

Chapter 1

Introduction to the Health Information Management Profession and the Health Care Environment

Learning Objectives

After completing this chapter, the learner should be able to:

1. Identify the major components in a definition of management.
2. Relate management to Health Information Management (HIM).
3. Provide ideas for maintaining knowledge of health care trends.
4. Outline how the HIM career field has evolved over the years.
5. Explain how data and the resulting information are used in health care organizations today.
6. Discuss advocacy and its role in the effective use of health care information.
7. Define a health information consultant's role in alternative delivery settings.
8. List two unique health information needs facing home health care organizations.
9. Give three areas of expertise that HIM professionals offer the home health care setting.
10. Describe several advantages that a computer-based patient record system can offer HIM managers and their customers in the future.
11. Apply the resources that an HIM professional may use for change management.

Key Terms

Administrative Data

Aggregate data

American Health Information Management Association (AHIMA)

Broker

Change management

Consultant

Demographic data

Effectiveness

Efficacy

Efficiency

Effort

Electronic health record (EHR)

External data

Health data

Health Insurance Portability and Accountability Act (HIPAA)

Internal data

Longitudinal patient record

Management

Matrix organizational structure

Paradigm shift

Patient-focused centers

Resources

Strategic planning

Lecture Notes

- I. Introduction
 - A. Common beliefs about management
 - B. Define management
 1. Planning
 2. Leading
 3. Organizing
 4. Controlling
- II. Customers of managers in health care
 - A. Patients
 - B. Families
 - C. Health care team
 - D. Physicians
 - E. Office staff
 - F. Risk managers
 - G. Utilization review
 - H. Performance improvement
- III. HIM professionals serve as brokers
 - A. Information demands of others
 - B. New career opportunities to broker information
- IV. Use of resources
 - A. Efficiency
 - B. Effectiveness
 - C. Efficacy
 - D. Effort
- V. Overview of managing health information
 - A. Evolution of the HIM career field
 - B. HIPAA
 - C. IT
 - D. Evolving roles
- VI. Unique management features
 - A. Variety of tasks in the HIM field
 - B. Information management in health care
- VII. Definition of health care organization
 - A. Health care professionals work together with standards and guidelines
 - B. Expanding roles have created additional opportunities outside of traditional hospital setting
- VIII. Delegation of responsibility
 - A. Board of directors
 - B. CEO
 - C. Managers
- IX. Health care facilities and information needs
 - A. Clinical decision making
 - B. Electronic health records (EHR)
 - C. Data elements

- D. Types of data
 - 1. Administrative
 - 2. Aggregate
 - 3. Demographic
 - 4. External
 - 5. Health
 - 6. Internal
- X. Health care data quality and security
 - A. Reliability
 - B. Secure from corruption or modification
 - C. Routine backup
 - D. Privacy and security
 - E. Database management
 - F. Integrity
- XI. Health care data analysis
 - A. Acquiring data
 - B. Collecting data
 - C. Evaluating data
 - D. Processing data
 - E. Transforming data into information
 - F. Incomplete/missing data
 - G. Data–information–knowledge continuum
- XII. Advocacy
- XIII. Types of health care facilities
 - A. Acute care
 - B. Ambulatory
 - C. Skilled care
 - D. Home health
 - E. Government agencies
- XIV. Change management

Teaching Strategies

This chapter introduces the concept of management as it is pertinent to the health care environment. It will be helpful for students to hear real-life examples, either from the experience of the instructor or from guest lecturers.

Videos may be developed with brief guest lectures from HIM professionals working in a variety of both traditional and nontraditional health care settings in order to demonstrate the diversity of tasks and positions that may be held by HIM professionals.

Answers to Critical Thinking Exercises

1. Explain why HIM managers of the future can increasingly describe themselves as health information brokers.
HIM professionals are responsible for protecting and disseminating information to and from a variety of entities.

2. List three methods HIM professionals can use to keep their knowledge current, and discuss the benefits of each.
Answers may vary, but some may include attendance at meetings, reading journal articles, attending teleconference seminars, and networking.
3. Contrast the terms *efficiency* and *effectiveness* in the framework of health information management.
Effectiveness is the degree to which stated outcomes are attained, such as coding health records without errors. Efficiency may be viewed in terms of the number of charts accurately coded within a specified period of time.
4. Describe several major management skills that will be needed by HIM brokers of the future.
Answers may vary, but may include (not limited to) desire for career-long continuing education, knowledge of regulatory and accreditation standards, technical competence, and flexibility.
5. Offer three ways an affiliated acute care organization differs from a freestanding ambulatory care organization and three ways in which they are similar.
Differing aspects may include (but are not limited to) employment status of providers, tax ID status, and contracts with insurance providers. Similarities may include (but are not limited to) types of patients seen, types of providers, and skills needed by professionals.

Answers to Application of Theory Exercises

1. Reflect on the evolution of the HIM career field into the current industry practices and outline your predictions of what further evolution of the career field may involve over the next 10–20 years.
Answers will vary based on student opinion.
2. Choose one of the ambulatory care settings and discuss present and future opportunities for HIM professionals in this setting.
Answers may vary according to setting, and future opportunities are always evolving and changing.

Suggested Responses to Case Study

1. You are the director of HIM at a 400-bed acute care hospital. One of the responsibilities of your position is to oversee the management of health record completion. As you review monthly reports, you notice that the incomplete and delinquent rates have been steadily increasing and are reaching the maximum limit designated in the institution bylaws. You realize that you must do something to impact change in this trend. Develop three creative methods of addressing the problem that you may present at the next Health Record Management Committee meeting for approval as a new process.
Answers will vary since this is looking for creative methods, but students may come up with ideas about getting physicians to complete their records, such as rewards or fines and other penalties.