



Health Information Management (HIM) Master's Degree Competencies 2009

I. Domain: Health Data Management

A. Data Structure

1. Evaluate reference terminologies to satisfy organizational information needs (such as SNOMED-CT, LOINC)
2. Map data terminologies to each other and to classification systems (such as transition from ICD-9-CM to ICD-10-CM/PCS)
3. Ensure data are in a format that will satisfy data integration needs (such as 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 data dictionary requirements and external (such as HL7, ASTM, Joint Commission, NCQA, HEDIS, ACS) data standards
7. Create, evaluate, maintain and recommend data architectural models for the enterprise (such as 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 (such as Natural Language Text 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. Conceptualize, design, and manage data analysis projects (such as clinical research, operational research, utilization review, quality assurance, public health, epidemiology, biotechnology research)
2. Identify data sources and design the extraction methodology (such as clinical, financial, administrative)
3. Direct data clustering and data mining activities such as trend analysis of enterprise-wide data base systems

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

II. Domain: Information Technology and System

A. Healthcare Information Systems

1. Assess systems capabilities to meet regulatory requirements (such as electronic signatures, data correction, audit logs)
2. Recommend device selection based on work flow, ergonomic and human factors (such as PDAs, screen size, mobile carts, bedside terminals)
3. Select or design application or systems interfaces for ease of data entry, data transfer, and data display
4. Understand artificial intelligence applications and user interface design concepts
5. Develop and oversee technical and operational policies and procedures for inter-organizational health data exchange (such as Health Information Exchanges (HIEs), Regional Health Information Organizations (RHIO), health data banks, other health care providers)
6. Design and evaluate the processes and systems that ensure compliance with regulatory, governmental, legal, accreditation and certification requirements for health information technologies
7. Engage in policy development, analysis, and advocacy as related to the uses, protection and dissemination of health information
8. 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 (such as downtime, routine backup) plans to ensure data security and confidentiality
4. Design and test disaster recovery plans for data and service delivery
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 (such as 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. 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
8. Develop criteria, review, evaluate and select clinical, administrative and specialty information technology applications used in healthcare organizations
9. Employ systems life cycle concepts, including systems analysis, design, to information systems
10. Guide user interface design through application of key ergonomic and human factors
11. Manage the installation, training and implementation of healthcare systems and ensure ongoing maintenance and performance upgrades
12. Address genomic impact on health information

III. Organization and Management

A. Leadership

1. Develop performance management measures (such as benchmarking, productivity standards, report cards)
2. Develop business plans, strategic forecast and operational plans for health information management systems
3. Establish and promote health information as a key strategic resource and mission tool
4. Advocate the use of health information technology to promote quality of care and patient safety (such as clinical decision support systems, electronic health records, interoperable systems)
5. Advise key stakeholders regarding the impact and optimal use of current and future information technology on the organization
6. Engage in public policy development, analysis, and advocacy for the use, protection and dissemination of electronic health information
7. Participate in and/or chair executive level committees for information management
8. Master effective negotiating and influence skills
9. 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 revenue cycle compliance (such as claims management, chargemaster, decision support, contracts)
3. Research, write, and prepare grant proposals
4. Develop RFP evaluation and proposal management
5. Perform cost/benefit analysis for resource planning and allocation (such as outsourcing, acquisition)
6. Manage human resources (such as retention and recruitment planning, skills assessment, mentoring, team management, organizational structure)
7. Collaborate with multiple disciplines to ensure effective project/program outcomes
8. Allocate physical assets including technology, hardware, and space for information systems planning
9. Develop contingency plans for information management functions including decentralized, across disciplines, across delivery systems
10. Apply concepts of change management theories, techniques and leadership

C. Education and Training

1. Develop, implement and evaluate initial and ongoing training programs (such as information systems, clinical documentation improvement, HIPAA compliance, Prospective Payment System [PPS] changes)
2. Educate the public and consumers on privacy, security, access to and maintenance of personal health records (PHRs), requirements and legalities
3. Design, execute and/or manage enterprise-wide compliance training programs on topics including regulatory, reimbursement, and legal issues
4. Develop effective communication through project reports, business reports and professional communications
5. Demonstrate executive decision making
6. Promote lifelong learning for self and staff