

# e-HIM® Overview and Instructions



## A H I M A L E A D E R S H I P M O D E L

### Overview

The AHIMA Leadership Models for e-HIM® aim to develop a comprehensive framework and suite of tools that both educate and guide HIM professionals to visualize, initiate and lead specific HIM domain initiatives at institutional, regional, and national levels.

There are multiple levels of leadership created by organizational reporting structures and job positions causing the terms *leader* and *manager* to be used interchangeably. Although they overlap, the two terms are technically different. Managers are responsible for ensuring current operations run smoothly whereas leaders strive to help organizations adapt to changing conditions.<sup>1</sup>

AHIMA's leadership models focus on an action-centered model of leadership aimed at providing guidance to HIM professionals to advance technical HIM concepts and precepts, regardless of the individual's current role within an organization. These tools and techniques aspire to help HIM professionals apply theory and technical knowledge using leadership techniques to drive institutions and the healthcare industry toward achieving the vision of e-HIM®.

AHIMA's leadership model concepts were adapted from Dr. Vinay Dabholkar's "3 I's of Technical Leadership"<sup>2</sup>. According to Dabholkar, technical leaders should exhibit characteristics and behaviors of initiative, influence and independence.

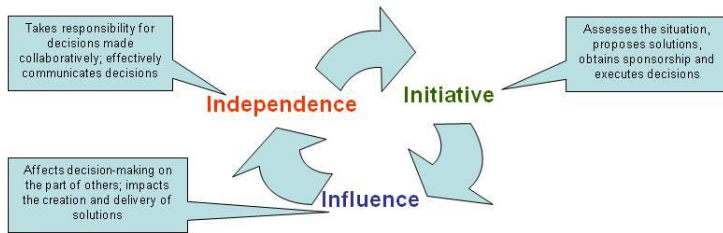
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<sup>1</sup> Swenson, David X. "Leadership Theory and Change Management." (2006). In K.M. LaTour & S. Eichenwalk-Maki (Eds.), *Health Information Management: Concepts, Principles, and Practice* (619-646). Chicago, IL: AHIMA.

<sup>2</sup> Dabholkar, V. (April 26, 2008). "3 Is of Technical Leadership." Available online at <http://cataligninnovation.blogspot.com/2008/04/3is-of-technical-leadership.html>.

### 3 I's\* Leadership Model for e-HIM®

\*adapted from Dabholkar's 3 I's Model of Technical Leadership



Leadership Characteristics and Behaviors		
Initiative	Influence	Independence
<ul style="list-style-type: none"> <li>• Positions operational problems and needs at the strategic level</li> <li>• Pioneering</li> <li>• Adaptable</li> <li>• Possesses vision, foresight and courage to challenge the status quo</li> <li>• Seeks opportunities</li> <li>• Identifies and achieves goals</li> <li>• Identifies gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Possesses credibility, is trustworthy</li> <li>• Knowledgeable, serves as an expert</li> <li>• Understands and empathizes with people</li> <li>• Remains flexible, open to alternatives</li> <li>• Bridges gaps</li> <li>• Partners with others</li> <li>• Identifies common ground</li> <li>• Serves as matchmaker</li> <li>• Acts as a diplomat, possesses political skills</li> <li>• Facilitates communication</li> <li>• Emphasizes collaboration and inclusion</li> <li>• Sensitive of work cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Naturally inquisitive</li> <li>• Asks tough questions</li> <li>• Risktaker</li> <li>• Possesses ability to see a business problem from many different angles</li> <li>• Maintains balance between competing needs and interests</li> <li>• Accountable to self and others</li> </ul>

**Independence** requires individuals to make and communicate sound decisions and take responsibility for the decisions that are made. **Initiative** requires individuals to assess situations, propose solutions, obtain sponsorship, and negotiate and execute decisions. **Influence** affects the decision made by others and impacts the creation and delivery of solutions.

AHIMA's Leadership Models for e-HIM® are intended to guide HIM professionals through the technical aspects of an HIM domain topic that require effective leadership. Although the models contain specific technical leadership goals and sample management activities, users of the models must take it upon themselves to assess their own leadership skills and identify personal opportunities for growth and advancement as an effective leader. There is a wealth of information available on leadership. A condensed list of [leadership resources](#) is provided to get you started.

### How to Use Leadership Models for e-HIM®

AHIMA's Leadership Models for e-HIM® are designed in a matrix format containing four types of information. **Leadership goals** provide a description of planned or intended outcomes associated with effective leadership in the e-HIM® domain. **Leadership characteristics/behaviors** describe key leadership "soft skills" required to effectively achieve the leadership goals. Each model contains a variety of **sample management activities** that may support individuals and organizations in successfully achieving the defined leadership goals. In addition, the matrix provides a list of **tools and resources** that support the leadership goals, behaviors and sample activities detailed in the model.

**Background:** Quality information is essential to all aspects of today's healthcare system. Many healthcare errors and adverse events occur as a result of poor data and information. In addition to threatening patient safety, poor data quality increases healthcare costs and inhibits health information exchange, research, and performance measurement initiatives. Improving the quality of data, information, and knowledge is paramount as healthcare organization transition from paper to electronic health records.

**Purpose:** The challenges associated with maintaining high quality data in electronic information environments require a clear understanding of data content standards and effective coordination and management of the organization's data requirements. As experts in the management and use of health records and secondary data, HIM professionals should serve as the leaders in health care organizations and in their professional community for ensuring that data content standards are identified, understood, implemented and managed.

Leadership Goals	Leadership Characteristics/Behaviors	Sample Management Activities	Tools and Resources
<b>Local Data Content Standards Leadership</b>			
Increase knowledge and understanding of data content standards	<p><b>Initiative</b></p> <ul style="list-style-type: none"> <li>Works independently with little or no supervision</li> </ul> <p><b>Influence</b></p> <ul style="list-style-type: none"> <li>Educates leadership on need for education and training</li> <li>Convinces leadership to fund and support education and training</li> <li>Partners with others</li> <li>Acts as a diplomat, possesses political skills</li> </ul>	<p>Educate yourself and others about data content standards</p> <ul style="list-style-type: none"> <li>Perform a self assessment to evaluate your knowledge of data content standards</li> <li>Seek appropriate training related to data content standards</li> <li>Identify training opportunities and/or conduct training for organization stakeholders, subject matter experts, and others impacted by data content standards</li> <li>Budget and fund training</li> <li>Tailor stakeholder training to accommodate</li> </ul>	<p><b>Self Assessments</b></p> <p>AHIMA Career Assessments, available online at <a href="https://campus.ahima.org/abo/catalog/lms/index.aspx?CategoryId=186">https://campus.ahima.org/abo/catalog/lms/index.aspx?CategoryId=186</a></p> <ul style="list-style-type: none"> <li>Project Manager Self Assessment</li> <li>HIM Director Self Assessment</li> <li>Work Flow Data Analyst Self Assessment</li> <li>HIM Systems Administrator Self Assessment</li> </ul>

Organizations may be at various stages of e-HIM<sup>®</sup>. The leadership models are intended to serve as a guide and should be customized to meet your own personal goals and organizational strategies. AHIMA's Leadership Models for e-HIM<sup>®</sup> are available for download in both PDF and MS Word formats.

### Available Leadership Models Data Content Standards

Quality information is essential to all aspects of today's healthcare system. Many healthcare errors and adverse events occur as a result of poor data and information. In addition to threatening patient safety, poor data quality increases healthcare costs and inhibits health information exchange, research, and performance measurement initiatives. Improving the quality of data, information, and knowledge is paramount as healthcare organization transition from paper to electronic health records.

The challenges associated with maintaining high quality data in electronic information environments require a clear understanding of data content standards and effective coordination and management of the organization's data requirements. As experts in the management and use of health records and secondary data, HIM professionals should serve as the leaders in health care organizations and in their professional community for ensuring that data content standards are identified, understood, implemented and managed.

### Legal Electronic Health Record

An individual's health record is considered to be a legal business record for the healthcare organization that creates and maintains it. As such, it must be maintained in a manner that complies with applicable regulations, accreditation standards, professional practice

standards, and legal standards. However, as is the case with much information today, health records are increasingly created and reside in several different formats and information systems with varying business rules and operational requirements. HIM professionals are charged with ensuring that information management standards are developed and consistently applied across these various systems in order to maintain the level of integrity necessary for health records to meet the healthcare organization's business and legal needs.

The challenges associated with maintaining legally sound health records in the hybrid and electronic information environments require clear identification of the issues, re-thinking of traditional record and information management practices and development and application of new strategies for managing health information. As experts in the requirements for health records, HIM professionals serve as the leaders in health care organizations and in their professional community for ensuring that such requirements are identified and met.