision making

**The HIM Masters Degree Competencies are the validated work product of the 2006 AHIMA Council on Certification Masters Level Job Analysis study and refined by the HIM Education Strategy Committee 2007.*