



Western Technical College

## 10530167 Management of HIM Resources

### Course Outcome Summary

#### Course Information

<b>Description</b>	Examines the principles of management to include planning, organizing, human resource management, directing, and controlling as related to the health information department.
<b>Career Cluster</b>	Health Science
<b>Instructional Level</b>	Associate Degree Courses
<b>Total Credits</b>	3
<b>Total Hours</b>	54

#### Pre/Corequisites

Prerequisite 10530178 Healthcare Law & Ethics

#### Textbooks

*Management for Health Information Professional - with Access*. 2nd Edition. Copyright 2020. Kelly, Janette R. and Pamela S. Greenstone. Publisher: American Health Information Management Association. **ISBN-13:** 978-1-58426-681-5. Required.

*Health Information Management Technology: An Applied Approach with Student Member Package - Bundled with AHIMA/WHIMA Membership*. 6th Edition. Copyright 2020. Sayles, Nanette B. Publisher: American Health Information Management Association. **ISBN-13:** 978-1-58426-774-4. Required.

#### Learner Supplies

Internet and E-mail access, Microsoft Office (Word, PowerPoint, Access, Excel). Free access with Western student email address from <https://login.microsoftonline.com/>. **Vendor:** To be discussed in class. Required.

## Success Abilities

1. Cultivate Passion: Enhance Personal Connections
2. Cultivate Passion: Expand a Growth-Mindset
3. Cultivate Passion: Increase Self-Awareness
4. Live Responsibly: Develop Resilience
5. Refine Professionalism: Act Ethically
6. Refine Professionalism: Participate Collaboratively
7. Refine Professionalism: Practice Effective Communication

## Program Outcomes

1. HIT - Model professional behaviors and ethics
2. HIT - Apply informatics and analytics in data use
3. HIT - Apply organizational management techniques

## Course Competencies

### 1. INVESTIGATE leadership and management theory

#### Assessment Strategies

- 1.1. Temperament sorter activity
- 1.2. Ethics exploration activity
- 1.3. Leadership case study
- 1.4. Team building activity
- 1.5. Virtual teams case study

#### Criteria

- 1.1. you identify and define the fundamentals of management
- 1.2. you summarize health information related leadership roles
- 1.3. you apply the fundamentals of team leadership
- 1.4. you explore barriers to effective communication

#### Learning Objectives

- 1.a. Examine theories of management within the healthcare organization
- 1.b. Recommend management theories to improve the management of the HIM department
- 1.c. Examine the impact of various leadership styles on HIM department operations
- 1.d. Appraise the importance of following a code of professional ethics
- 1.e. Summarize roles and responsibilities of team membership
- 1.f. Summarize factors contributing to committee/team effectiveness
- 1.g. Identify challenges of virtual teams
- 1.h. Summarize communication technology for virtual team meetings
- 1.i. Assess motivation theories and strategies to identify solutions for motivation concerns
- 1.j. Explain how workplace morale contributes to the sustainability of the HIM department
- 1.k. Identify methods HIM managers can use to motivate employees (job enrichment, job enlargement, etc.)

### 2. DEMONSTRATE strategic and operational planning functions of management

#### Assessment Strategies

- 2.1. Writing objectives
- 2.2. Using departmental dashboard
- 2.3. Clear communications activity
- 2.4. Strategic planning activities

### **Criteria**

- 2.1. you utilize data to support strategic planning
- 2.2. you utilize data to support operation planning
- 2.3. you recognize the impact of change management on processes, people and systems

### **Learning Objectives**

- 2.a. Summarize the managerial functions and how they are applied (planning, organizing, leading, controlling)
- 2.b. Analyze the relationship between mission, vision and values
- 2.c. Develop goals and objectives for HIM Department operations
- 2.d. Identify sources of power in leadership and how they would be used by an HIM manager
- 2.e. Describe the roles of the various levels of management (governing board, C-suite, middle and lower management)
- 2.f. Describe upward and downward communication in an office setting
- 2.g. Identify factors influencing the success of communication (verbal, nonverbal, written, visual)
- 2.h. Identify stages associated with the adoption of innovation or change
- 2.i. Identify methods for dealing with change and overcoming conflict in the workplace
- 2.j. Identify the relationship between strategic, tactical and operational planning
- 2.k. Use tools and data to support strategic, tactical and operational planning

## **3. ANALYZE policies and procedures to assure departmental and organizational compliance with regulations and standards**

### **Assessment Strategies**

- 3.1. Writing/revising policies
- 3.2. Writing/revising procedures

### **Criteria**

- 3.1. you discuss the importance of policies and procedures as it relates to regulations and standards
- 3.2. you analyze policies and procedures to ensure compliance with regulations and standards

### **Learning Objectives**

- 3.a. Explain the cyclical and hierarchical nature of plans
- 3.b. Differentiate policies and procedures
- 3.c. Create policies and procedures for HIM Department operations
- 3.d. Examine methods to enforce compliance with policies and procedures

## **4. APPLY work analysis and design strategies to efficient, cost-effective work flows**

### **Assessment Strategies**

- 4.1. Workflow controls activity
- 4.2. Productivity vs Personality reflection

### **Criteria**

- 4.1. you analyze existing workflows
- 4.2. you recommend improvements to existing workflows
- 4.3. you utilize tools and techniques to monitor, report and improve processes
- 4.4. you identify cost saving and efficient means of achieving work processes

### **Learning Objectives**

- 4.a. Determine appropriate staffing levels
- 4.b. Recommend improvements to workflow
- 4.c. Describe the process and purpose of work analysis and design

## **5. APPLY project management strategies**

### **Assessment Strategies**

- 5.1. PERT network activity
- 5.2. Gantt chart activity

### **Criteria**

- 5.1. you summarize project management methodologies
- 5.2. you select appropriate project management methodologies for situations

### **Learning Objectives**

- 5.a. Explain the concept of project management
- 5.b. Summarize the steps in the project management lifecycle
- 5.c. Describe the importance of team member selection for a project
- 5.d. Use tools project management tools (Gantt, PERT, etc.)

## **6. MANAGE financial resources**

### **Assessment Strategies**

- 6.1. Operational budget calculation
- 6.2. Budget variance calculation
- 6.3. Cost benefit analysis

### **Criteria**

- 6.1. you plan staffing, operational and capital budgets
- 6.2. you explain accounting methodologies
- 6.3. you explain budget variances

### **Learning Objectives**

- 6.a. Differentiate between a capital and an operational budget
- 6.b. Demonstrate understanding of monthly budgets and budget variances
- 6.c. Calculate return on investment (ROI) and the payback period for a capital expenditure
- 6.d. Explain the purpose of a Request for Proposal
- 6.e. Compare an RFP to requirements to determine suitability of a vendor/product

## **7. CONDUCT departmental organizing and scheduling activities**

### **Assessment Strategies**

- 7.1. Employee orientation wiki
- 7.2. Training plan creation
- 7.3. Organization chart creation

### **Criteria**

- 7.1. you recommend an organizational structure
- 7.2. you determine staffing levels
- 7.3. you determine productivity levels
- 7.4. you perform a job analysis
- 7.5. you develop or modify a job description

### **Learning Objectives**

- 7.a. Describe employee training and development models
- 7.b. Summarize the benefits of new employee orientation and training
- 7.c. Develop new employee orientation and training materials
- 7.d. Justify additional training needs for HIM staff
- 7.e. Identify the reporting structure of an HIM department
- 7.f. Identify HIM organizational models
- 7.g. Describe how to leverage HIMs role within the healthcare community
- 7.h. Describe the impact of a healthcare organization's committee structure in relation to HIM
- 7.i. Summarize considerations in determining a successful span of control

## **8. CONDUCT human resource management activities**

### **Assessment Strategies**

- 8.1. Job analysis and description writing
- 8.2. Job recruitment case study
- 8.3. Interviewing scenarios
- 8.4. Employee compensation study
- 8.5. Performance appraisal scenarios
- 8.6. Self-evaluation activity

### **Criteria**

- 8.1. you conduct recruitment processes
- 8.2. you develop or modify training
- 8.3. you evaluate performance against established criteria
- 8.4. you explore disciplinary methodology

8.5. you identify strategies for employee retention

### **Learning Objectives**

- 8.a. Differentiate between job analysis, job description and job specification
- 8.b. Design HIM job descriptions based on job analysis
- 8.c. Explain the difference between job redesign and job crafting
- 8.d. Explain the difference between job description and job specification
- 8.e. Perform job crafting
- 8.f. Develop a recruitment plan for HIM job positions
- 8.g. Identify interview best practices
- 8.h. Evaluate candidates for an HIM job and justify your selection
- 8.i. Identify factors that impact employee turnover and retention
- 8.j. Evaluate the importance of compensation in relation to recruitment and retention
- 8.k. Explain the role of performance appraisal in oversight of HIM functions
- 8.l. Identify sources of performance data
- 8.m. Summarize performance appraisal methods
- 8.n. Determine performance standards for HIM tasks
- 8.o. Conduct effective performance appraisal interviews
- 8.p. Demonstrate the use of self evaluation and performance improvement plans in performance appraisal

## **9. COMPLY with local, state, federal labor regulations**

### **Assessment Strategies**

- 9.1. Employee disciplinary action activity
- 9.2. Legal compliance (diversity presentations)

### **Criteria**

- 9.1. you interpret compliance with labor and employment regulations
- 9.2. you apply labor and employment regulations to human resource activities

### **Learning Objectives**

- 9.a. Summarize key legislation related to employment practices and employee rights
- 9.b. Apply legal guidelines to supervisor actions in union and nonunion settings,
- 9.c. Verify compliance with legislative and regulatory agency requirements related to employee rights, hiring practices and disciplinary actions
- 9.d. Describe reasons for disciplinary action against employees
- 9.e. Identify progressive disciplinary action procedures

## **10. CREATE programs and policies that support a culture of diversity**

### **Assessment Strategies**

- 10.1. Diversity presentations

### **Criteria**

*You will know you are successful when*

- 10.1. you articulate the characteristics of an organization that supports a culture of diversity
- 10.2. you identify strategies to support a culture of diversity
- 10.3. you create a departmental diversity plan

### **Learning Objectives**

- 10.a. Differentiate types of workplace diversity (cultural, legal, sensitivity training).
- 10.b. Explain the difference between diversity and inclusion
- 10.c. Examine the impact of diversity on the HIM workforce (cultural, legal, sensitivity)
- 10.d. Summarize elements of a diversity management program
- 10.e. Develop a diversity training plan for the workplace