

e-HIM Practice Transformation (2010 update)

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Editor's note: This update replaces the May 2005 practice brief "HIM Practice Transformation" and the June 2005 practice brief "EHR Career Opportunities: Sample HIM Job Descriptions."

The migration to electronic health records (EHRs) will change the design and operations of traditional HIM departments. HIM professionals will be tasked with new responsibilities that require clinical leadership, management skills, and IT knowledge. Roles will continue to evolve, and opportunities await HIM professionals who evaluate and upgrade their expertise to keep pace with changing practice.

This practice brief outlines how health IT will change information management and how HIM professionals and their departments can prepare for this transformation.

The Industry Impact

Federal and state laws are constantly changing the healthcare landscape, including the use of technology. Most recently, the American Recovery and Reinvestment Act created new regulations for EHR use and incentives for EHR adoption.

Technologies such as portals are enabling individual, longitudinal health records that can be accessed by consumers, care providers, HIM professionals, and others as appropriate. Consumers can access their medical information online to maintain personal health records. They can schedule appointments, register, pay bills, and authorize disclosure of their personal health information to employers and schools through facility kiosks or via the healthcare organization's secured Web site.

In addition, technologies related to telemedicine and e-visits enhance the way physicians offer consultation services to one another and care to their patients, further affecting the way information is exchanged and maintained.

These changes add complexity to the management of health information. In this transition to e-HIM, HIM professionals will serve a broad range of roles planning, organizing, and managing clinical content, integrity, accessibility, use, and protection.

They will be called on to identify work process improvements and implementation techniques and redefine information management practices. They will work at the convergence of people, processes, regulations, organizational structure, standards, and system design. Given this magnitude of upheaval, change management and expectation management will be critical to the successful creation of the emerging digital HIM department.

From Paper to Hybrid to Electronic

The transformation to e-HIM encompasses three states:

- The traditional state of the paper health record
- A transitional, hybrid state featuring both paper and electronic records
- The future state of the fully electronic record

HIM professionals must assume a leadership role in transforming all HIM functions to e-HIM. They must analyze and visualize documented and undocumented intradepartmental and interdepartmental information management functions to understand the current and future state of the HIM department, while ensuring that HIM best practices and standards such as privacy, the legal health record, and information integrity are consistently maintained.

HIM functions that will be transformed include:

- Analysis
- Abstracting
- Assembly
- Vital records
- Coding
- Data reporting
- Data quality and integrity
- Denial management
- Document identification
- Documentation training
- Forms design
- Chart completion
- MPI maintenance
- Release of information
- Chargemaster maintenance
- Revenue cycle management

New functions will also emerge as the organization's EHR evolves, such as document management (scanning), application coordination, clinical application training, clinical vocabulary management, information privacy, and process improvement.

To support this transformation, HIM professionals will require new skills as well as training opportunities to continually upgrade their skills. They must be comfortable with changing technology and able to adapt to a changing environment as systems are upgraded, replaced, and optimized.

Critical thinking and decision-making skills are valuable as staff transition to more unique and complex workflows in both hybrid and electronic systems. HIM professionals must gain a thorough knowledge of the workflows in the electronic system in order to follow the flow of the medical record. To ensure the legality of the EHR and the downstream effects of information practices, workflows must focus on quality with attention to record completeness, timeliness, and authenticity, which are important factors for data integrity, validity, and reliability. Familiarity with paper workflows will still be needed to support those processes that remain in paper during the transition.

The ability to work independently and troubleshoot IT issues is also necessary to remain productive in remote locations as facilities transition HIM functions off site. Newer roles that are created to support the transformation also require skills in information management and information technology.

HIM professionals will need to be leaders in change management for their organizations, both prior to and during the three states of the transformation process. They will also need to drive continual process improvement as the EHR evolves. HIM professionals thus must understand the changing demands of federal regulations and organizational requirements, strive to achieve professional designations of EHR adoption, and support organizational attempts to attract providers and professionals with EHR systems that support improved clinical and administrative workflows.

Envisioning e-HIM Practice

Envisioning the future of e-HIM can be a daunting task; however, it does not have to be complex. A good envisioning approach will help HIM professionals think about the future and ready them for the most significant transition in HIM history.

An envisioning process should include research, evaluating common situations that staff encounter and how the workflow may change in the electronic environment, and a review of the current and future state of HIM departments. HIM professionals should read about other organizations' transformations and talk with colleagues to determine current HIM practices and how they are transformed into electronic practices.

The envisioning process should also include visits to other sites that have transitioned to hybrid or fully electronic processes. Before visiting other sites, HIM professionals should discuss their practices, asking pertinent questions to frame the visit.

HIM leaders should understand change management principles in order to transition their departments to the EHR. It is critical for HIM professionals to be knowledgeable about the current momentum of EHR development (e.g., functionality), technology (e.g., peripheral devices and interfaces used to ensure all information is in the EHR), and industry initiatives within the organization and the industry (e.g., ARRA, new EHR functionality requirements, HIE, access to records) and their effects on HIM practice.

The HIM director should plan the department's intentional transition to e-HIM. The first step in accomplishing this is to define the current state of the department, including an analysis of all critical processes. The next step is to define the desired future state. Once the current and future states are defined, the HIM director should compare and contrast these to create a road map to move the department to e-HIM.

Envisioning a future state should begin now. Proper preparation for a change takes a minimum of six months and includes assessing the gaps between the current workflows and expected future workflows, identifying what new functions will be added, and determining how to plan the transition from paper to electronic. This transition takes a minimum of six months to ensure all workflows and downstream effects are evaluated.

Even after the organization makes the leap to a hybrid or electronic record, the HIM department's vision for its future state requires ongoing fine tuning for continued readiness as practice evolves.

Planning for Change

The first step in change management is defining the current state within the HIM department. This includes defining all major processes and the number of staff associated with each one, identifying current staff strengths and skills, job descriptions, job requirements, and qualifications.

Understanding staffing needs will assist in assessing how to manage the HIM department in the interim. For example, if the assessment indicates there are currently more employees in record operations than will be required in the future, the HIM director may choose to freeze openings to avoid future layoffs. In addition, if the extent of resources required for upcoming changes is significant in one particular area, adjustments to major projects and services can be made in advance.

The next step is defining the desired future state. The HIM director should plan for the optimal environment, although revisions may occur as the plan progresses toward realization. The future state should be defined to the best of the HIM professional's knowledge.

Directors and managers can rely on other facilities that have already made the change to e-HIM. They should visit other facilities of similar size and business model to gain a better understanding of the processes associated with such a change and identify lessons learned. Directors should include staff and managers in site visits and ensure an opportunity to talk to managers, staff, and support staff.

Once the current and future states are defined, the HIM director should compare and contrast the current and future states to identify the gaps that exist. For example, if the director expects that a new scanning process will replace the filing process, some questions to ask are:

- What other work do the file clerks perform (e.g., are they entering information into a computer system before filing a document, sorting loose sheets, assigning medical record numbers)?
- How many staff currently performs this function?
- How many full-time employees are anticipated to maintain the file room once scanning has been implemented?

Some current staff may not be able to make the leap to the new e-HIM technical requirements. To address this concern, the gap analysis should include both a quantitative and qualitative assessment of the staffing requirements for the department. For example, to build upon the scanning process above, the HIM director may identify that quantitatively five additional staff will be required for the implementation phase.

Some additional questions to ask include:

- What is the skill set of the workforce?

- Will the current skill set enable staff to perform job functions in the new role?
- Will the new role require the ability to answer phones, release information, prepare and scan documents, perform scanning quality control, and answer questions about EHR functionality?
- Where will additional training be needed?
- Which current staff can both adapt to new roles and be fully functional?
- How will the new staff be selected?

It will be vital for HIM professionals to secure a senior manager as a change sponsor for the transition from HIM to e-HIM. This position may be a vice president or a C-level position. Since staff will be affected by the e-HIM transition, a discussion of the need for HIM transformation should occur with the human resources vice president in order to gain his or her support and move forward with budget and personnel concerns. The team supporting the e-HIM transformation should include the HIM vice president and the financial and human resources representatives for HIM.

HR must be consulted when job requirements change and skills are re-assessed. Some questions they must consider include:

- Will the department keep staff on for the new roles?
- Will staff require financial increases due to new functions?
- Will staff be laid off due to a decrease in staffing needs?

Buy-in from upper management is essential in order to ensure funding for transformational changes like an EHR implementation.

Organizations should also fully educate HIM employees on the e-HIM transition and prepare them for the change. At a minimum, all clerical staff should be made aware that clerical tasks are diminishing and that new skills are necessary for continued employment. Clerical staff should be encouraged to seek education to further their career options.

Defining the Virtual HIM Department

Not only will EHR technology change HIM roles, it also will change how and where HIM professionals work. Because EHRs offer electronic access to medical record documentation, traditional HIM functions, such as coding, transcription, record completion, release of information, and auditing will be transformed into new virtual workflows. These may exist between buildings, towns, or the facility and the employee's home. For example, an auditor may no longer need to travel to a hospital to complete a review when the EHR documents can be viewed online with authorized access.

Transitioning an HIM department to this virtual environment offers many operational and financial advantages. However, it does not mean the HIM department itself will disappear.

The HIM department will remain present with job roles such as document imaging and customer support. For example, while the auditor, coder, or release of information clerk may be able to access records electronically, on-site staff will still be needed to assist with scanning documents into the system and supporting facility staff, patients, and physicians who have record questions.

New roles also will be prominent, such as project managers, EHR system managers, and workflow and data analysts. Privacy coordinators, different from privacy officers, will act as directors, creating policy, implementing programs, and directing the goals.

Facility leaders must carefully assess how the e-HIM transition will affect staff, understanding that not all staff may desire or have the ability to work remotely. The successful remote employee is disciplined, self-motivated, and able to work alone with little social interaction. Remote staffing adds human resource complexities. For instance, the facility will need to decide if a remote employee has the option to work on-site periodically or to change to on-site status.

Every HIM function performed to support the paper health record today will be re-engineered. This will challenge HIM directors and managers to not only manage new workflow processes, but to do so remotely. Therefore, in order to ensure success, healthcare executives will need to be actively engaged in and support their HIM teams in accomplishing this virtual transformation.

Future Roles of HIM Professionals

According to the Bureau of Labor Statistics 2010–2011 Occupational Handbook "employment of medical and health services managers is expected to grow 16 percent from 2008 to 2018, faster than the average for all occupations." In addition, only 38 percent of medical and health service managers work in hospitals. Nineteen percent of these positions indicate opportunities in physician offices or nursing or residential care facilities. Additional opportunities are available in home health, government facilities, outpatient facilities, insurance payer groups, or community healthcare facilities.

New roles may include business change manager, EHR system manager, IT training specialist, business process engineer, clinical vocabulary manager, workflow and data analyst, consumer advocate, clinical alerts and reminders manager, clinical research coordinator, privacy coordinator, enterprise application specialist, and many more.

Federal funding is accelerating the entry of health IT specialists into the workforce. Section 3016 of the Health Information Technology for Economic and Clinical Health (HITECH) Act authorizes the creation of programs that will offer training designed to create a skilled workforce of health IT professionals. These professionals are expected to help implement EHRs and train providers on their use, primarily through the Health IT Regional Extension Centers.

Under this authority the Office of the National Coordinator for Health Information Technology has awarded \$120 million in funding toward health IT education through four initiatives:

- Community college training programs to be completed in six months or less
- Development of educational materials to support those programs
- University-based certificates and advanced IT programs
- Development of a set of health IT competency exams

Roles are identified on the Community College Consortia to Educate Health Information Technology Professionals in Health Care Program Web site at <http://healthit.hhs.gov>. In addition, HIM professionals can view an illustration of these REC resources and the HIM skill set at www.ahima.org/advocacy/arraresources.

HIM professionals are a key participant in the current skilled healthcare workforce. As an established discipline with four academic pathways and more than 250 accredited HIM programs, AHIMA's members are ideally suited for many of ONC's defined roles.

HIM professionals will need to continuously upgrade their skills and expertise to keep pace and be successful in the new e-HIM practice. Healthcare executives, ever mindful of the need to empower and advance their workforce, should place a high priority on empowering HIM professionals as key leaders in EHR implementation and management.

References

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Appendix A: Sample Job Description Format

Department Name:	Cost Center:
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Status/Pay Grade:	Effective Date:
Job Title: Health Data Analyst/Health System Specialist	Reports to:
Hire Date:	Annual Review Date:

Position Summary/General Purpose: Provide expertise to acquire, manage, manipulate, and analyze data and report results

Position Requirements/Qualifications:

Licensure/Certification/Registration: RHIA, RHIT, CHDA certification preferred

Education: Bachelor's degree in health information management, healthcare informatics, computer science, statistics, or related field

Experience: Prior healthcare experience required; previous health data analyst experience preferred.

Degree of Supervision: Employee must be able to work independently, effectively, and efficiently on their own. This position has no direct reports.

Physical Requirements: Employee must be able to perform the essential functions of this job. This position includes a requirement to walk, climb stairs, balance, and sit. Lifting is limited to health information charts and is not expected to exceed 25 pounds. Vision requirements include the ability to read paper and electronic health records.

Responsibilities:

Daily Operations

- Identify problematic data areas and conduct research to determine best course of action
- Analyze and problem solve issues with legacy, current, and planned systems as they relate to the integration and management of patient data (e.g., review for accuracy in record merge, unmerge processes)
- Analyze reports of data duplicates or other errors to provide ongoing appropriate inter-departmental communication and monthly or daily data reports (e.g., related to the EMPI)
- Monitor metadata for process improvement opportunities (e.g., monitoring orders for successful CPOE implementation)
- Identify, analyze, and interpret trends or patterns in complex data sets
- Monitor data dictionary statistics

Data Capture

- In collaboration with others, develop and maintain databases and data systems necessary for projects and department functions
- Acquire and abstract primary or secondary data from existing internal or external data sources
- In collaboration with others, develop and implement data collection systems and other strategies that optimize statistical efficiency and data quality
- Enter data either manually or using scanning technology when needed or required

Data Reporting

- In collaboration with others, interpret data and develop recommendations based on findings
- Develop graphs, reports, and presentations of project results, trending, data mining
- Perform basic statistical analyses for projects and reports
- Create and present quality dashboards
- Generate routine and/or ad-hoc reports

Knowledge/Skills

- Technical expertise regarding data models and database design development; understanding of XML and SQL
 - Proficient in MS Word, Excel, Access, and PowerPoint
 - Experience using SAS, SPSS, or other statistical package to analyze large data sets
 - Programming skills; adept at queries and report writing
 - Knowledge of statistics, at least to the degree necessary in order to communicate easily with statisticians
 - Experience in data-mining techniques and procedures and knowing when their use is appropriate
 - Ability to present complex information in an understandable and compelling manner
 - Knowledge of coding classification systems
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Appendix B: Sample Job Titles, Functions, and Skill Sets

The sample descriptions of new HIM roles below come from an informal survey conducted among members of AHIMA's HIM Practice Transformation e-HIM Workgroup in January 2005 and Electronic Health Records Practice Council in 2010. These are just a few of the positions held in the e-HIM world across the US today that are filled by experienced HIM professionals and new graduates. This list should not be considered comprehensive. In addition, individual organizations have template job description formats that make it difficult to develop a standardized job description for every position.

[Appendix A](#) includes a sample job description format so that readers can identify how a job description may be developed.

Note: In terms of experience, the workgroup chose not to include references to years of experience or previous management experience required. These specificities should be developed at an organizational level.

In addition, some titles are staff positions and others reflect management positions. Reporting structures are organization specific and are not listed in these job titles for that reason.

Title: Clinical Health Analyst

Job Purpose: Depending on the organization's titles, clinical analysts can either coordinate and manage specific clinical applications such as online documentation tool development (e.g., electronic forms, clinical screens) or serve as the interpreter between clinical staff and IT technical programmer/analysts in the development of the EHR or clinical report development. Clinical analysts ensure that the product being developed meets the needs of clinical staff and that tools enhance or improve workflow. Depending on their role, clinical analysts can report to IT, HIM, or an individual clinical department (e.g., laboratory, pharmacy).

Key Job Functions:

- Format, design, and build relevant content into online forms, mapping data collection and documentation to clinical workflows
- Lead discussions on clinical and functional design with multidisciplinary teams, interpreting user needs into relevant electronic tools
- Provide key knowledge on implementation of standardized, streamlined clinical content
- Design clinical content for software applications across all care processes (including documentation, ordering, alerting and notification actions, and reporting needs)
- Develop and document current and future state processes and knowledge structures using careful listening skills and advanced capability to ask questions to arrive at root processes
- Develop detailed content design documents
- Facilitate validation sessions with clinical staff
- Develop and publish supporting documentation

Skills and Experience:

- Excellent written and verbal communication skills including ability to understand and interpret clinical needs and transform IT technical tools to meet these needs
- Solid ability to use of Microsoft Office, including Word, Excel, PowerPoint, Visio, Project and ability to do Internet searches
- Experience with EHRs
- HIM education and experience with healthcare operations, including a basic understanding of different departments and their role in healthcare delivery

Applicable AHIMA Credentials:

- CHDA
 - RHIT
 - RHIA
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Title: Clinical Applications Coordinator

Job Purpose: Primary functions include hands-on development and maintenance of clinical EHR applications. Clinical application coordinators ensure that the product being integrated meets the needs of clinical staff through workflow analysis. Depending on their role, clinical application coordinators can report to IT, HIM, or clinical department (e.g., laboratory or pharmacy).

Key Job Functions:

- Implement and support multiservice software packages
- Manage the customization of site parameters
- Address integration issues with other software packages
- Review site parameters and local tables with each service for accuracy and completeness
- Coordinate implementation of new software products that cover these functions
- Analyze and evaluate processes related to information flow
- Provide training to all services on current software applications and new features
- Ensure training is scheduled for new users
- Work with IT and clinical staff to develop processes to address access to historical information, manual documentation tools, and remediation for EHR downtime events
- Partner with HIM to coordinate efforts to correct errors that occur in the electronic record (e.g., incorrect ordering physician chosen at the point of care)
- Test and troubleshoot problems within the applications
- Test and troubleshoot new codes, upgrades, and fixes

Skills and Experience:

- Excellent written and verbal communication skills, including ability to understand and interpret clinical needs and transform IT technical tools to meet these needs
- Solid ability to use Microsoft Office, including Word, Excel, PowerPoint, Visio, Project and ability to do Internet searches
- Experience with the EHR
- HIM education and experience with healthcare operations, including a basic understanding of different departments and their role in healthcare delivery

Applicable AHIMA Credentials:

- RHIA
-

Title: Clinical Project Manager/Senior Project Manager

Job Purpose: The clinical project manager provides overall leadership for all phases of the implementation including, but not limited to, budget management, outlining project risks and contingency planning, project timeline development, timeline management, development and management of tracking tools, and overall communication for successful implementation of the project.

Key Job Functions:

- Manage the scope of work, objectives, and other project management activities of assigned projects
- Manage the project team
- Delegate individual tasks assigned to team members
- Finalize project budget and scope of work
- Act as primary project contact with sponsor to ensure appropriate communication channels are maintained and reporting schedules adhered to
- Manage project budget to meet financial and company goals (realization targets); identify and develop change orders
- Develop project plans, schedules, and other scope definition documents for assigned projects as outlined in the project operations database
- Maintain project management information and tracking systems
- Coordinate and evaluate the probability and impact of risks
- Develop plans for minimizing risk impact on project objectives
- Implement improvement processes for assigned projects

Skills and Experience:

- Strong project management skills
- Previous healthcare and information management experience required
- Demonstrated strong leadership and management skills
- Excellent verbal and written communication skills
- Excellent interpersonal and organizational skills and attention to detail
- Computer literacy, including proficiency in word processing, spreadsheet, and data management software programs

Applicable AHIMA Credentials:

- RHIA

Title: Clinical Research Associate

Job Purpose: The clinical research associate plans, organizes, and coordinates clinical studies and institutional review board activities. This position assists in the development of clinical study protocols, informed consents, case report forms, and other documents. The clinical research associate provides monitoring of clinical research projects by ensuring regulatory compliance and adherence to good clinical practices, standard operating procedures, and study protocols.

Key Job Functions:

- Monitor activities at clinical study sites to ensure adherence to good clinical practices, standard operating procedures, and study protocols
- Assist in the development of clinical study protocols
- Review regulatory documents as required and prepare site visit reports
- Manage multiple projects
- Manage the location and retention of clinical research-related documentation
- Understand release of information guidelines pertaining to research records

- Work both independently and in team environments
- Participate in the study development and start-up process, including reviewing protocols and designing or reviewing study follow-up
- Prepare informed consent forms
- Develop study documents
- Organize and present at investigator meetings
- Work with management on monitoring strategy
- Develop project-specific clinical research associate training
- Participate in clinical training programs and maintain awareness of developments in the field of clinical research

Skills and Experience:

- Sound knowledge of medical terminology and clinical monitoring process
- Trained in good clinical practice guidelines
- Excellent written and verbal skills
- Previous healthcare experience required
- Excellent interpersonal and organizational skills, attention to detail
- Computer literacy, including proficiency in word processing, spreadsheet, and data management software programs

Applicable AHIMA Credentials:

- CHDA
- RHIA
- RHIT

Title: Clinical Vocabulary Manager/Terminology Asset Manager

Job Purpose: The clinical vocabulary manager/terminology asset manager leads organizational efforts for the appropriate application of classification, nomenclature, and other standardized vocabularies to ensure consistent codes and data for reimbursement, EHR documentation, comparative reporting, and statistical classification of morbidity and mortality.

Key Job Functions:

- Create, maintain, and implement terminologies, validation files, and maps for a variety of use cases in the EHR
- Perform ongoing review of the auto and manual encoder systems for terminology and classification systems, including methods and processes; implement recommendations for improving and optimizing the encoding process
- Ensure quality (accuracy, consistency, relevancy) and productivity of clinical classification processes and applications
- Develop and deliver education sessions for coding staff relative to coding and classification systems; coordinate coding staff clinical education with clinical experts for anatomy, physiology, pharmacology, clinical assessment and procedure at and drug/biologic interventions
- Educate data analysts in coding and classification systems
- Recommend and lead development of application of appropriate classification and terminology systems for clinical documentation, including but not limited to problem list vocabularies/pick lists/favorites, nursing clinical terminologies/languages, and standardized documentation tools (e.g., point and click/templates, etc.), ensuring that documentation is complete, accurate, compliant and reflects appropriate E&M levels/rules
- Understand and communicate/educate others on the strengths and weaknesses of all classification and nomenclatures including best use
- Assist in the analysis of the enterprise's classification and grouping system assignment trends and use data from classification and grouping systems to assist in decision making
- Proactively monitor standards requirements and technology development in the field of clinical terminologies and medical vocabularies (e.g., computer-assisted coding)
- Recommend the most appropriate classification or terminology systems to meet all required information reporting needs

- Possess expertise in clinical terminology, medical vocabulary, and classification systems and skill in mining, deriving, or engineering clinical ontologies

Skills and Experience:

- Advanced knowledge of the appropriate application of ICD-9-CM, SNOMED CT, CPT, and ICD-10
- Previous experience with ICD-9-CM and at least one other classification or nomenclature
- Ability to lead coding staff in application of ICD-9-CM and CPT code sets
- Knowledge of resources for other classification and nomenclatures
- Auditing experience

Applicable AHIMA Credentials:

- RHIA
- RHIT
- CCS
- CCS-P
- CHDA

Title: Enterprise Applications Specialist

Job Purpose: Primary functions include hands-on development and maintenance of enterprise EHR applications. Enterprise applications specialists show an optimal blend of HIM and IT domains with the use of increasingly complex documentation systems and data repositories. They ensure that the product being integrated meets the needs of the enterprise staff (e.g., physicians, clinicians, and HIM personnel) through workflow analysis. Depending on their role, enterprise applications specialists can report to IT, HIM, or a clinical department (e.g., laboratory or pharmacy).

Key Job Functions:

- Facilitate the identification, creation, implementation, and maintenance of enterprise policies and procedures related to the EHR
- Serve as a clinical information liaison to facilitate communication between clinical caregivers and technical implementation teams
- Serve as EHR consultant to the enterprise
- Coordinate and assemble appropriate personnel for task force assignments related to EHR projects and issues
- Coordinate activities related to the integrity of the enterprise master patient index file
- Provide development guidance and coordination to ensure clinical data generated and stored in disparate clinical systems are made available in the enterprise EHR when appropriate
- Work cooperatively with the administrative director of HIM and other applicable enterprise entities to ensure policies and procedures meet or exceed existing legal and regulatory requirements as related to the EHR and accepted medical record standards of practice
- Work cooperatively with privacy and security officer to ensure compliance with all existing and emerging requirements related to privacy and confidentiality of health information

Skills and Experience:

- Possess knowledge of existing and emerging federal and state requirements related to privacy and security of health information
- Possess knowledge of existing EHR policies and procedures associated with the collection and distribution of clinical data via the repository
- Maintain current knowledge of applicable federal and state EHR-related laws and accreditation standards; monitor and communicate changes to ensure organizational adaptation and compliance

- Manage multiple projects simultaneously
- Possess advanced knowledge of EHR systems
- Possess knowledge of federal and state requirements for record retention
- Ability to manage, maintain, and retrieve legacy system information

Applicable AHIMA Credentials:

- RHIA
 - CHPS
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Title: Health Information Services Department Technician

Note: This title has historically been an entry level position. Previous education was limited to a high school diploma or GED. In order to prepare for e-HIM the workgroup determined that education, skills, and knowledge for this particular title must be expanded upon in order to recruit and retain qualified staff.

Job Purpose: The health information services department technician provides quality services to all customers (e.g., patients, physicians, and employees), which requires assistance from the health information services department. Services might include physician support, release of information, audit support, document imaging, or scanning and other technical functions.

Key Job Functions:

- Possess knowledge of hospital and departmental policies and procedures
- Possess knowledge of EHR functions to guide users in note amendments, corrections, and retractions
- Ensure release of information is completed according to policy
- Retrieve electronic medical records for internal and external requests as appropriate (e.g., release of information, audits, review)
- Process and compile statistics for delinquency
- Process and monitor bill hold reports
- Process documentation deficiencies
- Abstract records
- Manage interfaces, reviewing reject reports and correcting errors
- Merge duplicate medical record numbers
- Prepare, scan, verify, and index paper documents into the EHR
- Provide technical and administrative assistance for other health information services functions

Skills and Experience:

- Excellent communication skills
- Strong computer skills
- Ability to organize work priorities and meet specific objectives under time constraints
- Ability to manage multiple tasks simultaneously
- Good problem-solving skills and attention to detail
- Ability to be a team player in a team-oriented environment
- Previous healthcare experience or credential required

Preferred AHIMA credential:

- RHIT
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Title: Optical Imaging Manager/Coordinator

Job Purpose: The optical imaging manager/coordinator coordinates all activities and staff in a records center, including the scanning process management of on-site or archived off-site historic records (e.g., paper, DVDs, microfilm, etc.), movement of paper records with internal couriers or contracted paper warehouse, and pulling/filing paper records in a hybrid environment.

Key Job Functions:

- Assist in the implementation of new scanning systems including equipment and workflow processes
- Interface with users about timely collection of paper documents
- Ensure rapid turnaround times to optimize the usability of the EHR
- Manage all staff including schedules, training, recruitment, and adherence to work and organization standards
- Develop and monitor quality and productivity measures for all work
- Ensure proper maintenance of all equipment and troubleshoot for the records operations, including scanners, copiers, printers, and fax machines
- Coordinate with forms coordinator to ensure documents reflect scanning needs, including format, bar codes, and shading, to optimize workflow and legibility
- Coordinate with HIM director/manager regarding best placement (hierarchy, index, etc.) of documents in the EHR
- Ensure quality control of documents and determine post-scanning retention of paper to optimize legibility
- Train users and provide follow-up training when required
- Monitor workflow
- Function as a liaison between health informatics and information services departments
- Lead and maintain the change control process and maintain the change records
- Post changes to computerized or manual records, release documents, and notify affected departments
- Confer with others as directed to prepare documents and change requests and with document originators to resolve discrepancies and make required changes to the documentation
- Manage and maintain active, obsolete, and computerized files that support the documentation system
- Test upgrades on test and live systems and determine go/no-go status

Skills and Experience:

- Advanced knowledge of/experience with the EHR
- HIM experience
- Experience with workflow design
- Experience with paper record systems
- Basic understanding of Microsoft Office tools
- Good communication skills

Applicable AHIMA credentials:

- RHIT

Title: Enterprise Content Record Manager

Other titles: *Records and Information Manager (RIM), Senior RIM or ECRM Supervisor*

Job Purpose: The enterprise content record manager manages, controls, and directs active business records systems and centers, including records organization, inactive records systems, centers and maintenance, correspondence control, reports and directives control, and records retention.

Key Job Functions:

- Provide reference services to all departments and levels of personnel and process incoming information

- Sort, classify, and verify coded material for integration into systems
- Create and maintain logs, computerized indexes, and databases to provide accurate status and retrieval information
- Plan, develop, and implement appropriate methods for creating, receiving, retrieving, retaining, storing, and disposing of records and other information, regardless of media and in compliance with all applicable laws and regulations
- Develop, implement, and document effective guidelines and processes for all aspects of records workflow, regardless of media, that is compliant with facility, state, and federal records management standards, rules, and regulations
- Work to ensure compliance and coordination activities, including transfer of permanent records and creation of inventories
- Administer records management processes, including identification and classification of all records, establishing file structures and naming conventions according to established guidelines
- Manage, control, and direct production, quality assurance, and records
- Identify the custodian as listed in the records retention schedules
- Ensure proper disposal of nonessential copies of records
- Configure and monitor information storage so access to records is limited to appropriate individuals
- Document and publish office procedures as they relate to assurance of business continuity
- Provide user training relating to records management process to employees
- Act as a resource for other units for questions related to records and information management

Skills and Experience:

- Knowledge of facility, state, and federal records management standards, rules, and regulations.
- Advanced communication skills
- Advanced organization skills
- Strong computer skills and proficient in Microsoft Office applications (Word, Excel, Access, and Outlook)
- Ability to train staff
- Ability to make independent decisions based on knowledge of policies and procedures
- Knowledge of and experience with paper record systems and electronic health records

Applicable AHIMA Credentials:

- RHIT
- RHIA

HITECH Continuing Education e-HIM Opportunities

The HITECH Act mandated that the Office of the National Coordinator for Health Information Technology create the Community College Consortia. The purpose of the Community College Consortia is to help higher education institutions establish or expand health IT education programs. These academic programs may be offered through traditional on-campus instruction, distance learning modalities, or a combination of both.

Training is designed to be completed within six months or less. The programs will be flexibly implemented to provide each trainee with skills and competencies that he or she does not already possess. Training at all consortia member colleges is expected to begin by September 30, 2010. The anticipated training capacity of the consortia as a whole is expected to be at least 10,500 students annually.

Roles supported by this program include:

- Practice workflow and information management redesign specialist
- Clinician/practitioner consultant
- Implementation support specialist
- Implementation manager
- Technical/software support staff
- Trainer

For a list of community colleges participating in the program, visit <http://healthit.hhs.gov/portal/server.pt?open=512&objID=1804&mode=2>.

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