



**DATA FOR DECISIONS: THE HIM  
WORKFORCE  
AND  
WORKPLACE**

**AHIMA  
Members as  
Managers:**  
A Summary of  
Responses to  
Part 3 of the  
2002 AHIMA  
Member Survey

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Foundation of Research  
and Education of AHIMA

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# **DATA FOR DECISIONS: THE HIM WORKFORCE AND WORKPLACE AHIMA Members as Managers: A Summary of Responses to Part 3 of the 2002 AHIMA Member Survey**

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**AHIMA Members as Managers:  
A Summary of Responses to Part 3 of the 2002 AHIMA Member Survey**

June 10, 2004

This report has been prepared as a reference document to be used by policy analysts and policy makers interested in the attitudes and activities of selected bellwether employers of HIM professionals in the U.S. It summarizes the two-page supplement to the 2002 AHIMA member survey completed by those who reported that they supervised at least one other HIM professional.

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## Table of Contents

<b>AHIMA Members as Managers .....</b>	<b>1</b>
Workforce Recruiting .....	1
Geographic Variations .....	2
Scope of Management, Settings, and Positions of HIM Managers .....	10
Skills and Education of HIM Professionals .....	14
Salaries of HIM Managers .....	16
<b>Appendix: HIM Manager Demographics.....</b>	<b>19</b>

## **AHIMA Members as Managers**

The HIM Employer/Supervisor Supplement was collected as part of the 2002 AHIMA Member Survey, which was sent to a random sample of 10,010 active AHIMA members in the summer of 2002. Ultimately, there were 5,333 usable responses—a response rate of approximately 55% after adjusting for people no longer active in HIM.

For the purposes of this report, managers are respondents who indicated that they supervise at least one person (question Part III.A.2). Based on this definition, 1,843 HIM managers responded to the 2002 AHIMA Member Survey. In the discussion that follows, the number of responses tabulated may vary from this total. For some questions, managers either failed to answer or indicated they were not relevant to their position.

### **Objectives of this Report**

The primary objective of this chapter is to provide a summary of the responses to the HIM Employer/Supervisor Supplement. Each question in the supplement is addressed in this report, generally through the use of a table or chart with a succinct interpretive text. Multiple tables or charts focus on several questions in order to clarify issues of special interest to AHIMA members and other HIM stakeholders. The report has the following chapters:

- Workforce Recruiting
- Scope of Management, Settings, and Positions of HIM Managers
- Education of HIM Professionals
- Salary of HIM Managers
- Manager Demographics

### **Workforce Recruiting**

When hiring for HIM positions, the majority of HIM managers indicated that HIM credentials are required or preferred for all positions they supervise. The mean in Table 1 reflects the average of a scale ranging from 0 to 2, with 2 indicating that HIM credentials are required, 1 indicating that HIM credentials are preferred, and 0 indicating no preference for HIM credentials in hiring.

**Table 1. Preference for HIM Credentials when Hiring**

Position	Required	Preferred	No Preference	Mean	n
Director/Assistant Director	11.1%	30.7%	19.3%	1.74	944
Consultant	7.1%	29.6%	19.1%	1.60	643
HIM Supervision/Manager	44.0%	41.5%	3.6%	1.59	1140
Coder/Clinical Data Specialist	19.5%	19.4%	8.1%	1.45	1378
Educator/Instructor	38.6%	11.2%	5.6%	1.40	464
Division Manager	18.9%	22.0%	11.3%	1.30	454
Information Privacy/Security Officer	18.6%	20.5%	9.7%	1.30	663
Compliance Officer	8.2%	15.8%	12.8%	1.24	536
Data Quality Manager	20.8%	12.2%	8.3%	1.18	556
Coordinator/Registrar	58.0%	10.7%	4.1%	1.15	600
QI/UM	23.7%	12.2%	6.6%	1.07	481
Information Systems Specialist	52.1%	25.3%	3.8%	0.91	446
Project Manager	8.2%	21.0%	11.9%	0.89	418
Database Administrator	25.3%	23.8%	8.0%	0.88	400
Clinical Data Analyst	8.2%	18.1%	12.3%	0.87	743
Clinical Document Specialist	11.3%	44.7%	22.8%	0.87	704
Release of Information Coordinator	12.8%	21.5%	9.8%	0.85	1053
Vendor Representative	4.4%	13.2%	13.4%	0.71	326

Note: question Part III. B. 1 is used to construct this table.

Nearly three-quarters of managers (74.2%) indicated that there are not enough good applicants or that there are no good applicants for available positions. [See question Part III. B. 2]

### **Geographic Variations**

The availability of qualified applicants in Table 2 is measured on a scale ranging from +2 to -2: +2 indicates no good applicants, +1 indicates a few good applicants, but not enough, 0 indicates as many applicants as positions, -1 indicates more good applicants than positions, and -2 indicates many more good applicants than positions. The availability of qualified applicants varied only slightly by region and work settings. The North Mid-Central (+0.93) and the West (+0.91) regions of the country have the fewest qualified applicants.

In regards to settings, Hospital-Inpatient/Acute Care (+0.94) and Hospital-Outpatient/Acute Care (+0.84) have the fewest qualified applicants. The availability of qualified applicants does not

vary greatly by region or setting. Managers in all regions and settings indicate that, while there are a few good applicants, there are not enough.

**Table 2. Availability of Qualified Applicants by Primary Work Setting and Region**

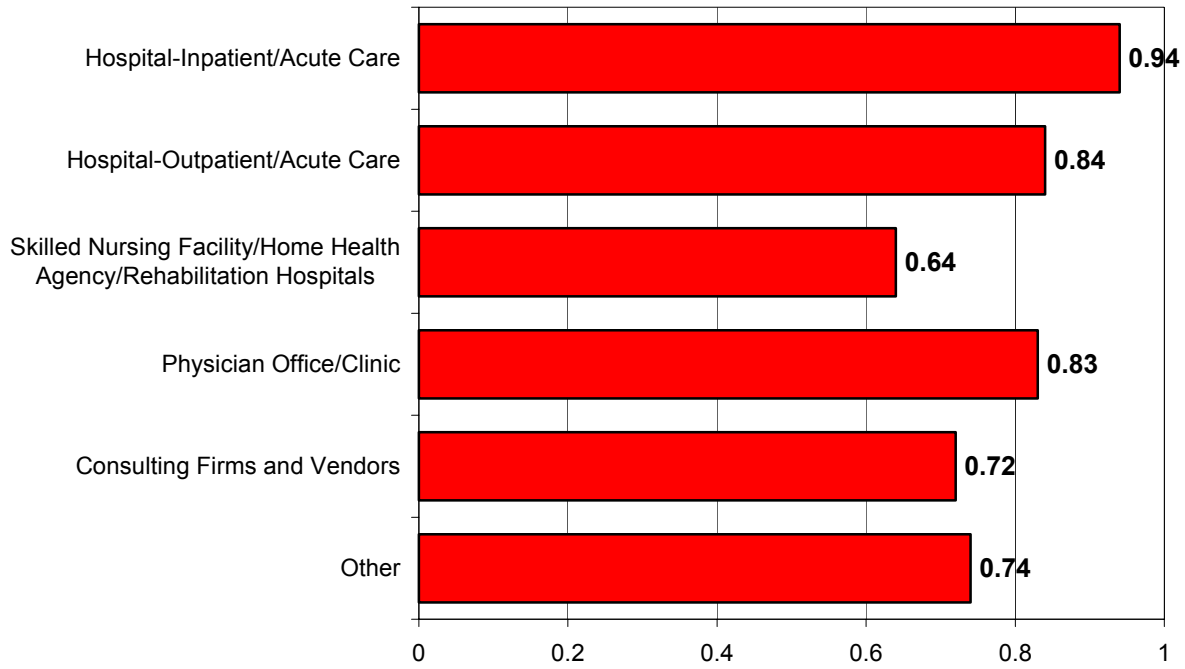
<b>Primary Setting</b>	<b>Northeast</b>	<b>East Mid-Central</b>	<b>South</b>	<b>North Mid-Central</b>	<b>Southwest</b>	<b>West</b>	<b>Total</b>
<b>Hospital-Inpatient/ Acute Care</b>	1.03	0.96	0.92	0.99	0.81	0.94	0.94
	(131)	(253)	(212)	(172)	(135)	(131)	(1034)
<b>Hospital-Outpatient/ Acute Care</b>	0.75	1.00	0.86	0.77	0.80	0.89	0.84
	(12)	(13)	(7)	(13)	(15)	(9)	(69)
<b>Skilled Nursing Facility/ Home Health Agency/ Rehabilitation Hospital</b>	0.25	0.71	0.74	0.55	0.80	0.93	0.64
	(20)	(24)	(19)	(20)	(10)	(15)	(108)
<b>Physician Office/Clinic</b>	0.70	0.93	0.89	0.84	0.59	1.00	0.83
	(10)	(28)	(18)	(31)	(17)	(6)	(110)
<b>Consulting Firm and Vendor</b>	0.90	0.44	0.56	1.13	0.71	0.80	0.72
	(10)	(16)	(9)	(8)	(7)	(10)	(60)
<b>Other</b>	0.56	0.75	0.70	0.96	0.77	0.77	0.74
	(32)	(67)	(46)	(26)	(22)	(30)	(223)
<b>Total</b>	0.85	0.89	0.86	0.93	0.78	0.91	0.87
	(215)	(401)	(311)	(270)	(206)	(201)	(1604)

Note 1: sample size is displayed in parentheses.

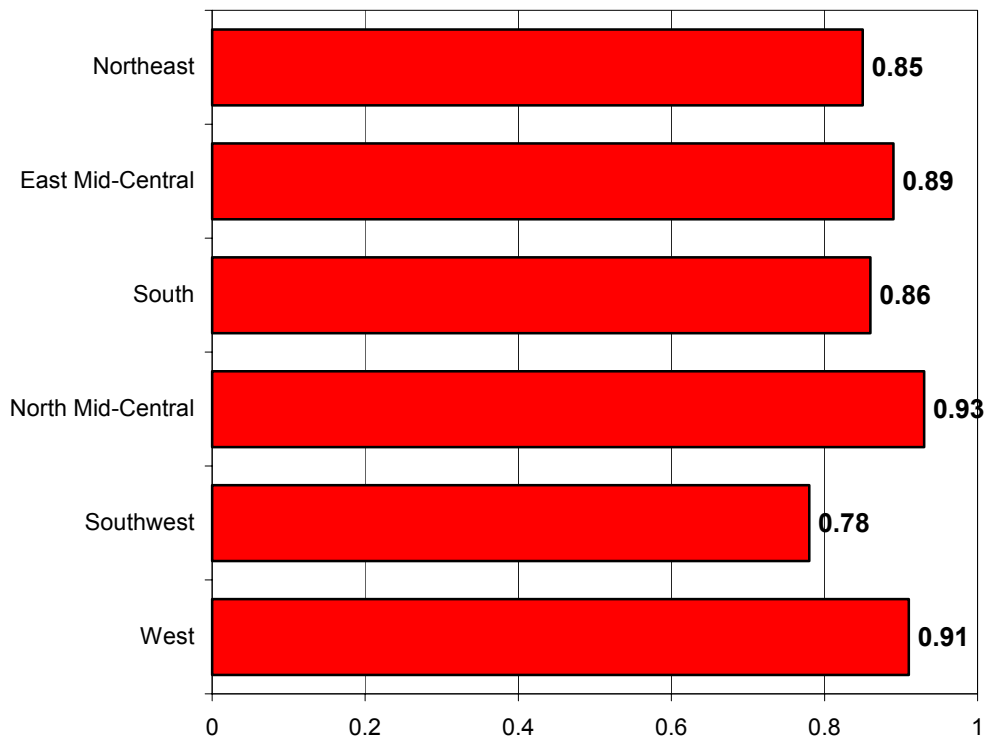
Note 2: questions Part I. B. 4 and Part III. B. 2 are used to construct this table along with information obtained from the AHIMA membership database (region).

Figures 1 and 2 below summarize the row and column totals of Table 2, respectively.

**Figure 1. Availability of Qualified Applicants by Primary Work Setting (N = 1604)**



**Figure 2. Availability of Qualified Applicants by Region (N = 1604)**





The respondents also indicated that the number of HIM credentialed employees in their department/unit remained stable (43.8%) or increased (31.5%) over the last three years.

How the number of HIM credentialed employees in their department/unit has changed in the last three years is measured on a scale ranging from +2 to -2, with -2 indicating that the number greatly decreased, -1 indicating that the number decreased, 0 indicating that the number remained stable, +1 indicating that the number increased, and +2 indicating that the number greatly increased. The extent of change did not vary much by region or work setting (Table 3).

The number of HIM credentialed employees increased the most in the last three years in the Southwest (0.40) followed by the Northeast (0.37) and West (0.37). The number HIM credentialed employees increased the most in Hospital-Inpatient/Acute Care (0.41) and Hospital-Outpatient/Acute Care (0.36).

**Table 3. Change in the Number of HIM Credentialed Professionals by Primary Work Setting and Region**

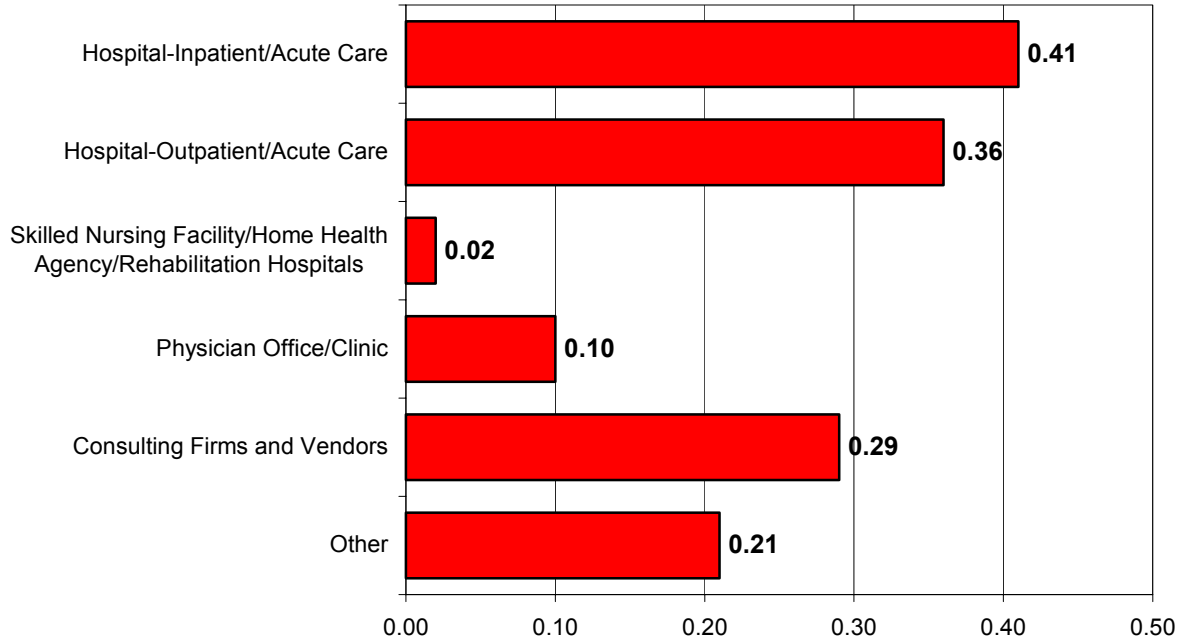
Primary Setting	Northeast	East Mid-Central	South	North Mid-Central	Southwest	West	Total
Hospital-Inpatient/Acute Care	0.47	0.43	0.34	0.32	0.49	0.42	0.41
	(132)	(254)	(208)	(179)	(138)	(123)	(1034)
Hospital-Outpatient/Acute Care	0.15	0.50	0.29	0.23	0.64	0.30	0.36
	(13)	(12)	(7)	(13)	(14)	(10)	(69)
Skilled Nursing Facility/Home Health Agency/Rehabilitation Hospital	0.15	-0.8	-0.25	0.10	0.00	0.27	0.02
	(20)	(24)	(20)	(21)	(11)	(15)	(111)
Physician Office/Clinic	0.00	0.26	-0.05	0.24	-0.27	0.00	0.10
	(8)	(27)	(21)	(29)	(11)	(4)	(100)
Consulting Firm and Vendor	0.33	0.33	0.25	0.27	0.71	-0.10	0.29
	(9)	(18)	(8)	(11)	(7)	(10)	(63)
Other	0.30	0.01	0.29	0.23	0.15	0.43	0.21
	(30)	(69)	(51)	(30)	(20)	(30)	(230)
Total	0.37	0.32	0.27	0.28	0.40	0.37	0.33
	(212)	(404)	(315)	(283)	(201)	(192)	(1607)

Note 1: sample size is displayed in parentheses.

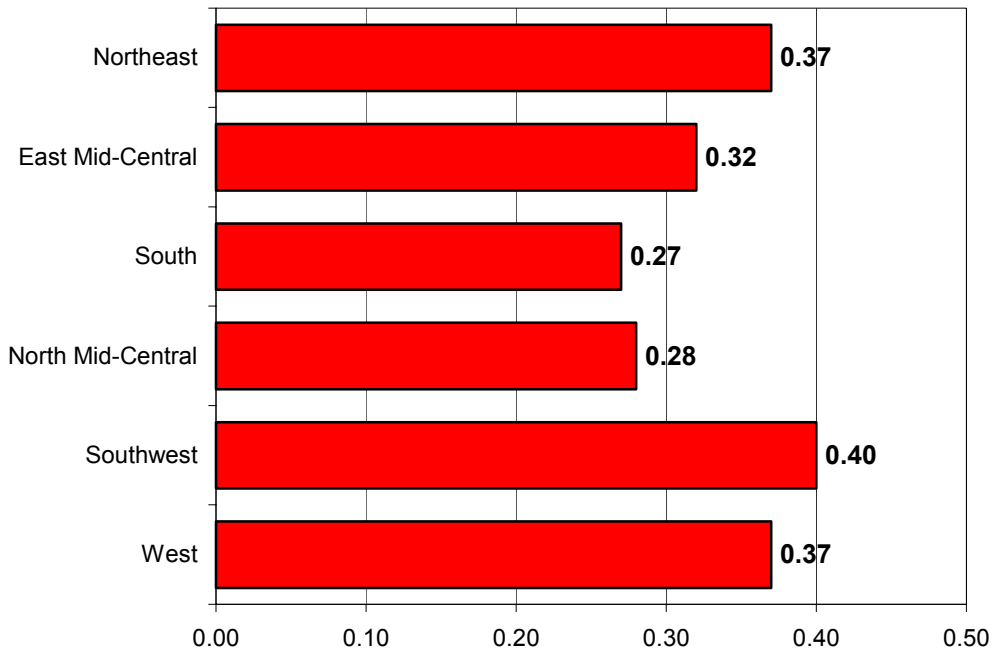
Note 2: questions Part I. B. 4 and Part III. B. 3 are used to construct this table along with information obtained from the AHIMA membership database (region).

Figures 3 and 4 below summarize the row and column totals of Table 3.

**Figure 3. Change in the Number of HIM Credentialed Professionals by Primary Work Setting (N = 1607)**



**Figure 4. Change in the Number of HIM Credentialed Professionals by Region (N = 1607)**



More than 44% of managers indicated that coders are in high demand, while only 7% indicated that they are in plentiful supply (Table 4) . Only 33.4% of managers reported that coders are required to have credentials. The demand for coders varies to some extent by region, with coders most sought after in the West (53.6%) and least sought after in the North Mid-Central (34.4%).

**Table 4. Demand and Credential Requirement by Region**

	Northeast	East Mid-Central	South	North Mid-Central	Southwest	West	Total
<b>In high demand</b>	45.9%	46.6%	42.0%	34.4%	48.3%	53.6%	44.5%
<b>In plentiful supply</b>	3.7%	6.1%	8.9%	8.6%	7.0%	6.3%	7.0%
<b>Required to be credentialed</b>	30.2%	36.0%	29.5%	41.3%	30.7%	29.7%	33.4%
<b>Not required to be credentialed</b>	32.2%	30.2%	29.0%	30.6%	32.5%	32.9%	31.0%
<b>Lacking in availability</b>	26.0%	29.1%	25.8%	28.1%	30.7%	35.6%	28.8%

Note 1: the sum of the percentages in Table 12 exceeds 100 because respondents are allowed to choose multiple categories.

Note 2: question Part III. B. 4 is used to construct this table along with information obtained from the AHIMA member database (region).

More than 43% of managers indicated that they fill coding vacancies with both credentialed and non-credentialed individuals. This varies slightly by region (Table 5).

**Table 5. Who Fills Coding Vacancies in Your Organization by Region**

	Northeast	East Mid-Central	South	North Mid-Central	Southwest	West	Total
<b>AHIMA credentialed individuals only</b>	19.4%	27.7%	24.0%	32.2%	22.1%	23.1%	25.4%
<b>AHIMA and other credentialed individuals</b>	13.1%	17.6%	15.1%	12.9%	16.8%	11.1%	14.8%
<b>Both credentialed and non-credentialed individuals</b>	61.3%	48.4%	54.5%	45.5%	53.2%	57.1%	52.4%
<b>Non-credentialed individuals only</b>	6.3%	6.4%	6.5%	9.4%	7.9%	8.8%	7.4%
<b>N</b>	191	376	292	255	190	182	1,486

Note: question Part III. B. 5 is used to construct this table along with information obtained from the AHIMA member database (region).

The primary area of concern (Table 6) for managers was privacy and security of medical records (21.7%) and the secondary area of concern was improving productivity (20.9%).

**Table 6. Key HIM Areas of Concern in Department/Unit**

<b>Areas of Concern</b>	<b>Primary</b>	<b>Secondary</b>	<b>Tertiary</b>
<b>Recruiting staff</b>	10.3%	5.8%	6.2%
<b>Supervising staff</b>	17.4%	11.1%	12.2%
<b>Finding credentialed HIM staff</b>	7.8%	5.9%	4.1%
<b>Designing and planning information systems</b>	3.3%	3.1%	3.4%
<b>Implementing information systems</b>	4.1%	4.8%	4.8%
<b>Analyzing and interpreting data</b>	4.2%	5.9%	6.1%
<b>Improving reimbursement</b>	15.1%	14.6%	10.0%
<b>Reducing costs</b>	2.8%	7.1%	9.5%
<b>Improving productivity</b>	12.3%	20.9%	20.7%
<b>Developing informational policies</b>	1.0%	6.5%	6.0%
<b>Privacy and security medical records</b>	21.7%	14.3%	16.9%

Note: question Part III. B. 6 is used to construct this table along with information obtained from the AHIMA membership database (region).

Managers overwhelmingly reported that the demand for HIM positions over the next couple of years would either increase or remain stable (Table 7).

**Table 7. Perceived Demand for the Following HIM Positions over the Next Two Years**

<b>Position</b>	<b>Increase</b>	<b>Remain Stable</b>	<b>Decrease</b>	<b>Mean</b>	<b>n</b>
<b>Info. Privacy/Security Officer</b>	87.3%	11.6%	1.2%	0.86	1,367
<b>Coder/Clinical Data Specialist</b>	86.5%	12.1%	1.4%	0.85	1,521
<b>Compliance Officer</b>	77.9%	20.6%	1.4%	0.76	1,395
<b>Information Systems Specialist</b>	72.7%	25.5%	1.8%	0.71	1,185
<b>Database Administrator</b>	58.7%	38.9%	2.4%	0.56	1,026
<b>Clinical Document Specialist</b>	58.9%	38.6%	2.5%	0.56	1,147
<b>Release of Information Coordinator</b>	54.6%	42.8%	2.5%	0.52	1,347
<b>Data Quality Manager</b>	53.6%	44.7%	1.7%	0.52	1,118
<b>Consultant</b>	53.7%	41.0%	5.2%	0.48	1,124
<b>Project Manager</b>	49.9%	46.9%	3.1%	0.47	991
<b>Clinical Data Analyst</b>	50.3%	46.5%	3.3%	0.47	1,102
<b>Educator/Instructor</b>	49.5%	46.2%	4.3%	0.45	1,099
<b>QI/UM</b>	44.1%	52.3%	3.7%	0.40	1,094
<b>HIM Supervisor/Manager</b>	44.0%	52.2%	3.8%	0.40	1,397
<b>Data Coordinator/Registrar</b>	35.5%	61.8%	2.7%	0.33	1,005
<b>Director/Assistant Director</b>	33.6%	61.1%	5.3%	0.28	1,302
<b>Coordinator/Registrar</b>	30.0%	66.2%	3.8%	0.26	1,005
<b>Division Manager</b>	27.6%	67.1%	5.3%	0.22	930

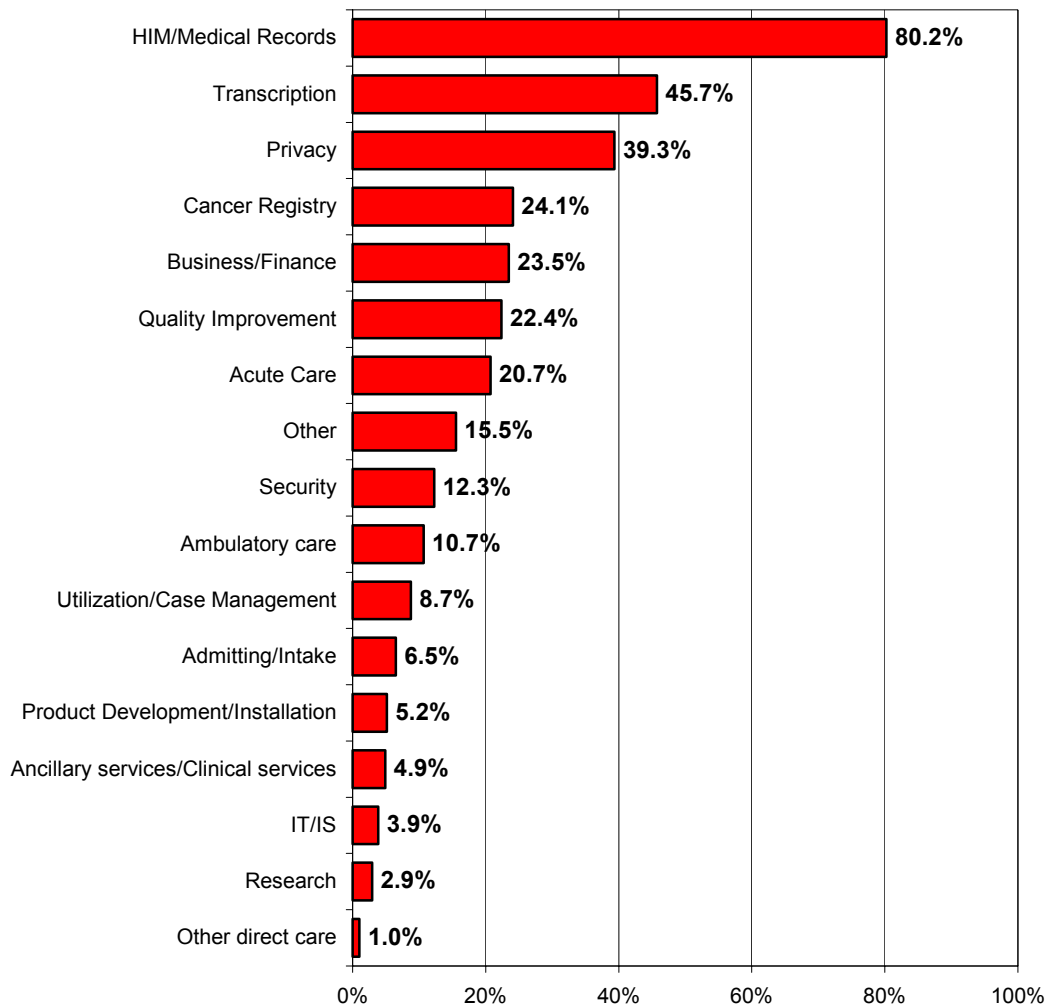
Note 1: the mean in the above table reflects the average of the categories: Increase (1)  
Remain Stable (0), and Decrease (-1).

Note 2: question Part III. B. 7 is used to construct this table.

**Scope of Management, Settings, and Positions of HIM Managers**

The most common functions for which HIM managers reported having supervisory responsibility were HIM/Medical Records (80.2%) followed by Transcription (45.7%), and Privacy (39.3%). Less than 25% of managers reported supervisory responsibility for any other function (Figure 5.)

**Figure 5. Managerial Responsibility (N = 1843)**



Note 1: the sum of the percentages in Figure 2 exceeds 100 because respondents are allowed to choose multiple categories.

Note 2: coding is not included as a category on the survey.

Note 3: question Part III. A. 1 is used to construct this figure.

Further, the majority of managers reported being responsible for multiple functions. On average managers were responsible for 3.5 functions. Also of note, managers with an RHIA credential tend to supervise more employees than managers without an RHIA credential (Table 8).

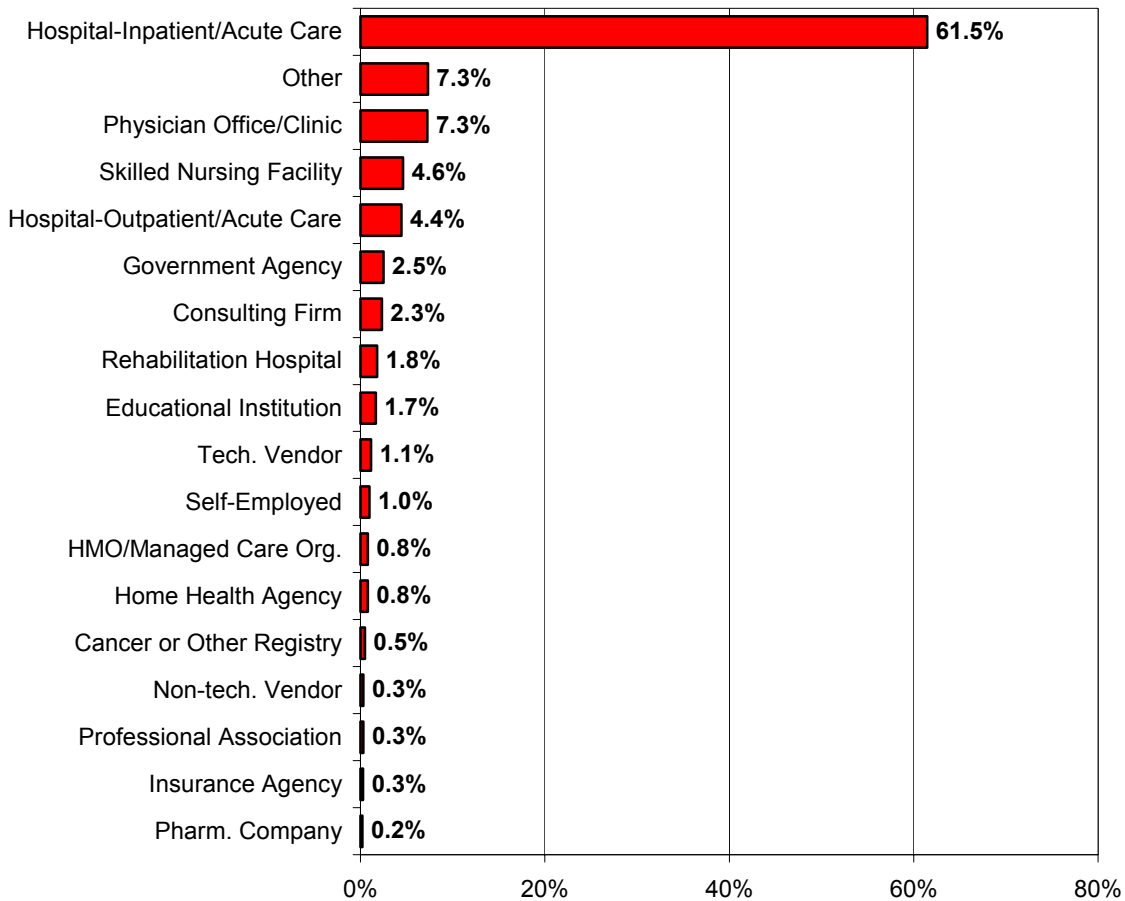
**Table 8. Mean Number of Employees by Credential Per Manager's Credential**

Employees' Credential	Manager's Credential		
	RHIA	RHIT	CCS/CCS-P
RHIT	1.96	1.94	0.93
RHIA	1.14	0.41	0.43
CCS/CCS-P	1.47	0.99	2.71
Not Credentialed	16.14	10.50	7.66
All Employees	20.42	13.63	11.24

Note: question part III. A. 2 is used to construct this table along with information obtained from the AHIMA membership database (manager's credential).

Figure 6 shows that for 61.5% of managers the primary work setting was Hospital-Inpatient/Acute Care. The second most frequent setting for HIM managers was Other (7.3%) and Physician Office/Clinic (7.3%). Among the settings included in the Other category, Mental Health and Substance Abuse is the most frequent. 2.4% of all managers (N =1821) report their primary work setting to be Mental Health and Substance Abuse.

**Figure 6. Primary Work Setting (N = 1821)**

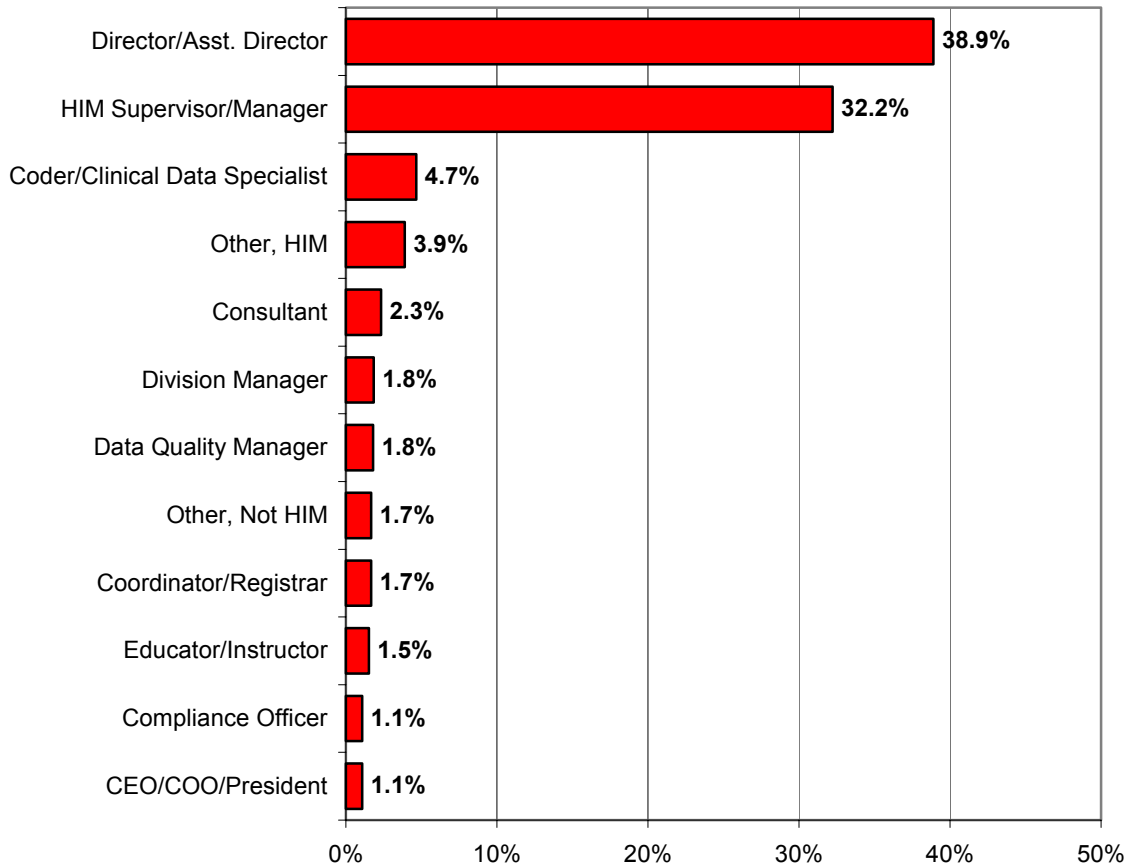


Note: question Part I. B. 4 is used to construct this figure.



Figure 7 shows that the most common position reported by HIM managers was Director/Assistant Director (38.9%) followed by HIM Supervisor /Manager (32.2%).

**Figure 7. Primary Positions (N = 1816)**



Note: question Part I. B. 5 is used to construct this figure.

Table 9 shows the mean number of employees of managers in different positions. Managers whose primary position was HIM Management on average reported supervising 18 persons, whereas IT/IS managers on average were responsible for 17 employees and executives were typically responsible for 15 persons. Note that the large discrepancy between the mean and the median is indicative of outliers that inflate the mean number of employees supervised relative to the median.

**Table 9. Mean Number of Employees by Primary Position of Managers**

Primary Position	Mean	Median	Std. Dev.
Executive	15.1	7	28.7
IS/IT	17.1	6	42.4
HIM Management	18.8	11	26.4
Other HIM	10.4	6	22.6
Educator	8.5	3.5	15.1
Alternative Setting	10.9	5	16.7
<b>Total</b>	<b>16.8</b>	<b>9</b>	<b>25.9</b>

Note: question Part I. B. 5 is used to construct this table.

### **Skills and Education of HIM Professionals**

Managers generally indicated that newly graduated or credentialed HIM professionals are well prepared educationally and are well equipped to manage existing technologies (Tables 10 and 11).

**Table 10. Educational Preparation of New HIM professionals**

Preparation	RHIA	RHIT	CCS/ CCS-P	Other
Very well prepared	26.1%	20.6%	18.2%	11.3%
Well prepared	51.6%	56.9%	60.7%	42.5%
Not well prepared	19.8%	19.9%	17.7%	34.9%
Not at all prepared	2.6%	2.6%	3.4%	11.3%
<b>N</b>	349	622	384	106

Note: question Part III. C. 1 is used to construct this table.  
 Note: Other means other credentialed.

**Table 11. Technological Preparation of New HIM professionals**

Preparation	RHIA	RHIT	CCS/ CCS-P	Other
Very well prepared	29.5%	20.2%	17.7%	12.4%
Well prepared	34.6%	39.3%	36.8%	31.4%
Not well prepared	27.8%	31.9%	36.8%	40.0%
Not at all prepared	8.1%	8.6%	8.7%	16.2%
<b>N</b>	370	642	402	105

Note: question Part III. C. 2 is used to construct this table.

Note: Other means other credentialed.

More than half (53.1%) of HIM managers indicated that their organization actively recruits HIM professionals from AHIMA accredited programs. [See question III. C. 3.]

More than half of managers recruiting coders (50.2%) reported that they prefer RHIT credentials and 63.5% reported that they prefer CCS credentials. Forty-two percent of managers recruiting document specialists indicated that they prefer RHIT credentials. And 42% of managers recruiting compliance officers indicated that they prefer RHIA's. Over 60% indicated they favor RHIA's for HIM manager positions and 47% indicated that they prefer RHIA credentials for Privacy/Security Officers. For Data Quality, 41.3% of HIM managers prefer RHITs. (Table 12)

**Table 12. Preferred Credentials when Recruiting for Different Positions**

Position	RHIA	RHIT	CCS	CCS-P	CPCHP/ CPCHPS	Other(s)
UM/QI	24.9%	26.7%	2.5%	0.6%	2.9%	17.4%
Coding Functions	21.1%	50.2%	63.5%	21.6%	8.1%	2.6%
Document Specialist	17.1%	41.9%	6.7%	2.7%	1.4%	9.7%
Compliance	41.7%	28.4%	5.9%	2.9%	2.5%	8.4%
HIM Manager	60.2%	40.6%	4.1%	1.4%	0.9%	1.7%
Privacy/Security	47.0%	33.7%	0.8%	0.8%	3.0%	7.5%
Data/Quality	28.6%	41.3%	8.8%	2.4%	2.4%	9.2%

Note: question Part III. C. 3 is used to construct this table.

## **Salaries of HIM Managers**

The median estimated salary of HIM managers is \$52,400 compared to \$38,100 for non-managers (Table 13). [See questions Part I. B. 7 and Part III. A 2.]

The median estimated salary of HIM managers increases as education level increases.

**Table 13. Salary of Managers by Highest Level of Education**

<b>Highest Education Level</b>	<b>Median</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
<b>High School or GED</b>	\$46,900	\$50,800	\$25,500	224
<b>Associate</b>	\$45,700	\$49,500	\$22,600	543
<b>Bachelor's</b>	\$55,400	\$59,300	\$26,100	759
<b>Master's or above</b>	\$70,500	\$75,700	\$33,300	235
<b>Total</b>	\$52,400	\$57,400	\$27,400	1,761

Note 1: means and standard deviations are rounded to the nearest hundred.

Note 2: questions Part I. A. 1, Part I. A. 2, and Part I. B. 7 are used to construct this table

Table 14 shows that the median salary of managers increases as the number of employees for whom they are responsible increases. Managers who supervise over 130 persons have a median salary of \$96,100, compared to \$81,100 for those who manage between 75 and 129 persons.

**Table 14. Salary of Managers by the Number of Employees Supervised**

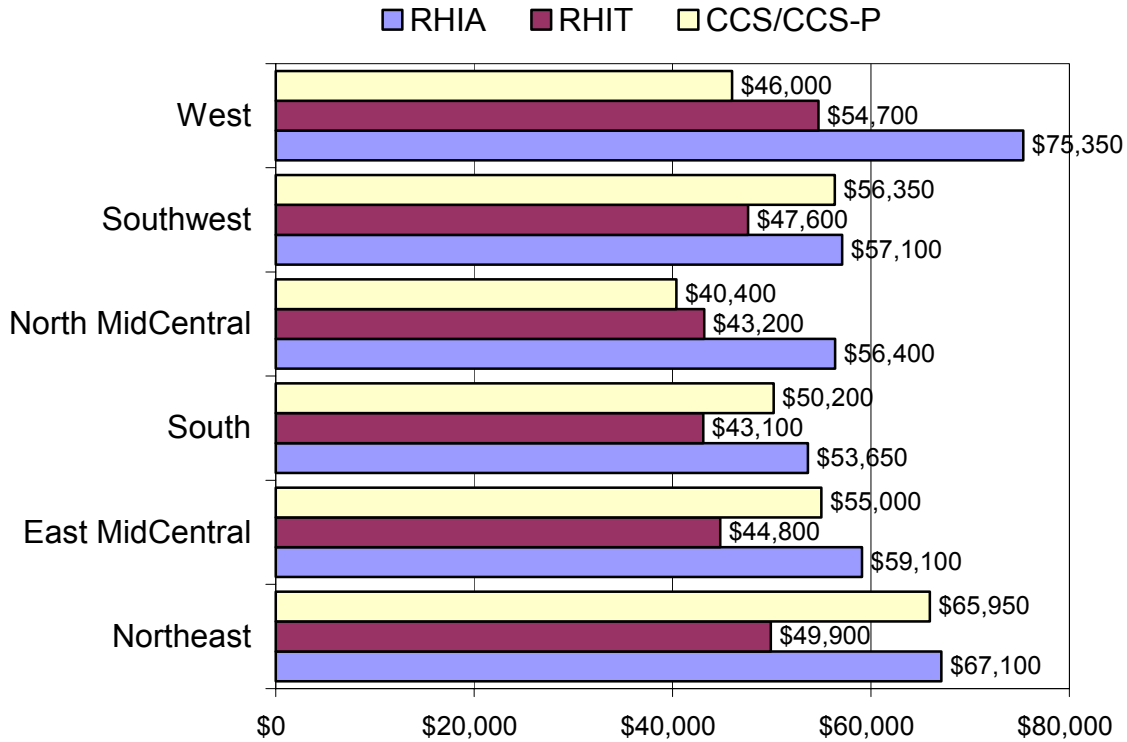
<b>Number of Employees</b>	<b>Median</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>N</b>
<b>1 – 4</b>	\$43,750	\$49,100	\$27,200	536
<b>5 – 9</b>	\$48,900	\$55,800	\$29,000	375
<b>10 – 24</b>	\$54,400	\$58,400	\$23,800	521
<b>25 – 39</b>	\$58,600	\$60,500	\$18,400	159
<b>40 – 75</b>	\$71,500	\$73,400	\$24,800	139
<b>75 – 129</b>	\$81,000	\$84,300	\$19,800	29
<b>130 +</b>	\$96,100	\$109,700	\$45,400	18
<b>Total</b>	\$52,400	\$57,400	\$27,400	1,777

Note 1: means and standard deviations are rounded to the nearest hundred.

Note 2: questions Part I. B. 7 and Part III. A. 2 are used to construct this table.

The median salary for RHIA's was highest in the West (\$75,000) while the median salary for RHITs and CCS/CCS-Ps was highest in the Northeast (\$50,000 and \$66,000, respectively). (See Figure 8.)

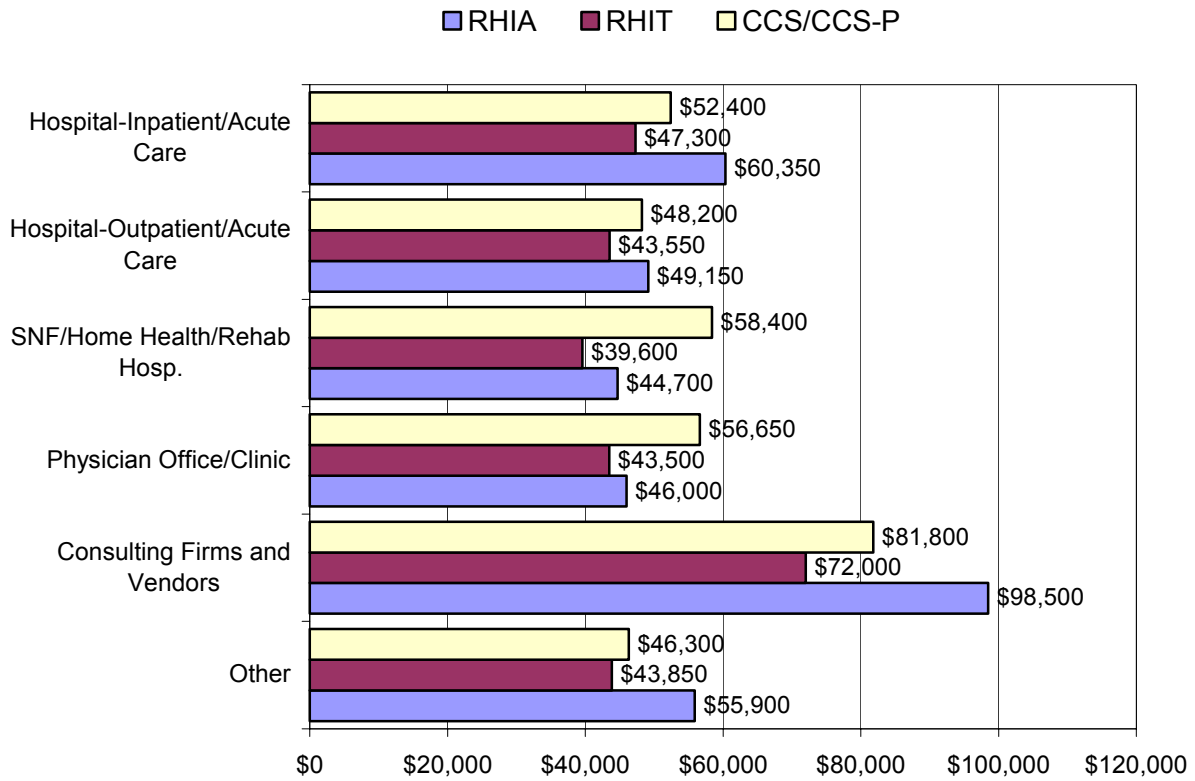
**Figure 8. Median Salaries of AHIMA Members Who Are Managers by Highest Credential and Region (N = 1773)**



Note: question Part I. B. 7 is used to construct this figure along with information obtained from the AHIMA member database (highest credential and region).

Figure 9 shows that the highest median salary for managers by highest credential was in the primary work setting Consulting Firms and Vendors. In these settings, the median salary for RHIA's was \$99,000; for RHITs was \$72,000; and for CCS/CCS-P was \$82,000.

**Figure 9. Median Salary of AHIMA Members Who Are Managers by Highest Credential and Primary Setting (N = 1753)**



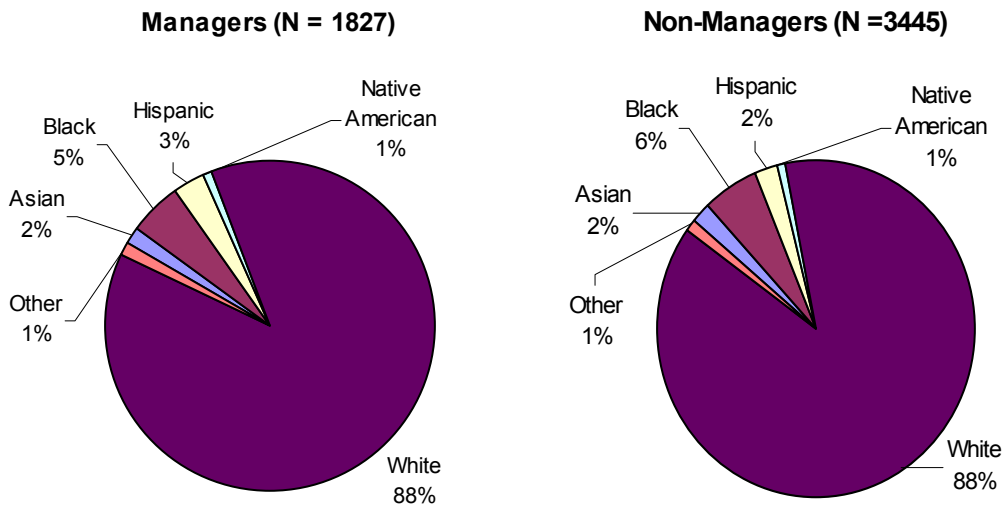
Note: questions Part I. B. 4 and Part I. B. 7 are used to construct this figure along with information obtained from the AHIMA member database (highest credential).

## Appendix: HIM Manager Demographics

The “typical” HIM manager was a white (87.2%) female (96.4%) between the ages of 45 and 54 (median category).

Managers did not differ significantly from non-managers in terms of race, but they do tend to be slightly older, and males are slightly over represented.

**Figure A1. Racial-Ethnic Mix of AHIMA Managers and Non-Managers**



Note: questions Part I. B. 1 and Part III. A. 2 are used to construct this figure.

**Table A1. Gender of Managers and Non Managers**

Gender	Managers	Non Managers
Male	5.4%	3.8%
Female	94.6%	96.2%
N	1,392	2,735

Note: question Part III. A. 2 is used to construct this table along with information obtained from the AHIMA member database (gender).

**Table A2. Age Groupings of Managers and Non Managers**

<b>Age Groupings</b>	<b>Managers</b>	<b>Non Managers</b>
<b>20 - 24</b>	0.8%	1.6%
<b>25 - 34</b>	12.4%	16.1%
<b>35 - 44</b>	29.2%	28.4%
<b>45 - 54</b>	39.7%	35.9%
<b>55 - 64</b>	16.9%	16.5%
<b>56 - 64</b>	1.1%	1.5%
<b>N</b>	1,392	2,735

Note: question Part III. A. 2 is used to construct this table along with information obtained from the AHIMA member database (age).

Managers tended to be more educated than non-managers. The median and modal education category for managers is a BA (43.6%) while the median and modal education category for non-managers is an Associate degree (42.2%). Of special note here is that managers are not only more likely to have a BA, but they are also more likely to have a Master's degree or above.

**Table A3. Education of Managers and Non Managers**

<b>Highest Educational Degree</b>	<b>Managers</b>	<b>Non Managers</b>
<b>High School or GED</b>	12.6%	11.8%
<b>Associate Degree</b>	30.6%	42.2%
<b>Bachelors Degree</b>	43.6%	36.0%
<b>Masters Degree or above</b>	13.3%	10.0%
<b>N</b>	1,826	3,444

Note: questions Part I. A. 1, Part I A. 2, and Part III A. 2 are used to construct this table