Course & Title:

HIM 421- Health Information Leadership and Management

Instructor:

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Contact Information:

The best way to contact me is either through email at Jan.hunt-shepherd@wku.edu. I will make every effort to respond within 24 hours.

Credit Hours:

Three semester hours

Prerequisites: Junior Standing in the HIM Program**.**

Course Description: Application, evaluation, and creation of operational, managerial, and strategic planning for health information including project management, budgeting, human resources, professional development, and other administrative functions.

Course Materials:

Mandatory: Health Information Management Concepts, Principles, and Practice, 6th Edition, Oachs & Watters, AHIMA Press, 2020, ISBN#: 978-1-58426-725-6 (hardcopy or e-dition)

Course Access: This course is completely on-line using the Blackboard Learning Management System and Flipgrid; you are required to use a computer with Internet access and microphone/audio/camera.

Evaluation:

The final grade will be derived from the following:

All Assignments, quizzes, tests   100%

The following grading system will be used:
100% - 90% A
89% - 80%   B
79% - 70%   C
69% - 60%   D
59% - 50%   F

Attendance Policy:

HIM 421 Health Information
Leadership and Management

Students are expected to meet all due dates

Due Dates:

Refer to schedule below.

Academic Misconduct: (Information below on Academic Misconduct, along with additional information, can be obtained from https://www.wku.edu/studentconduct/process-for-academic-dishonesty.php)

The University expects students to operate with the highest standard of integrity in all facets of the collegiate experience. Broadly defined, academic misconduct is any unethical self-serving action in the performance of an academic activity, deliberate or unintentional, that affords a student an unfair, unearned, or undeserved advantage. (Excerpt from the WKU Student Handbook, 2016)

The maintenance of academic integrity is of fundamental importance to the University. Thus it should be clearly understood that acts of plagiarism or any other form of cheating will not be tolerated and that anyone committing such acts will be held accountable for violation of the student code of conduct.

Students who commit any act of academic dishonesty may receive from the instructor a failing grade in that portion of the course work in which the act is detected or a failing grade in a course without possibility of withdrawal. The faculty member may also present the case to the Office of Student Conduct.

Dishonesty
Such as cheating, plagiarism, misrepresenting of oneself or an organization, knowingly furnishing false information to the University, or omitting relevant or necessary information to gain a benefit, to injure, or to defraud is prohibited.

Cheating
No student shall receive or give assistance not authorized by the instructor in taking an examination or in the preparation of an essay, laboratory report, problem assignment or other project which is submitted for purposes of grade determination.

Plagiarism
To represent written work taken from another source as one's own is plagiarism. Plagiarism is a serious act. The academic work of a student must be his/her own. One must give any author credit for source material borrowed from him/her. To lift content directly from a source without giving credit is a flagrant act. To present a borrowed passage without reference to the source after having changed a few words is also plagiarism.

Examples of Areas Where Academic Misconduct Most Likely Occurs
 "Essentially, students are expected to do work that is assigned to them and submit products that represent personal and individual effort only."

1. In an exam setting
a. Presenting as your work, test answers that are not your work, including the following:

i. Using resources other than those specifically allowed by the instructor (e.g., notes or another person)

ii. Copying from another student's test

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ii. Using notes from any source during a test when notes are not allowed

iv. Using materials that the instructor is not making available to the whole class (Exception: students with disabilities needing accommodations)

v. Recycling an assignment that has been used in another course (unless approved by the instructor)

b. Acquiring a copy of the exam without permission

c. Providing answers for or soliciting answers from another student with or without permission of the other student (Note: This may either be an attempt to help or harm the targeted student)

2. On a written assignment
a. Presenting as your own work duplicated work that you did not create

i. Purchasing written work from an external source

ii. Copying work from a free external source (online or otherwise)

iii. Presenting as your work something another person has created

b. Altering text from another source

i. Altering select words of some original text in order to conceal plagiarism

3. Academic dishonesty that is possible in various settings
a. Providing money or favors in order to gain academic advantage

b. Falsely stating that work was given to the instructor at a certain time when it was not

c. Correcting the responses of a graded assignment and presenting them to the instructor as incorrectly graded material

d. Pretending to be someone you are not; taking the place of another

4. Or any other behavior that violates the basic principles of integrity and honesty

(Above is an excerpt from the Academic Integrity Statement Ad Hoc Subcommittee on Academic Integrity in the College of Education and Behavioral Sciences, 2012)

Program Policies state that "Unprofessional conduct or violation of the rules, regulations or policies of the University or Health Information Management Program may result in dismissal from the program."

Cheating:

I expect each student to submit their own work. Sharing your work, assignments, project, or answers with another student or receiving the information from another student constitutes cheating. Any student found to have shared information or obtained information from another student or other source will receive a 0% on that assignment and it may result in dismissal from the program.

Plagiarism

I expect each student to submit their own work or give credit to the appropriate source.

Refer to the wku.edu website http://www.wku.edu/judicialaffairs/process-for-academic-dishonesty.php for information on academic honesty, integrity, and plagiarism. It defines plagiarism as: "To represent written work taken from another source as one's own is plagiarism. Plagiarism is a serious offense. The academic work of a student must be his/her own. One must give any author credit for source material borrowed from him/her. To lift content directly from a source without giving credit

is a flagrant act. To present a borrowed passage without reference to the source after having changed a few words is also plagiarism."

Any student found to have plagiarized work from another source will receive a 0% on that assignment and it may result in dismissal from the program.

Title IX Misconduct/Assault Statement:

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's Title IX Sexual Misconduct/Assault Policy (#0.2070) at https://wku.edu/eoo/documents/titleix/wkutitleixpolicyandgrievanceprocedure.pdf and

Discrimination and Harassment Policy (#0.2040) at https://wku.edu/policies/hr_policies/2040_discrimination_harassment_policy.pdf.

Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Title IX Coordinator, Andrea Anderson, 270-745-5398 or Title IX Investigators, Michael Crowe, 270-745-5429 or Joshua Hayes, 270-745-5121.

*Please note that while you may report an incident of sex/gender based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are "Responsible Employees" of the University and **MUST** report what you share to WKU's Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU's Counseling and Testing Center at 270-745-3159.*

ADA Accommodation Statement:

In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, 1074. SARC can be reached by phone number at 270-745-5004 [270-745-3030 TTY] or via email at sarc.connect@wku.edu. Please do not request accommodations directly from the professor or instructor without a faculty notification letter (FNL) from The Student Accessibility Resource Center.

Syllabus Changes:

Class and exam schedules are subject to change.

Dev. 1/2021

HIM 421: Health Information Leadership and Management

Schedule for the semester: All due dates are for 11:59 pm

Week	Topic	Assignments/Due Dates
Week 1 & 2	Chapter 21- Managing and Leading During Organization Change	-Leadership Personality Assignment -Management Functions Assignment -Change Management- Hospital - Mergers and Organizational Chart Assignment - Chapter 21 Quiz **DUE DATE: Saturday, Jan. 30**
Week 3 & 4	Chapter 22- Human Resource Management	-Job Description Assignment -Recruitment, Selection, Orientation, Appraisals Assignment -Progressive Discipline Assignment -Labor and Employment Laws Assignment -Chapter 22 Quiz **DUE DATE: Saturday, Feb. 13**
Week 5 & 6	Chapter 23- Employee Training and Development	-Job Applicant & ADA Assignment -Evaluation of Employee Training and Retention Assignment -Development of an In-service Training Program Assignment -Chapter 23 Quiz **DUE DATE: Saturday, February 27**
Week 7 & 8	Chapter 24- Work Design and Process Improvement	-Swimlane Diagram Assignment -Process Improvement Assignment -Benchmarking, Staffing Levels, and Productivity Assignment -Chapter 24 Quiz -Reflection for Improving Leadership Skills (access will not be available until March 1 and can be found under the first Module- Ch. 21) -**MIDTERM** **DUE DATE: Saturday, March 13**

Week 9 & 10	Chapter 25- Financial Management	-Financial Management Essentials Assignment -RFI, RFP, Budget Analysis Assignment Chapter 25 Quiz **DUE DATE: Saturday, March 27**
Week 11 & 12	Chapter 26- Project Management	-Project Management Essentials Assignment -Evaluation of PM Budget Variance Assignment -Chapter 26 Quiz **DUE DATE: Saturday, April 10**
Week 13	Chapter 27- Ethical Issues in HIM	-Cultural and Diversity Awareness Assignment Self-Assessment Assignment -HIM Department Diversity Assignment -Chapter 27 Quiz **DUE DATE: Saturday, April 17**
Week 14 & 15	Chapter 28- Strategic Thinking and Management	-HIM Department Strategic Thinking & Mgmt Assignment -ACO, IG, & Strategic Planning Assignment Chapter 28 Quiz Final Leadership Reflection (This assignment will not be available until April 1. It can be located under Module Chapter 28) **DUE DATE: Saturday April 24**
Week 16		**FINAL EXAM** **DUE DATE: Tuesday, April 27**

Rev. 1/2021

At the conclusion of this course, the student should be able to meet the following 2018 CAHIIM HIM 2018 Baccalaureate Degree Curriculum Requirements:

	2018 CAHIIM Curricula Competencies	Guidance	Assignments
Domain I: Data Structure, Content, and Info Governance			
5	I.1. Compare diverse stakeholder perspectives through the delivery of health care services.	Stakeholders, External Forces, Internal Forces	HIM Department Strategic Plan ACO, IG, & Strategic Planning Assignment
4	I.2. Analyze strategies for the management of information.	IG Strategies, Policy Strategies, Organizational Strategies	ACO, IG, & Strategic Planning Assignment
5	I.3. Evaluate polices and strategies to achieve data integrity.	Data Governance, DM Software, Technology and Tools, Data Standards, Data Integrity Policies and Strategies, Data Reporting	ACO, IG, & Strategic Planning Assignment
Domain II. Information Protection: Access, Use, Disclosure, Privacy, and Security			
5	II.1. Recommend privacy strategies for health information.	Privacy Standards & Regulation, Privacy Mgmt.	Inservice "Development: Privacy, Security, and Confidentiality"
5	II.2. Recommend security strategies for health information.	Security Standards & Regulation, Security Mgmt., Security Risk Analysis	Inservice "Development: Privacy, Security, and Confidentiality"
Domain III. Informatics, Analytics, and Data Use			
4	III.2. Analyze technologies for health information management.	Data Analysis	RFI, RFP, Budget Assignments
Domain IV. Revenue Cycle Management			
5	IV.2. Manage components of the revenue cycle.	Reimbursement Across the Healthcare Continuum, Revenue Management Life Cycle, Coding Compliance and QI (Coding audits, queries, CDI, Fraud detection), Case Mix	Eval. Of Project Mgmt. Budget Variance, RFI, RRP Budget Eval of Project Mgmt.
Domain V. Health Law & Compliance			
5	V.1. Comply with legal processes impacting health information.	Laws and Legal System, Legal Consideration for Health Settings, The Legal Health Record	Inservice "Development: Privacy, Security, and Confidentiality"
Domain VI. Organizational Management & Leadership			

4	VI.1. Facilitate fundamental leadership skills.	Leadership Skills, Personal Leadership Skills, Team Leadership	Leadership Personality Assignment Project Mgmt. Essentials. ACO, IG, Strategic Planning, and Mgmt. Functions Assignments
5	VI.2. Assess the impact of organizational change.	Strategic Planning (IM, HIT- CACs, encoders, and CDI programs), Collaboration with IG initiatives, Info as a strategic Resource)	Change Mgmt.-Hospital Mergers Assignment
4	VI.3. Analyze human resource strategies for organizational best practices.	Change Management, Work Optimization (Re-engineering, Workflow, Organizational design	Recruitment, Selection, Orientation, Appraisals, Progressive Discipline, Labor and Employment, Benchmarking, Staffing Levels, & Productivity Assignments
5	VI.4. Leverage data-driven performance improvement techniques for decision making.	HR Management, Workforce Calculations and Statistics, Performance Standards, Employee/Staff Development, Labor Regulations, Tools and Techniques (Lean, Six Sigma, Benchmarking, Labor Analytics), Improvement and Impact Areas (Health IT, EHR, Workflow, Performance measures, disease management, case management, critical paths, customer satisfaction, safety initiatives)	Benchmarking, Staffing Levels, Productivity, Swimlane Diagram, & Process Improvement Assignments
4	VI.5. Verify financial management processes.	Concepts (accounting principles, financial statements, effects of acquisitions), Budgets, Resource Management (Cost-benefit analysis, procurement process), Supplier Management (vendor contracts, outsourcing)	Project Mgmt. Budget Variance, RFI, RFP, & Budget Assignments
4	VI.6. Examine behaviors that embrace cultural diversity.	Diversity Topics, Managing Cultural Diversity	Cultural Awareness Self-Assessment, Labor & Employment Laws Assignment, Job Interview and the ADA

4	VI.9. Facilitate training needs for a healthcare organization.	Training and Development	Inservice "Development: Privacy, Security, and Confidentiality" Evaluation of Employee Training and Retention Assignment
5	VI.10. Compare project management methodologies to meet intended outcomes.	Project Management (project planning and life cycle, team group dynamics), Project Management Tools (Gantt Chart, dashboards, project reports), Project management software (Excel, Smartsheet, Workzone), Communication tools (reports)	HIM Dept Project Mgmt. Budget Variance Assignment

HIM 421-Content
I. Managing and Leading During Organization Change
   A. Landmarks in Management As a Discipline
      1. Scientific Management
      2. Administrative Management
      3. Humanistic Management and the Human Relations Management
      4. Operations Management
      5. Contemporary Management
   B. Functions and Principles
      1. Managerial Functions
      2. Levels of Management
      3. Managerial Skills
      4. Managerial Activities
   C. Trends in Management Theory
      1. Problem Solving and Decision Making
      2. Programmed and Non-Programmed Decisions
      3. Groupthink: The Hazards of Team Decision Making
   D. Trends in Leadership Theory
      1. Classical Approaches to Leadership Theory
      2. Behavioral Theories of Leadership
      3. Contingency and Situational Theories of Leadership
      4. Values-Based Leadership
      5. Complexity Leadership and Systems Thinking
   E. Diffusion of Innovations
      1. Categories of Adopter Groups
      2. Diffusion Curve
      3. Dynamics Affecting Innovation Diffusion
      4. Innovator Roles
   F. Change in Management
      1. Differences Between Leaders and Managers
      2. Organizational Development Change Agent Functions
      3. Internal and External Change Agents
      4. Stages of Change
      5. Leading Through Cultural Change
      6. Response to Change
II. Human Resources Management
   A. Role of Human Resources Department
      1. Human Resources Planning and Analysis
      2. Equal Employment Opportunity Practices
      3. Rights of Employees and Employers
      4. Staffing Compensation and Benefit Program
      5. Health and Safety Program
      6. Labor Relations
   B. Role of the HIM Manager in Human Resources
      1. Tools for Human Resources Planning
      2. Tools for Recruitment and Retention

      3. Tools for Effective Communication
      4. Tools for Employee Empowerment
   C. Compensation Systems
      1. Compensation Surveys
      2. Job Evaluations
   D. Performance Management
      1. Performance Counseling and Disciplinary Action
      2. Termination and Layoff
      3. Conflict Management
      4. Grievance Management
   E. Maintenance of Employee Records
   F. Current Human Resources Trends and Practices

III. Employee Training and Development
   A. Training Program Development
   B. Departmental Employee Training and Developmental Plan
      1. Training and Developmental Model
   C. Elements of Workforce Training
      1. New Employee Orientation and Training
      2. On-the-Job Training
      3. Staff Development through In-Service Education
      4. Special Issues for Staff Development
   D. Adult Learning Strategies
      1. Characteristics of Adult Learners
      2. Education of Adult Learners
      3. Learning Styles
      4. Training Learners with Special Needs
   E. Delivery Methods
      1. Programmed Learning
      2. Classroom Learning
      3. Seminars and Workshops
      4. Simulations
      5. E-learning
      6. Intensive Study Courses
   F. Positioning Employees for Career Development
      1. Empowerment
      2. Delegation
      3. Coaching and Mentoring
      4. Promotion and Succession Planning
      5. Continuing Education
      6. Developing a Personal Care Plan
      7. Employment Laws and Regulations Impacting Training

IV. Work Designs and Process Improvement
   A. Functional Work Environment
      1. Department Workflow
      2. Space and Equipment
      3. Aesthetics

          4. Ergonomics
- B. Methods of Organizing Work
  1. Work Division Patterns
  2. Work Distribution Analysis
  3. Work Scheduling
  4. Work Procedures
- C. Performance and Work Measurement Standards
  1. Criteria for Setting Effective Standards
  2. Types of Standards
  3. Methods for Communicating Skills
  4. Methods for Developing Standards
- D. Performance Measurement
  1. Performance Controls
  2. Variance Analysis
  3. Assessment of Departmental Performance
- E. Performance Improvement
  1. The Role of Customer Service
  2. Identification of Performance Improvement Opportunities
  3. Principles of Performance Improvement
- F. Process Improvement Methodologies
  1. Continuous Quality Improvement
  2. Business Process Design
  3. Workflow Analysis and Process Redesign

V. Financial Management
- A. Healthcare Financial Management
- B. Accounting
  1. Accounting Concepts and Principles
  2. Authorities
  3. Financial Organization
  4. Sources of Financial Data
  5. Uses of Financial Data
- C. Basic Financial Accounting
  1. Assets
  2. Liabilities
  3. Equity and Net Assets
  4. Revenue
  5. Expenses
  6. Recording Transactions
  7. Financial Statements
  8. Ratio Analysis
- D. Basic Management Accounting
  1. Describing Costs
  2. Cost Reports
- E. Internal Codes
  1. Preventive
  2. Detective

        3. Corrective
- F. Budgets
  1. Types of Budgets
  2. Operational Budgets
  3. Management of the Operating Budget
  4. Capital Budget
  5. Capital Projects
- VI. Project Management
  - A. The Project
    1. Definition of a Project
    2. Project Sources
  - B. Project Management
    1. Project Management Process
    2. Alternative Project Methodologies
    3. Project Management Constraints
    4. Project Members
    5. Organizational Structures
    6. Team Structures
  - C. Project Manager
    1. Roles of a Project Manager
    2. Project Management Competencies
  - D. The Project Management Process
    1. Initiating
    2. Planning
    3. Executing
    4. Monitoring and Controlling
    5. Closing
  - E. Managing Project Change
    1. Types of Change
    2. Benefits of Change
    3. Negotiating Change and Managing Expectations
    4. Change Management Process
  - F. Beyond Project Management
    1. Project Selection
    2. Program Management
    3. Project Portfolio Management
- VII. Ethical Issues in Health Information Management
  - A. Moral Values and Ethical Principles
  - B. Cultural Competence in the Healthcare Environment
    1. Cultural Disparities in US Healthcare
    2. Healthcare Professionals and Cultural Competence
    3. Healthcare Organizations' Cultural Competence Awareness
    4. Training Program
    5. Regulations for Cultural Awareness
  - C. Ethical Foundations of Health Information Management

        1. Protection of Privacy, Maintenance of Confidentiality, and Assurance of Data Security.
        2. Professional Code of Ethics
        3. Professional Values and Obligations
        4. Ethical Issues Related to Medical Identity Theft
        5. Ethical Decision Making
        6. Breach of Healthcare Ethics
        7. Important Health Information Ethical Problems

VIII. Strategic Thinking and Management
    A. From Strategic Planning to Strategic Management and Thinking
    B. Skills of Strategic Managers and Strategic Thinkers
    C. Elements of Strategic Thinking and Strategic Management
    D. Phase 1: Environmental Assessment: Internal and External
        1. Understand Environmental Assessment Trends
        2. How to Assess and Manage Risk and Uncertainty
    E. Phase 2: From Vision to Strategy
        1. Create a Commitment to Change With Vision
        2. Understanding the Driving Force
        3. Defining Areas of Excellence
        4. Defining Key Strategies
    F. Phase 3: Creating Innovative Strategy and a Future Strategic Profile
        1. Identifying a Future Strategic Profile
        2. Tools for Strategic Thinking-Scenario Building
        3. Determine Impact of Competition
        4. Create a Platform for Strategic Innovation
        5. Develop Final Strategic Profile Findings and Conclusions
    G. Phase 4: Strategic Management and Implementation
        1. Defining Strategic Goals and Strategic Objectives
        2. Importance of Implementation and Action Plans
    H. Support for the Change Program
        1. Take a Systems Approach
        2. Create the Structure for Change
        3. Manage Politics of Change
        4. Create a Sense of Urgency
        5. Engaging with Communication
    I. Implementing Strategic Change
        1. Create and Communicate Short-term Wins
        2. Pace and Refine Change Plans
        3. Maintain Momentum and Stay the Course
        4. Measure Your Results

HIM 421

Course Objectives

IX. Managing and Leading During Organization Change
  A. Examine the management discipline, the evolution of management thought and theories, and the key functions and skills of management
  B. Identify the functions and roles of a manager
  C. Evaluate the relationship between management functions and skills and levels of management.
  D. Identify different approaches to problem solving and decision making
  E. Compare the differences between managers and leaders.
  F. Examine the key ideas of prominent leadership theories
  G. Adjust the leadership approach to various situations
  H. Identify the traits related to leadership effectiveness
  I. Assess the stages and impact of organizational change
  J. Determine how to facilitate a transition in order to minimize stress to people and production.
X. Human Resources Management
  A. Identify the activities associated with the human resources management function in an organization.
  B. Apply key federal legislation with each of the human resources management activities
  C. Develop position descriptions, performance standards, staffing structures, and work schedules for use as tools in human resources management
  D. Identify how job descriptions are used in employee recruitment and selection
  E. Select effective steps for conducting an interview
  F. Evaluate the roles that employee orientation and communication plans play in the retention of staff.
  G. Examine the benefits of teamwork in an organization
  H. Identify and differentiate among the four methods of job evaluation.
  I. Analyze the relationship among performance standards, performance review, and performance counseling.
  J. Identify the key steps a manager should take in performance counseling and disciplinary action
  K. Select the appropriate conflict management technique to use in each specific conflict situation.
  L. Determine the process for handling employee complaints and grievances.
  M. Identify the obligations an organization has to maintain the security of employee information and records.
  N. Evaluate the impact of current workforce trends on the organization's human resources management activities.
XI. Employee Training and Development
  A. Examine the roles that employee orientation and communication plans play in development and retention of staff.
  B. Manage the continuum of employee training and development.
  C. Develop an orientation program for new employees

D. Examine the role of staff development in retaining a competent workforce.
E. Compare various learning styles and match appropriately to the needs of adult learners.
F. Evaluate and respond to the needs of a culturally diverse workforce as well as the needs of employees with disabilities.
G. Apply appropriate delivery methods to various training needs.
H. Prepare and conduct appropriate in-service education programs for various healthcare employees
I. Educate employees for current and future e-HIM roles
J. Prepare a training and development plan for a health information management department.
K. Select appropriate methods for developing of a personal leadership style.
L. Assess the needs of current employees for continuing education.
M. Evaluate the quality and usefulness of internal and external training programs
N. Interpret the requirements of laws and regulations affecting workforce training.

XII. Work Designs and Process Improvement
A. Apply quality management tools to ensure effective work processes
B. Analyze workflow processes and responsibilities to meet organizational needs.
C. Construct performance management measures
D. Demonstrate workflow concepts through the development of workflow diagrams.
E. Benchmark staff performance
F. Evaluate staffing levels and productivity
G. Examine how workflow, space and equipment, aesthetics, and ergonomics factor into the functionality of a work environment
H. Implement alternate methods for disturbing work assignments and for scheduling staff to ensure adequate staffing to meet the department's or work unit's service requirements.
I. Determine how job procedures support employees in delivering effective and efficient services
J. Develop examples of qualitative and quantitative standards
K. Differentiate the process of standard setting when done through benchmarking effort vs. a work sampling effort
L. Differentiate between preventive controls and feedback controls
M. Identify potential areas for improvement in work unit functions through observations and variance analysis, and establish a relevant action plan to address the problem identified
N. Select the appropriate tool for use in different types of performance improvement or process improvement efforts
O. Evaluate the value of Lean and Six Sigma as process redesign methodologies

XIII. Financial Management
A. Utilize balance sheets and income statements
B. Differentiate between financial accounting and managerial accounting
C. Recognize the importance of accounting to nonfinancial managers
D. Calculate and identify the components of basic financial ratios
E. Interpret basic financial ratio results in terms of organizational impact

F. Explain the importance of internal controls and their roles in financial management
G. Describe the components of operation and capital budgets
H. Discuss the impact of claims processing and reimbursement on financial statements
I. Describe the financial management functions of HIM professionals

XIV. Project Management
A. Differentiate between project operations and activities
B. Identify and explain the three sources of projects
C. Describe the purpose of each of the project management process groups
D. Associate the project roles with the activities in the project management process
E. Identify and describe the skills and abilities needed for project management
F. Explain the use of a WBS and Gantt chart in project planning
G. Determine the purpose for each step in the change management process
H. Differentiate among project management, program management, and portfolio management

XV. Ethical Issues in Health Information Management
A. Examine ethics and ethical dilemmas
B. Interpret the concepts of morality, code of conduct, and moral judgment
C. Assess the AHIMA Code of Ethics
D. Differentiate how cultural issues affect health and healthcare quality, cost, and health information management
E. Evaluate the consequences of a breach of healthcare ethics
F. Determine the ethical issues related to research
G. Apply HIM ethical standards to practice
H. Evaluate the culture of a department and policies that support a culture of diversity

XVI. Strategic Thinking and Management
A. Apply strategic management as an essential set of skills for strategic thinking and leading chance in HIM services
B. Identify the attributes and skills that strategic health information managers possess
C. Contrast strategic management from strategic planning and strategic thinking
D. Construct the steps of the strategic management and strategic thinking processes
E. Compare tools and approaches that complement strategic management and thinking
F. Apply the benefits of strategic management to leadership and management principles and to the change management process
G. Model the importance of managing risk and uncertainty in a highly turbulent environment
H. Conduct a comprehensive environmental assessment
I. Make use of driving force and areas of excellence
J. Design for the future through scenario building, strategic leverage, and innovation
K. Develop techniques for considering future HIM and healthcare challenges and identifying strategic options

    L. Adopt examples of innovative strategic management and strategic thinking as applied to HIM practice

    M. Construct HIM strategies to fit into the broader information system strategies and the overall strategy of organization