

**HEALTH INFORMATION MANAGEMENT PROGRAM
BACCALAUREATE DEGREE**

STUDENT HANDBOOK



**WESTERN KENTUCKY UNIVERSITY
Program of Health Information Management
Bowling Green, Kentucky 42101
(270) 745-3548**

W E L C O M E

We are pleased to welcome you into the baccalaureate degree Health Information Management (HIM) Program. This handbook is designed to serve as an introduction and guide to information concerning this program. While student policies that are special to this program are explained in the handbook, please contact the faculty should you have any questions.

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I. INTRODUCTION

Health information management (HIM) is a diverse yet evolving field that incorporates medicine, management, finance, information technology, and law into one dynamic career path. The major in health information management is designed to prepare students with skills and competencies in health data management, data analytics and informatics, information governance, privacy and security, compliance, clinical documentation improvement, revenue cycle management, medical coding, administering health information technology and administrative and clinical work flow. For more information on careers in the HIM profession go to [AHIMA's Career Map](#).

Job opportunities exist in multiple settings throughout the healthcare industry. These organizations include hospitals, multispecialty clinics and physician practices, long-term care, mental health, and other ambulatory care settings. The profession has seen significant expansion in nonpatient care settings, with careers in managed care and insurance companies, software vendors, consulting services, government agencies, education, and pharmaceutical companies.

According to the Bureau of Labor Statistics the median annual wage for medical and health services managers was \$110,680 in May 2023. Earnings vary by type and size of the facility and level of responsibility. Employment in the field is projected to grow 28% from 2022 to 2032. Other occupations appropriate to this major include health information technologists and medical registrars with a median pay of \$62,990 annually (2024). Medical record specialists have a median pay of \$48,780 per year (2024). The healthcare industry will continue to expand and diversify, requiring managers to help ensure smooth business operations. In addition, the federally mandated use of the electronic patient record will require that graduates be knowledgeable in managing computerized health information.

The program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM)*. Graduates of the baccalaureate program will be eligible to apply to take the Registered Health Information Administrator (RHIA) national certification examination administered by the American Health Information Management Association (AHIMA**) to become a credentialed health information administrator.

II. MISSION AND GOALS

Mission: The Mission of the Health Information Management Program at Western Kentucky University is to provide a comprehensive education, providing students with the skills needed to meet the demands of the healthcare industry and community.

- A. To produce HIM graduates who will meet the entry-level competencies of AHIMA.
 - 1. Following completion of clinical practice, students will receive satisfactory evaluations from their clinical supervisor.
 - 2. Students will demonstrate the HIM entry-level competencies by successfully meeting the 2026 CAHIIM Competency requirements.
- B. To offer a high-quality professional curriculum that is continually assessed and improved.

1. Each CAHIIM Competency for Health Information Management (HIM) Education at the Baccalaureate Degree Level will be included in the content in at least one course (Appendix A).
2. Graduating Students will indicate satisfaction with the preparation received through the program's curriculum.
3. All professional practice sites will provide a satisfactory experience.
4. The curriculum will reflect current practice within the profession.
5. Faculty members will advise all HIM students before registration.

The specific curriculum requirements of the HIM program are included in this handbook (Appendix B). Students should become familiar with these requirements at the onset of the program. These requirements apply to all students enrolled in this program, and the student should make plans early in the program to comply with all requirements. Because textbooks are constantly revised, students should check with their instructor before purchasing any textbooks for Health Information Management courses.

III. PROGRAM REQUIREMENTS

A. Admission Requirements

Acceptance into the baccalaureate degree HIM program is based on a selective admission process. There are no restrictions regarding age, sex, race, religion, disability, sexual orientation or marital status.

Applicants for the program are selected based upon the following criteria:

1. successful completion of HIM 100 (or equivalent) with a grade of "C" or higher and an overall GPA of at least a 2.0.
2. official acceptance to Western Kentucky University. Admission to the college or university does not guarantee admission to the program.
3. formal application to the Program of Health Information Management. Students must submit an application to the Program of Health Information Management by December 1 for admission to the spring semester and by May 1 for admission to the fall semester. Students submitting applications at other times during the calendar year will be assessed on an individual basis. The application may be obtained at <http://www.wku.edu/healthinformationmanagement/>
4. required criminal background check. (The criminal background check must be initiated through <https://candidate.precheck.com/StudentCheck> or a previous criminal background check completed within the past year may be submitted).

Students with a misdemeanor assault charge or **ANY** felony charge will not be accepted into the HIM Program due to lack of placement opportunities in Clinical Sites for the Professional Practice Experience-HIM 495. Students who receive the above listed charges or issues after admission to the program will be dismissed from the HIM Program. For all other students, continued enrollment in

the HIM program is contingent upon immediate, written notification to the program office of any change in the student's criminal record. Failure to provide this written notification at any time following initial admission will result in immediate dismissal from the program. In addition, students should be aware that healthcare agencies have the right to refuse clinical placement at their facility for any reason. If a clinical practice facility refuses student access due to results of the criminal background check, drug screen results, OIG exclusion from participating in Medicare/Medicaid services or related/unrelated issues, the student will be unable to meet the clinical practice requirement and will be dismissed from the program. Alternate arrangements will **not** be made.

B. Program Acceptance*

1. Many courses require membership in the American Health Information Management Association in order to access the Body of Knowledge. Please refer to www.ahima.org for additional information on membership.
2. Additional required documentation **before the Professional Practice Experience (PPE) in HIM 495 includes:**
 - a. proof of rubella, rubeola and mumps immunity by positive antibody titers or 2 doses of MMR;
 - b. varicella immunity, by positive test for immunity or proof of varicella immunization;
 - c. evidence of current immunizations against diphtheria, tetanus, and pertussis within the last ten years
 - d. proof of hepatitis B immunization or declination of vaccine
 - e. tuberculin test (two-step TB skin test [TST] or QuantiFERON –TB Gold [QFT-G] and/or chest x-ray results with appropriate follow-up within one month of PPE start date
 - f. negative drug screen (minimum 7 panel) **within one month of PPE start date or as determined by the PPE site** (a positive drug screen will result in dismissal of program and the student will not be able to participate in the Professional Practice Experience).
 - g. proof of student professional liability insurance. Insurance can be obtained through www.proliability.com. At a minimum, students must have \$1,000,000/\$3,000,000 coverage.
 - h. additional background check

*the above requirements for the PPE may be modified, expanded, or waived by the PPE site (for example, the PPE site may have additional requirements or, if the student is an employee of the PPE site, the site may waive the requirements).

Copies of the above will be submitted to the Professional Practice Experience (PPE) site upon request. Students who do not submit the above information by the deadline may be dropped from the program without further notice. Students may reapply to the program the following semester.

*The HIM Program Admissions Committee and/or Professional Practice Experience (PPE) Site reserves the right to deny PPE placement based on the results of the criminal background check, drug screen results, OIG Exclusion from Participating in Medicare and Medicaid services, or other related/unrelated issues. Students with **ANY** felony charge or a misdemeanor assault charge will not be admitted to the HIM Program due to lack of placement opportunities in Clinical Sites for the Professional Practice Experience-HIM 495. Students who receive the above listed charges or issues after admission to the program will be dismissed from the HIM Program. For all other students, continued enrollment in the HIM program is contingent upon immediate, written notification to the program office of any change in the student's criminal record. Failure to provide this written notification at any time following initial admission will result in immediate dismissal from the program. In addition, students should be aware that healthcare agencies have the right to refuse clinical placement at their facility for any reason. If a clinical practice facility refuses student access due to results of the criminal background check, drug screen results, OIG exclusion from participating in Medicare/Medicaid services or related/unrelated issues, the student will be unable to meet the clinical practice requirement and will be dismissed from the program. Alternate arrangements will **not** be made.

IV. WKU QUALITY ENHANCEMENT PLAN

In support of the mission of Western Kentucky University Evidence & Argument, the WKU Quality Enhancement Plan, seeks to help students develop abilities in Evidence-Gathering, Sense-Making, and Argumentation. Curriculum has been developed to meet these skills. More information on the Quality Enhancement Plan can be found at <http://www.wku.edu/academicaffairs/qep/evidenceargument.php>.

V. PROFESSIONAL PRACTICE EXPERIENCE

As the final course in the curriculum, the HIM student will complete three (3) or six (6) credit hours of professional practice experience (PPE) onsite or remotely. Professional Practice Experience (PPE) requirements will be determined based on previous professional practice experience and/or a voluntary submission of a portfolio describing work experience. The HIM 495 Capstone Professional Practice Experience course is required and tuition must be paid. The student must also successfully complete a comprehensive mock examination to show entry-level competencies.

During the PPE students are expected to submit daily or weekly summaries to the PPE faculty. After the PPE the students are expected to submit a Project Report and an Organization Report to both the clinical supervisor and PPE faculty. After completion of the PPE, the students must complete a survey related to their preparation for the course.

Approved sites include acute care hospitals, ambulatory care centers, long term care facilities, health departments, psychiatric facilities, health insurance agencies, or other appropriate sites who offer experience in health/medical management. **Students are responsible for contacting the HIM director or equivalent at the site requesting PPE placement. Upon acceptance by the site, the student must submit this information to the faculty coordinator for final approval.** Each PPE site is required to have a current memorandum of agreement with the University; the student is responsible for contacting the HIM PPE Coordinator **at least 3 months prior to the PPE start date** to initiate this process. **If a PPE will begin during the fall term the student is responsible for completing this process five months prior to the PPE start date.**

The PPE may be completed at a site in which the student is currently or has been previously employed in the health information/medical record department. However, this activity is a planned student learning experience and should not be regarded as strictly work experience. In addition, the student cannot complete the PPE in their current job position. The student will be responsible for personal expenses, which may include meals, lodging and transportation.

A student handbook outlining the requirements of the PPE course will be given to the students before the experience. Special projects and reports will be assigned at this time. During the PPE sessions, the student will be responsible to the clinical supervisor in the assigned healthcare facility and the program's clinical faculty coordinator. A student is expected to dress appropriately and conduct him/herself in a professional and ethical manner. One of the student's major responsibilities is to preserve the confidentiality of all medical and personal information concerning patients, as well as, all information concerning the activities of the facility and its staff.

Students should be aware of the need to have complete automobile insurance coverage for

themselves or any other student that they may be transporting. The University is not responsible for providing such coverage.

Students are required to provide for themselves complete health insurance coverage in case of accident or illness that might occur during their clinical experience. Neither Western Kentucky University nor the clinical agency is responsible for providing such insurance coverage.

Each student must understand that there may be dangers, hazards and risks inherent in, associated with, or arising out of program activities. Students must assume all responsibility and liability for these risks.

Students should be aware that healthcare agencies have the right to refuse clinical placement at their facility if a student has been convicted of a felony or misdemeanor. Consequently, students with **ANY** felony charge or a misdemeanor assault charge will not be admitted to the HIM Program due to lack of placement opportunities in Clinical Sites for the Professional Practice Experience-HIM 495. Students who receive the above listed charges or issues after admission to the program will be dismissed from the HIM Program.

VI. ADVISEMENT

A member of the program's faculty should advise all beginning students in the Health Information Management Program. Additionally, each semester before pre-registration, the student must contact this advisor to discuss next semester's schedule. Students with mid-term deficiencies and/or other academic problems that may interfere with their progress may be referred for counseling or tutoring.

VII. CONFIDENTIALITY STATEMENT

Both in the online learning environment and the clinical practice setting, the student will be handling confidential patient information. A confidentiality pledge signed by the student is required upon program acceptance and is retained in the student's file (Appendix C).

VIII. ACADEMIC RETENTION & PROGRAM POLICIES

A student who makes below "C" in any HIM course is required to repeat the course. Any student whose cumulative GPA for one semester is 2.0 or below is encouraged to change into another field of study, or continue in the program for a semester on a probationary basis. If the student chooses to continue and completes another semester with a cumulative GPA of 2.0 or below, he/she will not be permitted to continue in the program. The student may apply for readmission once the cumulative GPA is 2.0 or above. In keeping with University policy, graduation from the program requires a minimum cumulative GPA and WKU GPA of 2.0 and a minimum GPA of 2.0 in Health Information Management courses. The HIM program does not require a minor.

A statement of policies outlining the academic objectives and professional responsibilities expected of the student, a confidentiality statement, and a general release and waiver of liability and assumption of risk agreement will be signed by the student at the time of completing the HIM Application and retained in their student file (Appendices B, C, and D).

IX. STUDENT ENGAGEMENT

The members of the HIM program faculty are committed to the continuous enhancement of educational quality. In accordance with the University's quality enhancement plan, engagement activities will be incorporated throughout the curriculum.

X. AWARDS

Students in the baccalaureate degree Health Information Management program are eligible for the Kentucky Health Information Management Association (KHIMA) Award for Outstanding Student for WKU. This award is presented once each year to a graduating student. Grade point average, volunteerism, and other accomplishments may be considered in the selection.

XI. STUDENT COMPLAINT PROCEDURE

The student complaint procedure for resolving a complaint concerning a faculty member can be found online in the [WKU Handbook](#).

APPENDIX A

Program Description:

The Health Information Management bachelor's degree program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM*). Graduates of the program are eligible to take the American Health Information Management Association's (AHIMA)** certification examination for the designation of Registered Health Information Administrator (RHIA).

The major in health information management is designed to prepare the graduate HIM professional with skills and competencies in health data management, data analytics and informatics, information governance, privacy and security, compliance, clinical documentation improvement, revenue cycle management, medical coding, health information technology management, and administrative and clinical workflow. Students will focus on operations management essential to ensuring an accurate and complete medical record and cost-effective information processing.

A student's application to the baccalaureate degree program will be considered following:

- Admission to WKU
- Earning a grade of C or higher in the introductory course, HIM 100 (or equivalent course or departmental exam)
- Submitting a criminal background check with no misdemeanor assaults and no felonies
- Earning an overall GPA of 2.0

Students are required to have professional liability insurance coverage prior to accessing health information and/or professional practice experience. Prior to participating in the professional practice experience students are also required to provide a recent criminal background check, current immunization records and results of a current drug screen. At selected healthcare institutions, there may be additional certifications, training seminars, or other requirements that a student must meet to be eligible for training at the chosen facility. It is the responsibility of the student to ensure that all institutional requirements are met prior to the participation in the PPE. Students are responsible in part or in full for any costs incurred to meet such requirements. Policies, standards, and requirements should be obtained directly from the program office or at <http://www.wku.edu/healthinformationmanagement>.

For more information on job opportunities in the HIM profession go to [AHIMA's Career Map](#).

Required Program Courses

HIM 100-Health Data Content & Structure (4)	HIM 422-Clinical Quality Assessment & Performance Improvement (3)
HIM 225-Legal Issues in HIM (2)	HIM 430-Health Data Management & Analytics (3)
HIM 230-Computer Systems & Applications in HIM (3)	HIM 450-Application & Analysis of HIM Theory (3)
HIM 250-ICD Coding (4)	HIM 495-Capstone Professional Practice Experience (3-6)
HIM 252-Healthcare Payment Systems (3)	PH 383-Biostatistics in Health Sciences OR
HIM 290-Medical Terminology (2)	MATH 183 Introductory Statistics
HIM 291-Advanced Medical Terminology (2)	OR SOCL 300 Social Statistics (3)
HIM 292-Pharmacology & Lab Diagnostics (2)	BDAN 305 Data Modeling and Analysis (3)
HIM 330-Electronic Health Records (3)	BDAN 250 Introduction to Analytics (3)
HIM 350-Health Informatics Research (3) ²	BIOL 131- Human Anatomy & Physiology (4)
HIM 353-Management of Clinical Classification Systems (3)	
HIM 421-Health Information Leadership &	

Mgmt. (3)

Choose from the following required courses (6 hours)

BDAN 310- Business Data Analytics (3)

BDAN 320- Web Analytics (3)

BDAN 330- Structured Data Analysis (3)

BDAN 350- Data Management (3)

BDAN 410- Decision Support Systems Analysis and Design (3)

BDAN 420- Predictive Modeling (3)

BDAN 430- Data Visualization and Digital Dashboards (3)

BDAN 440- Special topics- Analytics & Information Systems (3)

DATA 301- Big Data with ITS Applications (3)

CIS 320- Personal Information Technologies with Artificial Intelligence (3)

CIS 321- Emerging Technologies with Artificial Intelligence (3)

PROGRAM TOTAL HOURS: 61-64

TOTAL 96-99 + (21-24 general electives) = 120 total hours (All B.S. graduating students must have 120 credit hours to graduate: NOTE: BIOL 131 counts in both Colonnade and Program)

¹Note requirements listed in WKU Colonnade Program; refer to <http://www.wku.edu/colonnade/> for more information.

²PH 383 or equivalent must be taken before HIM 350, 422, 450.

Job Opportunities: Job opportunities exist in multiple settings throughout the healthcare industry. These organizations include hospitals, multispecialty clinics and physician practices, long-term care, mental health, and other ambulatory care settings. The profession has seen significant expansion in nonpatient care settings, with careers in managed care and insurance companies, software vendors, consulting services, government agencies, education, and pharmaceutical companies.

Job Growth and Income: According to the Bureau of Labor Statistics the median annual wage for medical and health services managers was \$110,680 in May 2023. Earnings vary by type and size of the facility and level of responsibility. Employment in the field is projected to grow 28% from 2022 to 2032. Other occupations appropriate to this major include health information technologists and medical registrars with a median pay of \$62,990 annually (2024). Medical record specialists have a median pay of \$48,780 per year (2024). The healthcare industry will continue to expand and diversify, requiring managers to help ensure smooth business operations. In addition, the federally mandated use of the electronic patient record will require that graduates be knowledgeable in managing computerized health information.

Accreditation: The HIM baccalaureate degree program is accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM). * Graduates are eligible to take the Registered Health Information Administrator (RHIA) examination.

Program Admission:

1. The applicant must be officially accepted to Western Kentucky University and complete HIM 100 before his/her program application can be considered. Admission to the college or university does not guarantee admission to the program. Applicants are considered on a competitive basis. There are no restrictions regarding age, sex, race, religion, disability, sexual orientation, or marital status.
2. Apply to the Program of Health Information Management by December 1 for admission to the spring semester and by May 1 for admission for the fall semester; late admission may be considered.
3. To be admitted, the applicant must complete HIM 100 (or equivalent) with a grade of C or higher, have a clear criminal background check with no felonies and no misdemeanor assaults, and have an overall GPA of 2.0.
4. HIT/HIM courses from a CAHIIM-accredited degree will be substituted as equivalency transfer credit for lower division courses.
5. Many HIT/HIM courses from non-CAHIIM accredited associate degree programs are automatically accepted into HIM. Otherwise, courses will be reviewed on a case-by-case basis for transfer equivalency. Students may also receive WKU credit for successfully passing (70%) the corresponding WKU course departmental exam.
6. All HIM courses must be completed with a "C" or higher.

Please contact the department office at 270-745-3548 for further information or visit <http://wku.edu/healthinformationmanagement>

*CAHIIM(cahiim.org)
233 North Michigan Avenue, 21st Floor
Chicago, IL 60601-5800

**AHIMA (ahima.org)
233 North Michigan Avenue, Suite 2150
Chicago, IL 60601-5800 6/24

**APPENDIX B
WESTERN KENTUCKY UNIVERSITY
HEALTH INFORMATION MANAGEMENT PROGRAM
CONFIDENTIALITY PLEDGE**

1. Patient records contain confidential information. They are to be protected as they are important to each patient, to the healthcare facility from which the records were obtained, and to the educational program.
2. In the educational setting, the medical information should be read in its entirety to help the student familiarize him/herself with the content of a patient record and to encourage the understanding of medical terminology.
3. Discussion of a patient's record outside the learning management system, classroom or laboratory setting is prohibited and will be grounds for dismissal from the program.
4. Any duplication of patient information is strictly prohibited and will result in dismissal from the program.
5. Only students who are enrolled in selected Health Information Management courses may have access to the patient records in the educational program.
6. During clinical experience the student will be expected to follow the rules both of the educational institution and of the healthcare facility with regards to confidentiality of information and release of information.

I have read the above statements and understand them fully. I realize that any failure to maintain the confidential nature of the patient records, both in the educational program and in the clinical experience, will result in my dismissal from the program.

Student's Signature

Date

APPENDIX C
WESTERN KENTUCKY UNIVERSITY
HEALTH INFORMATION MANAGEMENT PROGRAM
BACCALAUREATE DEGREE
POLICY STATEMENTS

1. All program and academic advisement will be done in consultation with Health Information Management advisors.
2. Applicants for the program are selected based upon the following criteria:

Admission Requirements

Acceptance into the baccalaureate degree HIM program is based on a selective admission process and is based on space available. Applicants are considered on a competitive basis. There are no restrictions regarding age, sex, race, religion, disability, sexual orientation or marital status.

Applicants for the program are selected based upon the following criteria:

- a. successful completion of HIM 100 (or equivalent) with a grade of “C” or higher and an overall GPA of at least a 2.0.
- b. official acceptance to Western Kentucky University. Admission to the college or university does not guarantee admission to the program.
- c. formal application to the Program of Health Information Management. Students must submit an application to the Program of Health Information Management by December 1 for admission to the spring semester and by May 1 for admission for the fall semester. (Students may enroll as “seeking program admission” for one semester prior to applying to the program.) The application may be obtained at <http://www.wku.edu/healthinformationmanagement/>
- d. required criminal background check. (The criminal background check must be initiated through mystudentcheck.com or a previous criminal background check completed within the past year may be submitted)

Students with a misdemeanor assault charge or **ANY** felony charge will not be accepted into the HIM Program due to lack of placement opportunities in Clinical Sites for the Professional Practice Experience-HIM 495. Students who receive the above listed charges or issues after admission to the program will be dismissed from the HIM Program. For all other students, continued enrollment in the HIM program is contingent upon immediate, written notification to the program office of any change in the student’s criminal record. Failure to provide this written notification at any time following initial admission will result in immediate dismissal from the program. In addition, students should be aware that healthcare agencies have the right to refuse clinical placement at their facility for any reason. If a clinical practice facility refuses student access due to results of the criminal background check, drug screen results, OIG exclusion from participating in Medicare/Medicaid services or related/unrelated issues, the student will be unable to meet the clinical practice requirement and will be dismissed from the program. Alternate arrangements will **not** be made.

- e. Additional items that may be considered for admission include personal and professional statement, previous awards, volunteer work, GPA and other items in application.

3. According to University policy, a candidate for graduation must have a GPA of at least 2.0 (a) in all credits presented for graduation whether earned at WKU or elsewhere, (b) in all credits completed at WKU, (c) overall in the major subjects and in the minor subjects, and (d) in the major subjects and in the minor subjects completed at WKU.
4. Academic problems of individual students should be detected early and corrected, if possible, by counseling and tutoring. The student must successfully complete (grade C or above) all HIM prerequisites. A student who makes below "C" in any courses with the HIM, HCA or CIT prefix is required to repeat the course. Any student whose cumulative GPA for one semester is below 2.0 is encouraged to change into another field of study, or continue in the program for a semester on a probationary basis. If the student chooses to continue and completes another semester with a cumulative GPA below 2.0, he/she will not be permitted to continue in the program. The student may apply for readmission once the cumulative GPA is 2.0 or above. In keeping with University policy, graduation from the program requires a minimum cumulative GPA of 2.0, minimum WKU GPA of 2.0 and a minimum GPA of 2.0 in Health Information Management courses. The HIM program does not require a minor.
5. 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.
6. Responsibility for all living and traveling expenses required for clinical experiences will be that of the student.
7. Students will be required to purchase professional liability insurance prior to the beginning of the Professional Practice Experience. At a minimum, students must have \$1,000,000/\$3,000,000 coverage.
8. Students are required to provide for themselves complete health insurance coverage in case of accident or illness that might occur during field trips, directed practice and/or clinical practice. Neither the University nor the clinical agency is responsible for providing such insurance coverage. Information concerning Academic Health Plans (Student Health Insurance Plan) is available through the WKU Health Services website.
9. Students should be aware of the need to have complete automobile insurance coverage for themselves or any other student that they may be transporting. The University is not responsible for providing such coverage.
10. Students are required to participate in clinical practice throughout the curriculum and are required to provide their own transportation. The University is not responsible for providing such transportation.
11. The student will be held responsible for the legal, ethical and appropriate management of all facets of their Health Information Management education. Dishonesty and cheating in any course work will not be tolerated. The program faculty will determine appropriate disciplinary actions. Each case will be considered individually, and depending on the seriousness of the offense, a student may be dismissed from the program in accordance with University policy.
12. Students will be required to complete professional practice experience. This course is required for graduation and tuition must be paid.
13. Unless the program director is notified in writing of extenuating circumstances, students are expected to complete at least one course in the HIM curriculum per semester. Failure to complete at least one course in the HIM curriculum for two consecutive semesters will result in the student's automatic withdrawal from the program. Students must reapply for admission to continue in the program.
14. A student who wishes to continue in the HIM program after having withdrawn for one or more semesters must apply for readmission to the HIM program. Unless approved by the program director, the applicant

who is applying for program readmission will not receive credit for HIM courses taken five (5) or more years prior to readmission unless the student successfully passes a departmental competency exam.

15. Additional required documentation prior to the Professional Practice Experience includes:
- a. proof of rubella, rubeola and mumps immunity by positive antibody titers or 2 doses of MMR;
 - b. varicella immunity, by positive test for immunity or proof of varicella immunization;
 - c. evidence of current immunizations against diphtheria, tetanus, and pertussis within the last ten years
 - d. proof of hepatitis B immunization or declination of vaccine
 - e. tuberculin test (two-step TB skin test [TST] or QuantiFERON –TB Gold [QFT-G] and/or chest x-ray results with appropriate follow-up within one month of PPE start date
 - f. negative drug screen (minimum 7 panel) within one month of PPE start date (a positive drug screen will result in dismissal of program and the student will not be able to participate in the Professional Practice Experience).
 - g. proof of student professional liability insurance. Insurance can be obtained through www.proliability.com. At a minimum, students must have \$1,000,000/\$3,000,000 coverage.
 - h. additional background check

Copies of the above will be submitted to the PPE site upon request. Students who do not submit the above information by the deadline may be dropped from the program without further notice. Students may reapply to the program the following semester.

16. Students are required to have access to a personal computer capable of accessing the Blackboard learning management system. Browser compatibility information can be found at the following address: blackboard.wku.edu/

Signature _____

Date _____

Printed Name _____

Rev. 3/2017

APPENDIX D
WESTERN KENTUCKY UNIVERSITY
Release and Waiver of Liability and Assumption of Risk Agreement

1. I desire to participate in the Health Information Management Program activities (hereinafter the "Activities"), during the time period of matriculation into the HIM program through my graduation. I understand and appreciate there may be dangers, hazards and risks inherent in, associated with, or arising out of the participation in the Activities, the transportation to and from the Activities, acts by third parties unrelated to the Activities, Activities not scheduled by Western Kentucky University (collectively referred to as "Western") that are in addition to and not related to the Activities (collectively referred to as the "Risks"). I recognize that these Risks could result in injury, illness or property loss or even death.

2. In exchange for the right to participate in the program activities, I hereby assume all responsibility and liability for these Risks, whether known or unknown, direct or indirect. On behalf of myself, my family, and my successors and assigns, I hereby release, waive, discharge and hold harmless Western from and against any and all claims, demands, liabilities, controversies or causes of action, damages, costs and/or expenses of any kind or nature whatsoever, that my hereafter accrue, relating to or arising out of the Activities, my participation in the Activities and/or Risks.

3. In the event of an accident or serious illness, I hereby authorize Western to obtain medical treatment for me and on my behalf. I hereby hold harmless and agree to indemnify Western from any claims, causes of action, damages and/or liabilities, arising out of or resulting from said medical treatment.

4. In signing this Agreement, I acknowledge and represent that I have carefully read this Agreement and understand its contents and that I sign this document of my own free will. I further state that I am at least (18) years of age and fully competent to sign this Agreement, that there are no health-related reasons or problems which preclude or restrict my participation in the Activities and that I have adequate health insurance necessary to provide for and pay for any medical costs that may be required or rendered to me as a result of injury or illness.

5. If I drive while participating in the Activities, I hereby warrant, represent and certify that I personally carry Automobile Liability Insurance applicable and effective in the place in which I will be driving, and that this insurance includes medical payment coverage in the event of an accident.

THIS IS A RELEASE OF LEGAL RIGHTS. BE CERTAIN YOU READ AND UNDERSTAND THIS RELEASE BEFORE SIGNING IT.

Signature _____ Date _____

Printed Name _____

APPENDIX E
Core Performance Standards for Admission and Progression

Admission to and progression in the Health Information Management program is not based on these standards. Rather, the standards will be used to assist each student in determining whether accommodations or modifications are necessary. The standards provide an objective measure upon which a student and the advisor base informed decisions regarding whether the student is "qualified" to meet requirements.

If a student believes that he or she cannot meet one or more of the standards without accommodation or modifications, the Health Information Management program will determine, on an individual basis, whether or not the necessary accommodations or modifications can be made reasonably. Reasonable accommodation is defined by the Americans with Disabilities Act (ADA) to include:

- (A) Making existing facilities...readily accessible to and usable by individuals with disabilities; and
- (B) job restructuring, part-time or modified work schedules, ...acquisition or modification of equipment or devices, appropriate adjustment or modifications of examinations, training materials or policies, the provision of qualified readers or interpreters, and other similar accommodations for individuals with disabilities.

Issue	Standard	Some Examples of Necessary Activities (not all inclusive)
Critical Thinking	Critical thinking ability sufficient for decision making.	Make decisions in accordance with instructions, policies and procedures.
Interpersonal	Interpersonal abilities sufficient to interact with individuals and groups from a variety of social, emotional, cultural and intellectual backgrounds.	Establish rapport with patients/clients and members of the healthcare delivery team.
Communication	Communication abilities sufficient for interaction with others in verbal and written form.	Explain procedures and policies; make presentations; and conduct meetings.
Motor Skills	Gross and fine motor skills sufficient for performing health information technology functions.	Operate computer and have sufficient keyboarding skills.
Hearing	Auditory ability sufficient to perform health information technology functions.	Hears and understands medical dictation.
Visual	Visual ability sufficient for performing health information technology functions.	Read video monitor display.
Computer	Computer skills sufficient for performing health information technology functions.	Utilize Office Software, such as Word and Excel, in addition, to other spreadsheet, database, analytics, and presentation software.

Disability Accommodations:

In compliance with university policy, students with disabilities who require accommodations (academic adjustments and/or auxiliary aids or services) must contact the Office for Student Accessibility Services in DSU-1074 of the Student Accessibility Resource Center. The SARC telephone number is (270) 745-5004; TTY: 270-745-3030; Video 270-288-0597 or email sarc.connect@wku.edu.

Please DO NOT request accommodations directly from the professor or instructor without a letter of accommodation from the Student Accessibility Resource Center.

Once accessibility services/accommodations have been granted and initiated, the program or instructor with any questions or concerns. Also, if you believe that you are not receiving the accessibility services to which you are entitled, please address this concern immediately so discussion and/or adjustments can occur.

APPENDIX F
AHIMA Code of Ethics
<https://www.ahima.org/who-we-are/governance/ethics/>

Ethics:

The HIM professional has an obligation to demonstrate actions that reflect values. The American Health Information Management Association (AHIMA) Code of Ethics sets forth these principles. ([See also AHIMA Mission, Vision, Values.](#))

The code is relevant to all AHIMA members and non-members holding an AHIMA certification. These purposes strengthen the HIM professional's efforts to improve overall quality of healthcare.

Members of the American Health Information Management Association may be subject to disciplinary action for unprofessional or otherwise inappropriate conduct or for adverse legal, regulatory, or credentialing actions, as described in the AHIMA Code of Ethics.

AHIMA Code of Ethics 2019

Ethical Principles: The following ethical principles are based on the core values of the American Health Information Management Association and apply to all AHIMA members and certificants.

A Health Information Management professional shall:

1. ***Advocate, uphold, and defend the individual's right to privacy and the doctrine of confidentiality in the use and disclosure of information.***
2. ***Put service and the health and welfare of persons before self-interest and conduct oneself in the practice of the profession so as to bring honor to oneself, their peers, and to the Health Information Management profession.***
3. ***Preserve, protect, and secure personal health information in any form or medium and hold in the highest regards health information and other information of a confidential nature obtained in an official capacity, taking into account the applicable statutes and regulations.***
4. ***Refuse to participate in or conceal unethical practices or procedures and report such practices.***
5. ***Use technology, data, and information resources in the way they are intended to be used.***
6. ***Advocate for appropriate uses of information resources across the healthcare ecosystem.***
7. ***Recruit and mentor students, staff, peers, and colleagues to develop and strengthen professional workplace.***

- 8. Represent the profession to the public in a positive manner.**
- 9. *Advance Health Information Management knowledge and practice through continuing education, research, publications, and presentations.***
- 10. *Perform honorably Health Information Management association responsibilities, either appointed or elected, and preserve the confidentiality of any privileged information made known in any official capacity.***
- 11. *State truthfully and accurately one's credentials, professional education, and experiences.***
- 12. *Facilitate interdisciplinary collaboration in situations supporting ethical health information principles.***
- 13. *Respect the inherent dignity and worth of every person.***

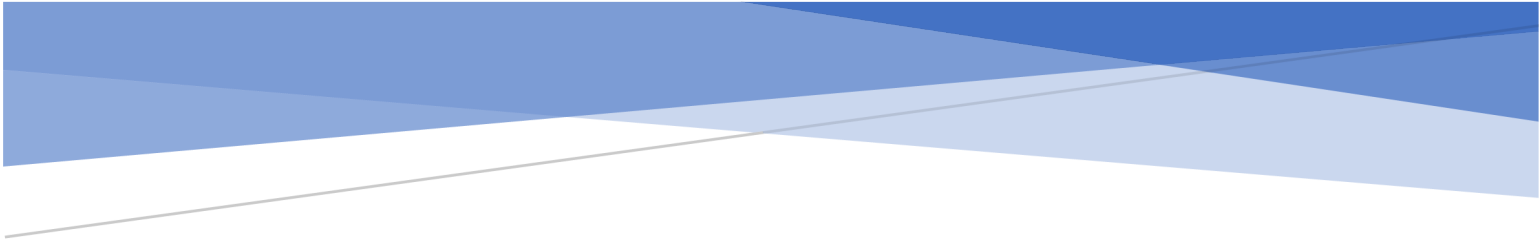
Revised & adopted by AHIMA House of Delegates – (April 29, 2019)

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Appendix G- WKU HIM Program Evaluation Plan

Goal	Target Outcomes	Steps to Achieve each Target Outcome	Time Frame
<p><u>Curriculum Goal</u></p> <p>The program's mission and goals are outcome-focused and relevant to the mission of the sponsoring educational institution. The program must assess the appropriateness and effectiveness of the curriculum, with the results of the program assessment used as the basis for ongoing planning and program improvement.</p>	<p>100% of CAHIIM Curriculum Requirements will be reviewed every year by faculty to assure that the program has course content reflective of those requirements and that content is meeting the needs of the communities of interest.</p>	<p>On an annual basis, faculty will assess CAHIIM Curriculum Requirements and verify that there is course content reflective of each curriculum requirement. In addition, curriculum will be discussed at the advisory committee to ensure that it is meeting the needs of the communities of interest. Course content will be modified based on review and feedback.</p>	<p>Annually</p>
<p><u>Faculty Development Goal</u></p> <p>The program will provide a plan for faculty that establishes or assesses the knowledge, skills, qualifications, and experience pertinent to the professional curriculum content that they are assigned to teach. This includes efforts to keep current in health information management and/or other relevant professional content and practice, as well as other components of advanced formal education.</p>	<p>100% of the faculty will be assigned course load based on their knowledge, skills, qualifications, education, and experience and each full-time faculty member will participate in at least one education-focused activity in their area of concentration and/or practice each year. Faculty are also required to maintain HIM-related certifications.</p>	<p>Prior to a course being assigned to a faculty member, the faculty member's current Curriculum Vita will be reviewed to assure competency to teach the course. Opportunities will be provided to each faculty member to participate in educational opportunities. In addition, professional certifications will be reviewed to assure they are current.</p>	<p>Annually</p>
<p><u>Students and Graduates Goal</u></p> <p>The program will provide assurance that the educational needs of students are met and that graduates demonstrate at least the AHIMA entry-level curriculum competencies.</p>	<p>Following the final PPE course (HIM 495), 100% of students will achieve a passing score of 80% on the mock RHIA examination, which is based on entry-level competencies.</p>	<p>According to University policy, all students are required to show evidence of knowledge in their major field(s) prior to degree completion (Culminating Assessment). Accordingly, students are required to complete the mock exam at the conclusion of the HIM 495-PPE course with a passing score of 80%; the exam is worth 10% of the student's grade for the course.</p>	<p>Annually</p>

Goal	Target Outcomes	Steps to Achieve each Target Outcome	Time Frame
<p><u>Communities of Practice Goal</u></p> <p>The program must indicate how it assesses and responds to the needs of its communities of practice, demonstrating how it translates those needs into an educated, competent workforce, and how the program inspires and supports its communities of practice.</p>	<p>A faculty member or student will speak on relevant topics or volunteer/engage in community of practice events or committees. Faculty will also nominate and encourage students to participate in state and national organizations. Target: 100%.</p>	<p>On an annual basis, faculty curriculum vitae will be reviewed for faculty participation as guest speakers or volunteering/engaging in events/committees to ensure that the needs of the community are being met. If requests for participation are received, these opportunities will be shared with faculty. The program director will also keep a record of student nominations/participation in community of practice, state, and national organizations.</p>	<p>Annually</p>
<p><u>Student Preparation:</u></p> <p>Students are prepared for the clinical site professional practice experience</p>	<p>90% of the Clinical Site Supervisors will indicate that the students are prepared for the clinical site professional practice experience.</p>	<p>Clinical Site Supervisor Evaluations of students will be reviewed to determine whether the students are prepared for the professional practice experience.</p>	<p>Annually</p>
<p><u>Advisory Committee Goal</u></p> <p>Communities of Interest provide input on program goals, curriculum, needs, expectations and responsiveness to communities of practice.</p>	<p>100% of the time the Advisory Committee, comprised of members of the communities of practice, will provide input into program goals, curriculum, needs, expectations and responsiveness to the communities of practice.</p>	<p>The Advisory committee members will be queried for input on program goals, curriculum, needs, expectations, and responsiveness to communities of interest on an annual basis or more frequently, as needed. Minutes of the Advisory Committee will reflect this.</p>	<p>Annually</p>



Appendix H

Entry-to-Practice Competencies for Health Data and Information Management Professionals and Leaders

Baccalaureate Degree

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Unit 1: Applied Sciences and Health Systems

1.1 Demonstrate clear and concise written and oral communication to ensure accurate interpretation of information.

- 1.1.1 Use proper grammar and spelling in written communications.
- 1.1.2 Ensure thorough and logical explanations are founded on evidence-based information and written reports include proper scholarly or professional literature citations.
- 1.1.3 Select or develop graphical representations and images to enhance communications and demonstrate appropriate understanding.

1.2 Use technology to attain and communicate information.

- 1.2.1 Use digital technology, networks, and communication tools to find, evaluate, and communicate information.
- 1.2.2 Use software packages that allow for the analysis and presentation of the data.

1.3 Apply knowledge of anatomy and physiology to support information literacy.

- 1.3.1 Identify musculoskeletal and physiological body systems and functions.
- 1.3.2 Integrate knowledge of body systems and functions in decision-making.

1.4 Apply knowledge of medical terminology to support information literacy.

- 1.4.1 Integrate prefixes, suffixes, word roots, and combining forms of medical terms.
- 1.4.2 Interpret proper phrases and terms of diseases, pathological conditions, and systems of the body.
- 1.4.3 Use medical terminology and abbreviations within the correct context.

1.5 Apply knowledge of pathophysiology and pharmacology to ensure accurate communications and clinical coding.

- 1.5.1 Recognize the physical and functional changes that occur with disease, injury, and the human life cycle.
- 1.5.2 Describe diagnostic and therapeutic tests and procedures in disease processes and interventions.
- 1.5.3 Identify generic and brand names and the indications for commonly prescribed drugs and agents.

1.6 Recognize the evolution and trends in the delivery of healthcare services in various settings.

- 1.6.1 Identify types of healthcare organizations and systems.
- 1.6.2 Differentiate the scope of practice of health professionals and healthcare services in various settings.

1.7 Apply fundamental statistical concepts and interpret various data sets using analytical tools.

- 1.7.1 Apply knowledge of descriptive statistical methods for continuous and categorical data.
- 1.7.2 Choose the appropriate statistical method and perform statistical analysis.
- 1.7.3 Calculate descriptive and differential statistics and solve fundamental statistical problems.
- 1.7.4 Interpret data and communicate results to various audiences.

1.8 Use a systematic approach to collecting, analyzing, and interpreting determinants of health and population health.

- 1.8.1 Apply knowledge of epidemiology, human and environmental biology and behavioral sciences when collecting and analyzing data.
- 1.8.2 Examine how the determinants of health influence population health and well-being of individuals, groups, communities, and populations.
- 1.8.3 Articulate factors that influence local, state, and national health and social legislation and policy.
- 1.8.4 Examine patterns of illness and injury in populations to prevent and control health problems.
- 1.8.5 Identify optimal ways to capture determinants of health from the documentation.
- 1.8.6 Examine the trends and current issues that impact community, population and global health, including new and reemerging diseases that spread through immigration, travel and international trade.

Unit 2: Professionalism

2.1 Lead advocacy efforts to advance the profession and support the integration of HIM into the organization.

- 2.1.1 Advocate for health information services and resources that benefit patients, the organization and the population.
- 2.1.2 Educate others on the scope of practice and role of health information management professions.
- 2.1.3 Write proposals for equipment, resources, and new technologies.
- 2.1.4 Engage in policy advocacy efforts.

2.2 Engage in self-reflection and cultural humility to improve practice.

- 2.2.1 Self-reflect on experiences and personal opinions, learn from others, and identify growth areas.
- 2.2.2 Recognize when services are beyond personal competence and consult or refer services to others.
- 2.2.3 Consider the relationship between the health information management role and the responsibilities of other team members.
- 2.2.4 Engage in continuing education and professional development.

2.3 Demonstrate ethical behaviors.

- 2.3.1 Recognize ethical issues and identify potential actions that support a positive outcome.
- 2.3.2 Identify and manage potential and actual conflicts of interest.

2.4 Apply ethical frameworks to support decision-making and to guide others to resolve ethical issues.

- 2.4.1 Evaluate and apply ethical frameworks to provide professional guidance.
- 2.4.2 Apply bioethics to identify and critically analyze moral questions and to manage ethical dilemmas.
- 2.4.3 Evaluate and apply ethical frameworks to provide professional guidance.

Unit 3: Health Law and Policy

3.1 Analyze the impact of legislation regulations, licensure, and accreditation on health information management policy.

- 3.1.1 Apply knowledge of the US legal system and legislative process.
- 3.1.2 Interpret legislation, regulation and judicial processes that impact health information management.
- 3.1.3 Identify licensure and accreditation standards that impact health information management.
- 3.1.4 Modify or develop policies and procedures correctly, citing legislation and regulations.

3.2 Engage in activities that support compliance with privacy, security and confidentiality legislation and regulations.

- 3.2.1. Apply privacy and security legislation when collecting, retaining, using, releasing, and destroying personal and health information.
- 3.2.2. Compare federal, state, and local privacy and security legislation and recommend actions to address discrepancies.

- 3.2.3. Use physical, technical, and administrative controls to ensure safeguards are in place to protect assets.
- 3.2.4. Identify the vulnerabilities and the risk of unauthorized access.
- 3.2.5. Investigate privacy breaches and communicate findings to mitigate future risks and support transparency.
- 3.2.6. Evaluate health information management policies and procedures and recommend changes to ensure compliance with legal requirements.
- 3.2.7. Identify potential and real cyber risks and define processes to mitigate and manage risks.
- 3.2.8. Validate legal documents to protect patients and the organization.
- 3.2.9. Participate in a review of a health information compliance plan to assess the level of compliance within the health system.

3.3 Monitor, analyze and report on healthcare fraud and abuse.

- 3.3.1 Differentiate between healthcare fraud and abuse as defined in legislation.
- 3.3.2 Identify the reporting requirements associated with healthcare fraud and abuse.
- 3.3.3 Create documentation integrity metrics to monitor coding activities.
- 3.3.4 Analyze data to identify trends and patterns of intentional or unintentional financial abuse and fraud.
- 3.3.5 Create reports that justify concerns and allegations of intentional or unintentional healthcare fraud and abuse.

3.4. Analyze the importance of state and federal reporting requirements.

- 3.4.1 Identify required elements for reporting vital statistics and notifiable diseases, abuse, and deaths.
- 3.4.2 Analyze physician and practitioner-compliant data to evaluate compliance with state regulatory, credentialing, and licensure requirements and recommend an improvement compliance plan.

Unit 4: Data Management

4.1 Manage the health record life cycle.

- 4.1.1 Identify the content of the health record and documentation.
- 4.1.2 Apply understanding of the health record life cycle.
- 4.1.3 Enter, export and sort health records data.
- 4.1.4 Analyze workflow within an electronic health record.

- 4.1.5 Identify components and interactions of software applications in the electronic health record.

4.2 Participate in procuring or evaluating electronic health records and other digital systems or technology.

- 4.2.1 Identify health record requirements for various health organizations, including virtual environments.
- 4.2.2 Participate in interoperability needs analysis.
- 4.2.3 Evaluate various systems to identify the potential impact of interoperability, data exchange, data integrity and compliance with regulatory requirements and processes.
- 4.2.4 Map electronic health record components and software integration data elements to ensure seamless data exchange.
- 4.2.5 Complete interoperability needs analysis to ensure data integration is seamless.

4.3 Create data dictionaries, templates, flow sheets, and forms to configure and collect information and to ensure the meaning, relevance, and quality of data elements are the same for all users.

- 4.3.1 Follow interoperability standards to ensure data sharing across systems.
- 4.3.2 Create a dictionary with referential integrity requirements and parameters.
- 4.3.3 Explore data collection templates, flow sheets and forms, and identify purposes for collecting data and the required data elements.

4.4 Use and evaluate advanced digital applications.

- 4.4.1 Examine the trends, applications, benefits, and risks of AI and machine learning.
- 4.4.2 Identify various AI applications and other advanced technologies used in healthcare operations.
- 4.4.3 Identify the ethical implications of using artificial intelligence in healthcare operations.
- 4.4.4 Validate the authenticity and reliability of the data generated by advanced technologies.
- 4.4.5 Audit data generated from artificial intelligence and advanced technologies.

4.5 Participate in system configuration activities and follow interoperability standards to ensure data sharing across disparate systems.

- 4.5.1 Apply system configuration practices to optimize the safe use of electronic health records.
- 4.5.2 Complete interoperability needs analysis to ensure data integration is seamless.
- 4.5.3 Anticipate and plan for changes in policies and procedures related to implementing a new system.
- 4.5.4 Engage in the reconciliation of data to ensure accurate data sharing.

Unit 5: Informatics and Data Analytics

5.1 Acquire and manage clinical, financial, surveillance or administration data from electronic systems, portals, mobile applications, and artificial intelligence.

- 5.1.1 Determine appropriate data collection methods considering end-user perspectives and needs.
- 5.1.2 Acquire data from databases and different data sources through a single query and reporting interface.
- 5.1.3 Conduct queries with advanced SQL techniques, including views, transactions, stored procedures and joins.

5.2 Participate in database architecture and design.

- 5.2.1 Create physical and logical relationship diagrams for the EHR database function.
- 5.2.2 Create relational databases and construct database commands.
- 5.2.3 Query databases to search for, compile and modify data sets.
- 5.2.4 Write rules for queries defining data elements and parameters for running the queries.

5.3 Conduct descriptive, diagnostic and predictive analytics.

- 5.3.1 Evaluate data to ensure the application of statistical formulas in computing healthcare statistics.
- 5.3.2 Identify data type and appropriate statistical application for the analysis.
- 5.3.3 Use software and digital applications to perform a variety of data analyses.
- 5.3.4 Interpret, calculate, and summarize data using various analytic and digital applications.
- 5.3.5 Use data mining and predictive modelling.
- 5.3.6 Interpret, calculate, and summarize data for benchmarking, consumer, or research purposes.

5.4 Present data in a way that influences decisions, policies, and care delivery models.

- 5.4.1 Choose the type of visualization based on the audience and data set.
- 5.4.2 Ensure correct data presentation to support accurate conclusions.
- 5.4.3 Use various data analytic tools to create a visual display of data.
- 5.4.4 Write a comprehensive report to inform decisions.

Unit 6: Clinical Coding

6.1 Use classification systems, nomenclature, and terminology for optimal code capture.

- 6.1.1 Assess the appropriateness of coding selection utilizing various classification systems.
- 6.1.2 Develop support for code assignment.
- 6.1.3 Apply classification systems, methodologies, and approaches to validate the use of reliable data stratification.

6.2 Apply regulatory and payer transmittals coding and payment procedures and documentation.

- 6.2.1 Manage coding activities to facilitate optimal financial reimbursement.
- 6.2.2 Identify and report required changes to the revenue cycle based on payor requirements.
- 6.2.3 Locate and navigate the CMS transmittal and other payor portals.

6.3 Examine the accuracy of coding technological resources (encoder and computerized-assisted coding) to validate accurate code selection.

- 6.3.1 Recommend elements included in the design of audit trails and data quality monitoring programs.
- 6.3.2 Identify discrepancies, potential quality of care, and billing issues.
- 6.3.3 Select optimal systems to improve coding efficiency, compliance, and accuracy.
- 6.3.4 Identify and correct problems with billing, coding and documentation to improve accepted claims.
- 6.3.5 Identify opportunities to improve workflow efficiency and effectiveness.

Unit 7: Financial and Revenue Cycle Management

7.1 Manage the revenue cycle management process for financial health.

- 7.1.1 Analyze revenue life-cycle management processes from the initial patient contact through billing, payment adjudication, and cash posting.
- 7.1.2 Apply reimbursement methodologies and use payment systems for the continuum of care.
- 7.1.3 Apply regulatory requirements for patient billing data collection, claim generation, and adjudication for reimbursement and compliance.
- 7.1.4 Evaluate code assignment for accurate reimbursement from payer sources.
- 7.1.5 Incorporate best practices in case mix management into the revenue cycle management process.
- 7.1.6 Manage payer contracts agreements, including health insurance, managed care organizations, and government-sponsored healthcare programs.

7.2 Manage processes to collect accurate, complete, and current information and verify responsible payers.

- 7.2.1 Facilitate prior authorization and insurance eligibility activities.
- 7.2.2 Document patient encounters and data collection, including charge capture, coding, and charge entry.
- 7.2.3 Follow an established pricing estimate protocol to generate a transparent and compliant patient estimate of proposed services.
- 7.2.4 Identify underpayments by payors or failure to capture revenue.
- 7.2.5 Facilitate resolution of billing denials and appeals.

7.3 Ensure revenue integrity by managing and examining charge capture, coding, and documentation requirements.

- 7.3.1 Conduct third-party payer reviews related to billing, eligibility, and enrollment.
- 7.3.2 Perform queries and analyze financial and administrative data to identify over- or inappropriate utilization of services and recommend solutions.
- 7.3.3 Analyze claims and appeals data to identify frequency, patterns and trends and create strategies to mitigate loss and identify opportunities.
- 7.3.4 Monitor financial and administrative data to identify trends and omissions and recommend mitigation strategies.
- 7.3.5 Reconcile remittance advice and payment documentation for revenue cycle management.
- 7.3.6 Develop payor report cards presenting data to justify conclusions and propose solutions to mitigate risks and loss.

Unit 8: Quality, Risk Management and Safety

8.1 Participate in continuous quality improvement and total quality management activities.

- 8.1.1 Identify performance monitoring needs to support total quality management and continuous quality improvement initiatives.
- 8.1.2 Identify performance measures to track and analyze trends and areas of improvement.
- 8.1.3 Retrieve and analyze clinical quality measures to assess patient treatment quality and drive clinical action.
- 8.1.4 Audit the quality of patient records and report on issues and trends.
- 8.1.5 Retrieve and analyze patient record compliance data and report on findings.

8.2 Monitor and analyze risk management data to support mitigating risks, adverse events, and safety issues.

- 8.2.1 Formulate an understanding of risk reduction performance measures used to identify system errors.
- 8.2.2 Measure, analyze and report data to monitor adverse events, errors and accidents.

8.3 Design and conduct audits to identify compliance and performance issues and risks.

- 8.3.1 Examine the accuracy of coding technological resources to validate accurate code selection.
- 8.3.2 Recommend elements included in the design of audit trails and quality monitoring programs.
- 8.3.3 Conduct an audit of health record data requirements and report on findings to promote workforce compliance with legal, regulatory, and accreditation requirements.
- 8.3.4 Evaluate the organization's preparedness for accreditation agency surveys relative to health information standards.
- 8.3.5 Compile and generate an audit report aligned with accreditation standards.
- 8.3.6 Make recommendations to resolve noncompliance issues.
- 8.3.7 Educate the workforce on accreditation agency requirements.

Unit 9: Operational Management

9.1 Conduct business and provide services in a virtual environment.

- 9.1.1 Interact with people virtually in their communities and other regions, states or nations.
- 9.1.2 Apply advanced communication skills, including creating and using visuals to support transparent, engaging, and accessible interactions.
- 9.1.3 Apply time management skills and productivity principles to ensure a conducive virtual environment.

9.2 Create and manage budgets for HIM initiatives, programs or departments.

- 9.2.1 Identify the broad financial imperatives facing the health systems and the basics of good financial stewardship.
- 9.2.2 Apply knowledge of various financial statements such as balance sheets, profit and loss statements and cost reports.
- 9.2.3 Compare capital budgeting models and the long-term benefits to health systems.
- 9.2.4 Prepare budgets to determine expenses, set spending limits and create a tracking system.

9.3 Engage in human resource activities to support the competent and productive performance of others.

- 9.3.1 Apply time management principles to monitor and enhance personal productivity and the productivity of others.
- 9.3.2 Sets and monitors clear targets for team members, departments and the organization aligned with common objectives and goals.
- 9.3.3 Apply employment legislation and articulate risks associated with noncompliance.
- 9.3.4 Assign responsibilities to various team members according to the scope of practice and competence.

Unit 10: Leadership

10.1 Apply leadership principles to guide services and lead others.

- 10.1.1 Apply leadership skills to foster a sense of belonging, trust, transparency, connection, and empowerment.
- 10.1.2 Practice shared decision-making and understand its impacts on internal and external partners.
- 10.1.3 Build confidence and capacity in individuals and team members through leadership, coaching and mentoring.

10.2 Participate in interprofessional collaboration activities and initiatives.

- 10.2.1 Identify professionals with legal authority to access electronic health records and their professional obligations to document patient care services.
- 10.2.2 Seek and incorporate different perspectives to co-create goals and objectives.
- 10.2.3 Develop health information management training for various individuals, groups, and populations.
- 10.2.4 Serve as a resource and subject matter expert to the inter and intra-disciplinary team.
- 10.2.5 Recognize interprofessional dynamics and their influence on HIM processes.

10.3 Apply project management skills and principles to achieve project goals and objectives within scope.

- 10.3.1 Engage in strategic planning and goal and object setting.
- 10.3.2 Create a project Charter outlining the project scope.
- 10.3.3 Develop a detailed project plan, including budgets, schedules, and timelines.
- 10.3.4 Use predictive, agile and hybrid approaches to meet project requirements and goals.
- 10.3.5 Identify and track potential and actual risks to the project and organization.

- 10.3.6 Prepare and deliver business communications such as meeting agendas, presentations, business reports and project communication plans.

10.4 Use critical inquiry to identify and address challenges and opportunities.

- 10.4.1 Apply innovative problem-solving methods and approaches drawn from knowledge of available resources, the body of knowledge and content.
- 10.4.2 Apply conflict resolution practices during difficult situations or conversations.
- 10.4.3 Analyze problems, promote solutions, and encourage decision-making.
- 10.4.4 Integrate evidence-informed practice, research principles and critical thinking into practice.
- 10.4.5 Articulate situational and emotional awareness when critically analyzing individual, team, and organizational functioning.

Unit 11: Research and Scholarly Activities

11.1 Apply current research and evidence-informed practice to services.

- 11.1.1 Determine the validity, reliability, and credibility of the information and research.
- 11.1.2 Examine and interpret research to determine the information's validity, reliability, and credibility.

11.2 Create training materials to support knowledge translation.

- 11.2.1 Assess the audience's readiness to learn and identify barriers to learning.
- 11.2.2 Apply adult learning pedagogy and education principles when developing, modifying and delivering training materials.
- 11.2.3 Use digital modes and technology to create training material.

11.3 Engage in research activities to support research initiatives.

- 11.3.1 Identify types of research and appropriate data analysis methodology based on the data type.
- 11.3.2 Differentiate among research methodologies, including qualitative and quantitative and recognize different data analysis methods.
- 11.3.3 Identify steps associated with conducting clinical trials and explore ethical issues.
- 11.3.4 Collect, code, retrieve and export research data.
- 11.3.5 Apply IRB or human subject protection requirements when engaged in research activities.
- 11.3.6 Interview research subjects to accurately collect data and apply human subject protection requirements and ethical research principles.

- 11.3.7 Conduct statistical analysis of the research data and generate visualizations to support the interpretation of the data.
- 11.3.8 Manage research participant payment and billing for clinical research activities.