Council for Excellence in Education
Health Informatics and Health Information Management

Baccalaureate Level HIM Curricular Competencies

A significant change in approach is noted with this release of the curricula. The emphasis and measurement of success is with attainment of the Bloom's taxonomy level associated with the Student Learning Outcomes rather than the curricular considerations (which are examples of topics to be considered). When specific content is required it is part of the student learning outcome. With the pace of change in healthcare and HIM today, the curricular considerations may change with great frequency, but the student learning outcomes would remain consistent over longer periods of time.

Concepts to be interwoven throughout all levels of the curricula include:
- CRITICAL THINKING: For example the ability to work independently, use judgment skills effectively, be innovative by thinking outside of the box
- PERSONAL BRANDING: For example personal accountability, reliability, self-sufficiency

Entry Level Competency Student Learning Outcomes	Bloom's Level	Curricular Considerations
Domain I. Data Content, Structure & Standards (Information Governance)		
DEFINITION: Academic content related to diagnostic and procedural classification and terminologies; health record documentation requirements; characteristics of the healthcare system; data accuracy and integrity; data integration and interoperability; respond to customer data needs; data management policies and procedures; information standards.		
Subdomain I.A. Classification Systems		
1. Evaluate, implement and manage electronic applications/systems for clinical classification and coding	5	• Encoders, Computer Assisted Coding, Systems Development Life Cycle
2. Identify the functions and relationships between healthcare classification systems	3	• Healthcare classification systems, and taxonomies ○ ICD, CPT, SNOMED-CT, DSM, RxNorm
3. Map terminologies, vocabularies and classification systems	4	• Mapping from a standard clinical terminology to a HIPAA code set ○ LOINC to CPT or SNOMED-CT to ICD • Mapping from one code set to another code set ○ One revision of ICD to another
4. Evaluate the accuracy of diagnostic and procedural coding	5	• Principles and applications of classification, taxonomies,

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		nomenclatures, terminologies, clinical vocabularies, auditing
Subdomain I.B. Health Record Content and Documentation		
1. Verify that documentation in the health record supports the diagnosis and reflects the patient's progress, clinical findings, and discharge status	4	• Health record components ○ General requirements for documentation for all record types
2. Compile organization-wide health record documentation guidelines	6	• Standards and regulations for documentation ○ The Joint Commission, CARF, CMS • Health record documentation policies and procedures
3. Interpret health information standards	5	• Health information standards and regulations
Subdomain I.C. Data Governance		
1. Format data to satisfy integration needs	4	• Capture, structure, and use of health information • Interoperability
2. Construct and maintain the standardization of data dictionaries to meet the needs of the enterprise	6	• Data dictionary composition • Data sources
3. Demonstrate compliance with internal and external data dictionary requirements	3	• Accreditation standards ○ The Joint Commission, NCQA, CARF, CHAP, URAC Data ,HL7, ASTM, HEDIS, ACS data standards
4. Advocate information operability and information exchange	5	• Generally accepted recordkeeping principles
Subdomain I.D. Data Management		
1. Analyze information needs of customers across the healthcare continuum	4	• Capture, structure, and use of health information
2. Evaluate health information systems and data storage design	5	• Storage media, disaster recovery, cloud computing
3. Manage clinical indices/databases/registries	5	• Secondary data sources, registries, and indices • Healthcare data sets ○ HEDIS, UHDDS, OASIS • Indices and registry policies
4. Apply knowledge of database architecture and design to meet organizational needs	3	• Database architecture and design • Data dictionary, data modeling, data warehousing
5. Evaluate data from varying sources to create meaningful presentations	5	• Presentation software • Healthcare data • Indices and registries
Subdomain I.E. Secondary Data Sources		
1. Validate data from secondary sources to include in the patient's record, including personal health records	3	• Data stewardship • Patient-centered health information technology • Secondary data sources, registries, and indices
Domain II. Information Protection: Access, Disclosure, Archival, Privacy & Security		
Definition: Understand healthcare law (theory of all healthcare law to exclude application of law covered in Domain V); develop privacy, security, and confidentiality policies, procedures and infrastructure; educate staff on health information protection methods; risk assessment; access and disclosure management.		

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Subdomain II.A. Health Law		
1. Identify laws and regulations applicable to health care	3	• Health information laws and regulations ○ HIPAA, The Joint Commission, State laws • Healthcare legal terminology • Centers for Medicare and Medicaid Services (CMS)
2. Analyze legal concepts and principles to the practice of HIM	4	• Legal principles • Legal health records
Subdomain II.B. Data Privacy, Confidentiality & Security		
1. Analyze privacy, security and confidentiality policies and procedures for internal and external use and exchange of health information	4	• Patient verification and identity management policies • Privacy, confidentiality, security principles, policies and procedures, federal and state laws • E-Discovery

2. Recommend elements included in the design of audit trails and data quality monitoring programs	5	• Data security
		  ○ Audits, controls, data recovery e-security
		  ○ Disaster recovery planning
		  ○ Business continuity planning

3. Collaborate in the design and implementation of risk assessment, contingency planning, and data recovery procedures	4	• Health information archival and retrieval systems • Data security protection methods ○ Authentication, encryption, decryption, firewalls
4. Analyze the security and privacy implications of mobile health technologies	4	• Security threats of mobile device, healthcare delivery via mobile devices
5. Develop educational programs for employees in privacy, security, and confidentiality	6	• Education and training principles • Privacy and security laws and regulations, adult education strategies, training methods
Subdomain II.C. Release of Information		
1. Create policies and procedures to manage access and disclosure of personal health information	6	• Principles for releasing PHI • Required elements of an authorization
2. Protect electronic health information through confidentiality and security measures, policies and procedures	3	• Audit techniques and principles
Domain III. Informatics, Analytics and Data Use		
Definition: Creation and use of Business health intelligence; select, implement, use and manage technology solutions; system and data architecture; interface considerations; information management planning; data modeling; system testing; technology benefit realization; analytics and decision support; data visualization techniques; trend analysis; administrative reports; descriptive, inferential and advanced statistical protocols and analysis; IRB; research; patient-centered health information technologies; health information exchange; data quality		
Subdomain III.A. Health Information Technologies		
1. Utilize technology for data collection, storage, analysis, and reporting of information	3	• Health information archival and retrieval systems • Computer concepts ○ Hardware components, network systems architecture operating systems and languages, software packages

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		and tools, Cloud computing applications
2. Assess systems capabilities to meet regulatory requirements	5	• Electronic signatures, data correction, audit logs
3. Recommend device selection based on workflow, ergonomic and human factors	5	• Human factors and user interface design ○ PDAs, screen size, mobile carts, bedside terminals/point of care
4. Take part in the development of networks, including intranet and Internet applications	4	• Communication technologies ○ Network-LANS, WANS, WLANS, VPNs • Internet technologies ○ Intranet, web-based systems, standards SGML, XML
5. Evaluate system architecture, database design, data warehousing	5	• System testing • Interface management • Data relationships
6. Create the electronic structure of health data to meet a variety of end user needs	6	• Data, information and file structures ○ Data administration, data definitions, data dictionary, data modeling, data structures, data warehousing, database management systems
Subdomain III.B. Information Management Strategic Planning		
1. Take part in the development of information management plans that support the organization's current and future strategy and goals	4	• Corporate strategic plan, operation improvement planning, information management plans • Disaster and recovery planning
2. Take part in the planning, design, selection, implementation, integration, testing, evaluation, and support of health information technologies	4	• Systems development life cycle ○ Systems analysis, design, implementation, evaluation, maintenance, EHRs, HIEs, RECs
Subdomain III.C. Analytics and Decision Support		
1. Apply analytical results to facilitate decision-making	3	• Data visualization, power point, dashboards
2. Apply data extraction methodologies	3	• Data capture tools and technologies ○ Forms, computer screens, templates, other health record documentation tools clinical, financial, administrative • Healthcare statistical formulas ○ LOS, death, birth, infection rates
3. Recommend organizational action based on knowledge obtained from data exploration and mining	5	• Data exploration and mining
4. Analyze clinical data to identify trends that demonstrate quality, safety, and effectiveness of healthcare	4	• Statistical analysis on healthcare data • Descriptive statistics ○ Mean, standard deviation, ranges, percentiles • Inferential statistics ○ T-tests, ANOVA, regression analysis, reliability, validity

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		• Epidemiological applications
5. Apply knowledge of database querying and data exploration and mining techniques to facilitate information retrieval	3	• SQL, Data exploration and mining • Data presentation standards and tools
6. Evaluate administrative reports using appropriate software	5	• SQL, Reporting tools
Subdomain III.D. Health Care Statistics		
1. Interpret inferential statistics	5	• Inferential statistics ○ T-tests, ANOVA, regression analysis, reliability, validity • Computerized statistical packages ○ SPSS, SAS
2. Analyze statistical data for decision making	4	• Statistical analysis on healthcare data • Descriptive statistics ○ Mean, standard deviation, ranges, percentiles • Data reporting and presentations techniques
Subdomain III.E. Research Methods		
1. Apply principles of research and clinical literature evaluation to improve outcomes	3	• Research design/methods ○ Quantitative, qualitative, evaluative, mixed, outcomes • Literature search and evaluation • Knowledge-based research techniques ○ Medline, CMS libraries, AHRQ, and other websites
2. Plan adherence to Institutional Review Board (IRB) processes and policies	3	• National guidelines regarding human-subjects research • IRB process • Research protocol data management
Subdomain III.F. Consumer Informatics		
1. Educate consumers on patient-centered health information technologies	3	• Patient centered medical homes • Patient portals, patient safety, patient education • Personal Health Record
Subdomain III.G. Health Information Exchange		
1. Collaborate in the development of operational policies and procedures for health information exchange	4	• HIE's, local, regional including providers, pharmacies, other health facilities
2. Conduct system testing to ensure data integrity and quality of health information exchange	6	• Integration, interfaces, and data reliability
3. Differentiate between various models for health information exchange	5	• RHIO, HIE
Subdomain III.H. Information Integrity and Data Quality		
1. Discover threats to data integrity and validity	3	• Intrusion detection systems, audit design and principle
2. Implement policies and procedures to ensure data integrity internal and external to the enterprise	3	• Authentication, encryption, password management
3. Apply quality management tools	3	• Control charts, Pareto charts, Fishbone diagrams and other

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		Statistical Process Control techniques

4. Perform quality assessment including quality management, data quality, and identification of best practices for health information systems	4	• Data quality assessment and integrity
		• Disease management process
		  ○ Case management, critical paths, care coordination
		• Outcomes measurement
		  ○ Patient as patient, customer satisfaction, disease specific
		• Patient and organization safety initiatives

5. Model policy initiatives that influence data integrity	3	• Data quality Model • Characteristics of data integrity
Domain IV. Revenue Management		
Definition: Healthcare reimbursement; revenue cycle; chargemaster; DOES NOT INCLUDE COMPLIANCE regulations and activities related to revenue management (coding compliance initiatives, fraud and abuse, etc.) AS THESE ARE COVERED IN DOMAIN V.		
Subdomain IV.A. Revenue Cycle and Reimbursement		

1. Manage the use of clinical data required by various payment and reimbursement systems	5	• Clinical Data Management and reimbursement management
		• CaseMix Management
		• Payment systems
		  ○ PPS, DRGs, RBRVS, RUGs, Value Based Purchasing (VBP), MSDRGs, commercial , managed care, federal insurance plans
		  ○ Billing and reimbursement at hospital inpatient and outpatient, physician office and other delivery settings

2. Take part in selection and development of applications and processes for chargemaster and claims management	4	• Chargemaster management
3. Apply principles of healthcare finance for revenue management	3	• Cost reporting, budget variances, budget speculation
4. Implement processes for revenue cycle management and reporting	3	• CCI-Electronic Billing X12N • Compliance strategies and reporting • Audit process ○ Compliance and reimbursement • Revenue cycle process • Utilization and resource management
Domain V. Compliance		
Definition: COMPLIANCE activities and methods for all health information topics. For example, how to comply with HIPAA, Stark Laws, Fraud and Abuse, etc.; coding auditing; severity of illness; data analytics; fraud surveillance; clinical documentation improvement.		
Subdomain V.A. Regulatory		
1. Appraise current laws and standards related to health information initiatives	5	• Compliance strategies and reporting • Regulatory and licensure requirements • Elements of compliance programs

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		• Patient safety
2. Determine processes for compliance with current laws and standards related to health information initiatives and revenue cycle	5	• Policies and procedures • Non retaliation policies • Auditing and monitoring
Subdomain V.B. Coding		
1. Construct and maintain processes, policies, and procedures to ensure the accuracy of coded data based on established guidelines	6	• UHDDS, Federal compliance guidelines • Official coding guidelines from CMS, AMA, NCHVS, NCCI
2. Manage coding audits	5	• Audit principles and reporting
3. Identify severity of illness and its impact on healthcare payment systems	3	• Casemix • Computer assisted coding systems • Payment Systems ○ PPS, DRG, RBRVS, RUG, VBP, MSDRG, commercial, managed care, federal plans
Subdomain V.C. Fraud Surveillance		
1. Determine policies and procedures to monitor abuse or fraudulent trends	5	• Fraud detection
Subdomain V.D. Clinical Documentation Improvement		
1. Implement provider querying techniques to resolve coding discrepancies	3	• Query process, written, verbal and template queries, timeliness and interpretation, query retention
2. Create methods to manage Present on Admission, hospital acquired conditions, and other CDI components	6	• CDI concurrent, retrospective, post-bill review • CDI metrics and reporting process
Domain VI. Leadership		
Definition: Leadership models, theories, and skills; critical thinking; change management; workflow analysis, design, tools and techniques; human resource management; training and development theory and process; strategic planning; financial management; ethics and project management		
Subdomain VI.A Leadership Roles		
1. Take part in effective negotiating and use influencing skills	4	• Negotiation techniques
2. Discover personal leadership style using contemporary leadership theory and principles	3	• Professional development for self • Role of HIM in the C-Suite
3. Take part in effective communication through project reports, business reports and professional communications	4	• Process re-engineering and work redesign
4. Apply personnel management skills	3	• Communication and interpersonal skills • Emotional intelligence • People developer/staffing mentor • Negotiation • Leadership and governance
5. Take part in enterprise-wide committees	4	• Facilitation, networking, consensus building • Meetings with executive boards and other high level organization groups, interdisciplinary committees

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6. Build effective teams	6	• Team/consensus building
Subdomain VI.B. Change Management		
1. Interpret concepts of change management theories, techniques and leadership	5	• Change Management • Mergers • Risk exposure • Organizational design • EHR implementation
Subdomain VI.C. Work Design and Process Improvement		
1. Analyze workflow processes and responsibilities to meet organizational needs	4	• Workflow reengineering, workflow design techniques
2. Construct performance management measures	6	• Benchmarking techniques ○ Productivity standards, report cards, dashboards
3. Demonstrate workflow concepts	3	• Swimlane diagrams • Use cases • Top down diagrams
Subdomain VI.D. Human Resources Management		
1. Manage human resources to facilitate staff recruitment, retention, and supervision	5	• Principles of human resources management ○ Recruitment, supervision, retention, counseling, disciplinary action
2. Ensure compliance with employment laws	5	• Employment laws, labor laws ○ Federal and state
3. Create and implement staff orientation and training programs	6	• Workforce education and training
4. Benchmark staff performance data incorporating labor analytics	4	• Labor trends, market analysis
5. Evaluate staffing levels and productivity, and provide feedback to staff regarding performance	5	• Performance standards • Professional development in self and others
Subdomain VI.E. Training and Development		
1. Evaluate initial and on-going training programs	5	• Information systems, clinical documentation improvement, compliance, prospective payment system changes • PPS, CDI, EHRs
Subdomain VI.F. Strategic and Organizational Management		

1. Identify departmental and organizational survey readiness for accreditation, licensing and/or certification processes	3	• Accreditation standards
		  ○ The Joint Commission, NCQA, CARF, CHAP, URAC
		  ○ Provider credentialing requirements
		  ○ CMS Conditions of Participation

2. Implement a departmental strategic plan	3	• Strategic planning, critical thinking, benchmarking
3. Apply general principles of management in the administration of health information services	3	• Organizational structures and theory
4. Evaluate how healthcare policy-making both directly and	5	• Healthy People 2020

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indirectly impacts the national and global healthcare delivery systems		• IOM reports • CDC • State, local and federal policies • PCORI
5. Identify the different types of organizations, services, and personnel and their interrelationships across the health care delivery system	3	• Managed care organizations • ACOs • Payers/providers, all delivery settings • Payers' impact to each delivery setting • Biotech • Medical devices
6. Collaborate in the development and implementation of information governance initiatives	4	• Inter/intra-organizational team-building and leadership • Project management
7. Facilitate the use of enterprise-wide information assets to support organizational strategies and objectives	4	• Information management planning • Enterprise information management • Master data/information management
Subdomain VI.G. Financial Management		

1. Evaluate capital, operating and/or project budgets using basic accounting principles	5	• Budget process
		  ○ Capital and operating
		  ○ Staffing budgeting

2. Perform cost-benefit analysis for resource planning and allocation	4	• Accounting • Cost/benefit analysis ○ Outsourcing, acquisition
3. Evaluate the stages of the procurement process	5	• Content of and answers to a request for proposal, request for information and request for quotation
Subdomain VI.H. Ethics		
1. Comply with ethical standards of practice	5	• Professional ethics issues • Ethical decision making process • AHIMA Code of Ethics • Patient rights • Patient safety
2. Evaluate the culture of a department	5	• Cultural Diversity
3. Assess how cultural issues affect health, healthcare quality, cost, and HIM	5	• Cultural competence • Healthcare professionals self-assessment of cultural diversity • Self-awareness of own culture • Assumptions, Biases, stereotypes
4. Create programs and policies that support a culture of diversity	6	• Diversity awareness training programs: age, race, sexual orientation, education, work experience, geographic location, disability • Regulations such as ADA, EEOC

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Subdomain VI.I. Project Management		
1. Take part in system selection processes	4	• RFI and RFP
2. Recommend clinical, administrative, and specialty service applications	5	• RFP vendor selection, electronic record, clinical coding
3. Apply project management techniques to ensure efficient workflow and appropriate outcomes	3	• GANTT Charts, benchmarking, risk analysis, team structure
4. Facilitate project management by integrating work efforts	4	• Issue tracking, facilitation techniques, opportunity costs • Project management
Subdomain VI.J. Vendor/Contract Management		
1. Evaluate vendor contracts	5	• System acquisition and evaluation • Contract management
2. Develop negotiation skills in the process of system selection	6	• System acquisition and evaluation
Subdomain VI.K. Enterprise Information Management		
1. Manage information as a key strategic resource and mission tool	5	• Information Management Plan, information as an asset
Supporting Body of Knowledge (Pre-requisite or Evidence of Knowledge)		
Pathophysiology and Pharmacology		
Anatomy and Physiology		
Medical Terminology		
Computer Concepts and Applications		
Statistics		

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BLOOM'S TAXONOMY – REVISED FOR AHIMA CURRICULA MAPPING

Taxonomy Level	Category	Definition	Verbs
1	Remember	Recall facts, terms, basic concepts of previously learned material	Choose, Define, Find
2	Understand	Determine meaning and demonstrate clarity of facts and ideas	Collect, Depict, Describe, Explain, Illustrate, Recognize, Summarize
3	Apply	Use differing methods, techniques and information to acquire knowledge and/or solve problems	Adhere to, Apply, Demonstrate, Discover, Educate, Identify, Implement, Model, Organize, Plan, Promote, Protect, Report, Utilize, Validate
4	Analyze	Contribute to the examination of information in part or aggregate to identify motives and causes	Analyze, Benchmark, Collaborate, Examine, Facilitate, Format, Map, Perform, Take part in, Verify
5	Evaluate	Make judgments in support of established criteria and/or standards	Advocate, Appraise, Assess, Compare, Comply, Contrast, Determine, Differentiate, Engage, Ensure, Evaluate, Interpret, Leverage, Manage, Mitigate, Oversee, Recommend
6	Create	Generate new knowledge through innovation and assimilation of data and information	Build, Compile, Conduct, Construct, Create, Design, Develop, Forecast, Formulate, Govern, Integrate, Lead, Master, Propose

The layout for the levels and categories was adapted from Lorin W. Anderson and David R. Krathwohl's *A Taxonomy For Learning, Teaching, and Assessing,* Abridged edition, Allyn and Bacon, Boston, MA 2001

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Minor Editorial Revisions made on 4.28.14

- Added commas and parenthetical (Information Governance) to Domain I header.
- Added commas to Domain II header.
- Added commas to Subdomain II.B header.

Editorial Revision made on 6.9.14

- Removed ACLU and replaced it with EEOC

Revisions made on 10.31.14

- Subdomain 1.A
    - Under Curricular Considerations for #2: removed clinical vocabularies, added RxNorm, and added CT after SNOMED

Revisions made on 6.25.15

- Title of document updated to Curricular Competencies

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