# Redefining HIM for a Quickly Changing Healthcare Industry

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By Melissa Martin, RHIA, CCS, CHTS-IM

At West Virginia University Medicine, we have eight hospitals, three institutes, and more than 800 physicians and specialists all moving onto a common electronic health record (EHR) over the course of 18 to 24 months. As part of this process, my role has changed to the associate vice president of privacy and health information management (HIM). In this new role I am responsible for the master patient index, clinical documentation improvement, HIM, and privacy—including auditing staff.

When I spoke with our CEO to discuss the integration of HIM, I shared with him my vision of this new team being called "Enterprise Information Management" and embracing the concept of information governance. With his support, we hit the ground running in January with a retreat to chart our course. With approximately 45 attendees, including various HIM leaders and staff as well as the president of community physician practices and chief medical officer (CMO), the chief medical informatics officer, IT applications director, hospital CMOs, and the vice president of quality, we discussed how to build strengths, break through barriers, and define our "Greater Goal." The Greater Goal concept actually comes from a book called The Greater Goal: Connecting Purpose and Performance, by Ken Jennings and Heather Hyde. Jennings acted as our facilitator and guided us through six hours of strategy work to reach our system's unique Greater Goal:

> Our innovation allows us to tell the patient's story when and where it's needed. Our guiding principle is: Best Practice, Efficiency, Standardization, and Teamwork. We want to be the BEST at what we do!

Working on an integration project within a health system can be challenging. For this reason I am so thankful for the support of AHIMA's HIM Body of Knowledge, especially the Information Governance (IG) Toolkit. The IG Toolkit is extremely robust and contains useful and pertinent information ranging from job descriptions and charters to training plans and more.

In an effort to gain consistency with our EHR installation we have had to really focus on the Information Governance Principles for Healthcare (IGPHC)$^{TM}$—developed by AHIMA with thanks to ARMA International for use of their Generally Accepted Recordkeeping Principles$^{®}$ and the Information Governance Maturity Model—and establish an overarching accountability framework. We have full support of our system general council, CMO, vice president of strategy and enterprise analytics, and IG Steering Committee.

Members are really recognizing how much our use of the free IG PulseRate™ tool has helped us gain focus. We are tackling tough initiatives like our data warehouse, our population health initiative, and telehealth. We have developed merger and acquisition checklists to be better prepared to manage data and we are focusing on key stakeholders to assist us along the way. Many of these things are outlined succinctly in AHIMA's IG Toolkit, empowering our IG Steering Committee to efficiently make needed decisions.

# Reference

Hyde, Heather and Ken Jennings. *The Greater Goal: Connecting Purpose and Performance.* San Francisco, CA: Berrett-Koehler Publishers, 2012.

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