

Syllabus

Course Overview

This course provides an overview of the health information management (HIM) field. You will examine the past and current state of the U.S. health care system, specifically focusing on health care reform and the Triple Aim. You will explore the HIM profession in detail, its purpose, educational requirements, and work settings. In addition, you will also examine the many other health care professionals with whom HIM interacts and supports, including these professionals' training and practice settings. You will also analyze the many market forces, such as technology, health care laws and regulations, quality, and patient safety, that are driving change throughout today's health care delivery systems. You will also consider how leadership and management theories can apply to everyday situations facing HIM professionals.

Kaltura Media

In this course, you will be required to create an audio recording using Kaltura Media or a similar software. Refer to [Using Kaltura \[PDF\]](#) for more information about this courseroom tool. You will need an external or built-in microphone to record the audio for your presentation. Headsets with microphones are available for purchase at the [Capella University Bookstore](#).

In addition, this course requires completion of a concept map using third-party software.

Note: If you require the use of assistive technology or alternative communication methods to participate in these or any of the course activities, please contact DisabilityServices@Capella.edu to request accommodations.

Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Describe various types of health professionals and their training and practice settings.
- 2 Analyze market forces that affect health care systems.
- 3 Interpret theories of leadership and management for health systems and health information management.

4 Communicate in a professional manner.

Course Prerequisites

There are no prerequisites for this course.

Syllabus >> Course Materials

Required

The materials listed below are required to complete the learning activities in this course.

Integrated Materials

Once the [Capella University Bookstore](#) opens for the quarter, as a registered learner you will receive an e-mail containing a direct link you can use to obtain your materials. Please follow the instructions provided to you by the bookstore to download digital materials. Some materials are available only in hard-copy format and will be shipped to you. The bookstore will indicate any materials that may involve shipping.

Hardware

Capella University requires learners to meet certain minimum [computer requirements](#). The following hardware may go beyond those minimums and is required to complete learning activities in this course.

Note: If you already have the following hardware, you do not need to purchase it. Visit the [Course Materials](#) page on Campus for more information.

Hardware for Kaltura Activities

- Headset with microphone

- Broadband Internet connection

eBook

Oachs, P. K., & Watters, A. L. (Eds.). (2016). *Health information management: Concepts, principles, and practice* (5th ed.). Chicago, IL: AHIMA Press. ISBN: 9781584265146.

Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- [Allopathic, osteopathic graduate training programs to unify accreditation](#). (2014, August 25). *Medical Economics*, 91(16), 20.
- Angood, P. B. (2018). [Is health care upside down?](#) *Physician Leadership Journal*, 5(1), 6–8.
- Berghout, M. A., Fabbriotti, I. N., Buljac-Samardžić, M., & Hilders, C. G. J. M. (2017). [Medical leaders or masters? A systematic review of medical leadership in hospital settings](#). *PLoS One*, 12(9), 1–24.
- Cooke, M., Irby, D. M., Sullivan, W., & Ludmerer, K. M. (2006). [American medical education 100 years after the Flexner Report](#). *New England Journal of Medicine*, 355(13), 1339–1344.
- Davis, J. (2017). [Health care reform is just warming up](#). *Physician Leadership Journal*, 4(4), 10–13.
- Edlow, R. C. (2016). [Practice consolidation: Forces not of nature, but of government, demographics, economics, and technology](#). *Journal of Medical Practice Management*, 31(5), 313–316.
- Ellner, A. L., & Phillips, R. S. (2017). [The coming primary care revolution \[Special symposium\]](#). *Journal of General Internal Medicine*, 32(4), 380–386.
- Farzandipour, M., Meidani, Z., Gilasi, H., & Dehghan, R. (2017). [Evaluation of key capabilities for hospital information system: A milestone for meaningful use of information technology](#). *Annals of Tropical Medicine and Public Health*, 10(6), 1579–1586.
- Fibuch, E., & Ahmed, A. (2017). [Understanding your role in the ecosystem](#). *Physician Leadership Journal*, 4(5), 60–63.
- Gage, B., & Albaroudi, A. (2016). [The triple aim and the movement toward quality measurement of family caregiving](#). *Generations*, 39(4), 28–33.
- Ghias, K., Khan, K. S., Ali, R., Azfar, S., & Ahmed, R. (2016). [Stretching the boundaries of medical education: A case of medical college embracing humanities and social sciences in medical education](#). *Pakistan Journal of Medical Sciences Quarterly*, 32(4), 911–916.
- Hartviksen, T. A., Sjolie, B. M., Aspfors, J., & Uhrenfeldt, L. (2018). [Healthcare middle managers' experiences developing leadership capacity and capability in a public funded learning network](#). *BMC Health Services Research*, 18, 1–11.
- Hill, B. (2017). [Does leadership style of modern matrons contribute to safer and more effective clinical services?](#) *Nursing Management*, 24(1), 21–25.
- Moghbeli, F., Langarizadeh, M., & Aliabadi, A. (2017). [Application of ethics for providing telemedicine services and information technology](#). *Medical Archives*, 71(5), 351–355.
- Peterson, J. (2017, Summer). [The role of health information management professionals in the use of geographic information systems](#). *Perspectives in Health Information Management*, 1–16.
- Strömngren, M., Eriksson, A., Ahlstrom, L., Bergman, D. K., & Dellve, L. (2017). [Leadership quality: A factor important for social capital in healthcare organizations](#). *Journal of Health Organization and Management*, 31(2), 175–191.
- Thammasitboon, S., Ligon, B. L., Singhal, G., Schutze, G. E., & Turner, T. L. (2017). [Creating a medical education enterprise: Leveling the playing fields of medical education vs. medical science research within core missions](#). *Medical Education Online*, 22(1), 1–7.
- Vitalari, N. P. (2016). [Prospects for the future of the U.S. healthcare industry: A speculative analysis](#). *American Journal of Medical Research*, 3(2), 7–52.

- Xu, Y., Li, N., Lu, M., Dixon, E., Myers, R. P., Jelley, R. J., & Quan, H. (2018). [The effects of patient cost sharing on inpatient utilization, cost, and outcome](#). *PLoS One*, 13(4), 1–17.
- Yang, X., Talmy, T., Zhu, C., Li, P., Wang, W., Zhang, P., . . . Zhou, J. (2017). [Evaluation of teaching and learning: A basis for improvement in medical education](#). *Chinese Medical Journal*, 130(10), 1259–1260.
- Young, Q. D. (2016). [Health care reform: A new public health movement](#). *American Journal of Public Health*, 106(6), 1023–1024.

External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL.

Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- American Health Information Management Association. (n.d.). [A new view of HIM: Introducing the core model \[Review draft\] \[PDF\]](#). Retrieved from <http://library.ahima.org/PdfView?oid=105304>
- American Health Information Management Association. (n.d.). [Career map](#). Retrieved from <https://my.ahima.org/careermap>
- American Health Information Management Association. (n.d.). [Career role self-assessments](#). Retrieved from <http://www.ahima.org/careers/selfassessments>
- American Health Information Management Association. (n.d.). [Certification](#). | [Transcript](#) Retrieved from <http://www.ahima.org/certification#>
- American Health Information Management Association. (n.d.). [Health information 101](#). Retrieved from <http://www.ahima.org/careers/healthinfo>
- [American Health Information Management Association](#). (n.d.). Retrieved from <http://www.ahima.org/>
- Centers for Disease Control and Prevention, National Center for Health Statistics. (n.d.). [Health expenditures](#). Retrieved from <http://www.cdc.gov/nchs/fastats/health-expenditures.htm>
- Doctors for America. (n.d.). [Healthcare delivery system](#). Retrieved from <http://www.drforamerica.org/learn/policy-center/healthcare-delivery-system>
- Inspiration Software. (n.d.). [Teaching and learning with concept maps](#). Retrieved from <http://www.inspiration.com/visual-learning/concept-mapping>
- Inspiration Software. (n.d.). [Teaching and learning with mind maps](#). Retrieved from <http://www.inspiration.com/visual-learning/mind-mapping>
- Institute for Healthcare Improvement. (n.d.). [Initiatives: IHI triple aim initiative](#). Retrieved from <http://www.ihl.org/engage/initiatives/tripleaim/pages/default.aspx>
- Institute for Healthcare Improvement. (n.d.). [Triple aim for populations](#). Retrieved from <http://www.ihl.org/Topics/TripleAim/Pages/default.aspx>
- Institute of Medicine, Committee to Study the Role of Allied Health Personnel. (1989). [Allied health services: Avoiding crises; What does "allied health" mean?](#) Retrieved from <https://www.ncbi.nlm.nih.gov/books/NBK218850/>
- International Labour Office. (2012). [International standard classification of occupations \(ISCO-08\), Volume 1 \[PDF\]](#). Retrieved from http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_172572.pdf

- Journal of AHIMA. (2013). [What is the future of the HIM workforce? \[Video\]. | Transcript](http://journal.ahima.org/2013/09/04/what-is-the-future-of-the-him-workforce/) Retrieved from <http://journal.ahima.org/2013/09/04/what-is-the-future-of-the-him-workforce/>
- Kouzes, J., & Posner, B. (n.d.). [The five practices of exemplary leadership](http://www.studentleadershipchallenge.com/About/about-landing.aspx). Retrieved from <http://www.studentleadershipchallenge.com/About/about-landing.aspx>
- Posner, B. Z. (2017, August 2). [5 practices of exemplary leadership](https://www.success.com/5-practices-of-exemplary-leadership/). *Success*. Retrieved from <https://www.success.com/5-practices-of-exemplary-leadership/>
- Sawyer, B., & Cox, C. (2018). [How does health spending in the U.S. compare to other countries?](https://www.healthsystemtracker.org/chart-collection/health-spending-u-s-compare-countries/?_sf_s=health+spending#item-recent-years-health-spending-growth-slowed-u-s-comparable-countries) Retrieved from https://www.healthsystemtracker.org/chart-collection/health-spending-u-s-compare-countries/?_sf_s=health+spending#item-recent-years-health-spending-growth-slowed-u-s-comparable-countries
- Torbjornsen, H. (2010). [15 great mindmapping tools and apps](http://spyrestudios.com/15-great-mindmapping-tools-and-apps/). Retrieved from <http://spyrestudios.com/15-great-mindmapping-tools-and-apps/>
- U.S. Department of Health and Human Services, Health Resources and Services Administration. (n.d.). [Introduction to strategic plan FY 2016–2018](https://www.hrsa.gov/about/strategicplan/introduction.html). Retrieved from <https://www.hrsa.gov/about/strategicplan/introduction.html>

Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

Unit 1 >> U.S. Health Care System

Introduction

What is the U.S. health care system? If 100 U.S. citizens were asked this question, they would likely give 100 different answers, all correct at least to some degree. The U.S. health care system is vast, complex, and constantly evolving.

The World Health Organization (WHO) cites some admirable goals for any health care system:

A well-functioning health system working in harmony is built on having trained and motivated health workers, a well-maintained infrastructure, and a reliable supply of medicines and technologies,

backed by adequate funding, strong health plans, and evidence-based policies. At the same time, because of the interconnectedness of our globalised world, health systems need to have the capacity to control and address global public health threats such as epidemic diseases and other severe events. (World Health Organization, n.d.)

Is the U.S. health care system an actual system? This is a complicated question without a single correct answer. To begin considering it, you will examine a brief history of health care in the U.S. and how it has evolved into today's U.S. health care system.

Reference

World Health Organization. (n.d.). Health systems: Key expected results. Retrieved from <http://www.who.int/healthsystems/about/progress-challenges/en/>

Learning Activities

u01s1 - Studies

Readings

The Unit 1 readings introduce the U.S. health care system from its distant past to its existing structure. The readings also introduce you to the allied health professions and provide a timeline of federal health legislation.

Use your *Health Information Management* text to read the following:

- Chapter 1, "The U.S. Healthcare Delivery System," pages 3–13.

Use the Internet to read the following:

- American Health Information Management Association. (n.d.). [Health information 101](http://www.ahima.org/careers/healthinfo). Retrieved from <http://www.ahima.org/careers/healthinfo>
- U.S. Department of Health and Human Services, Health Resources and Services Administration. (n.d.). [Introduction to strategic plan FY 2016–2018](https://www.hrsa.gov/about/strategicplan/introduction.html). Retrieved from <https://www.hrsa.gov/about/strategicplan/introduction.html>

Multimedia

Complete the following Capella multimedia presentations:

- [The U.S. Health Care Timeline](#).
 - This timeline provides perspective on important events in the development of the U.S. health care system.
- [Health Care Mandate Timeline](#).
 - Use this timeline to learn about health care laws.

u01s1 - Learning Components

- Define HIM roles.
- Describe HIM roles in the health care system.
- Examine the history of the U.S. health care system.
- Examine market forces in the U.S. health care system.

u01s2 - Assignment Preparation

The assignment due in Unit 2 requires you to deliver a slide presentation (12–15 slides) that explains how the Affordable Care Act supports *and* hinders the Triple Aim model. The general public is the audience for this presentation, not health care experts, so you will want to tailor your presentation accordingly.

Knowledge Check

In the media piece below, you will have the opportunity to explore resources on health care reform and the Triple Aim. You will also be able to complete a knowledge check on these topics. This will help to determine whether you are ready to begin the assignment or might benefit from additional study of the assigned readings or from conducting additional independent research on the topics.

- [Health Care Reform](#).

Independent Research

To be able to deliver your presentation, you may want to conduct independent research into the basic tenets of the Affordable Care Act and the Triple Aim, in addition to consulting the resources provided in this unit's studies. Consult the [Health Care Administration Undergraduate Research Guide](#) for help in beginning your research and identifying credible sources.

Audio Recording Your Presentation

As part of the assignment, you will also be required to provide narration along with your slide presentation. To prepare for the audio recording of your presentation:

- Set up and test your microphone or headset using the installation instructions provided by the manufacturer. You only need to use the headset if your audio is not clear and high quality when captured by the microphone.
- Practice using the equipment to ensure the audio quality is sufficient.
- Microsoft PowerPoint allows you to record your narration with your slides. If you choose to record your presentation using this tool, simply submit your presentation to the appropriate area of the courseroom. Your narration will be included with your slides.

- Consult the [Using Kaltura \[PDF\]](#) for guidance in how to record your presentation and upload it in the courseroom if you elect not to use Microsoft PowerPoint to submit your slides and narration.

Note: If you require the use of assistive technology or alternative communication methods to participate in this activity, please contact [DisabilityServices](#) to request accommodations.

u01s2 - Learning Components

- Define the Triple Aim model.
- Examine market forces in the U.S. health care system.

u01d1 - Health Care System

In your own words, describe the U.S. health care system. Then explain three historical U.S. health care system events and the way these events have shaped the current U.S. health care system.

Use evidence from resources beyond the required course materials to support your explanation of historical events and your rationale as to how these events shaped the current U.S. health system. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Your post must include at least one APA-formatted in-text citation and accompanying reference for the resources you use.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations, expanding on the concepts covered in their initial post. Look for posts that selected different historical events than you did. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

u01d1 - Learning Components

- Examine the history of the U.S. health care system.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u01d2 - Health System Strategic Plan

In this unit's studies, you read the strategic plan of the Health Resources and Services Administration (HRSA), an agency of the U.S. Department of Health and Human Services. After reviewing the plan and the five goals outlined in it, explain how two of these goals affect current U.S. health systems and patients.

Use evidence from resources beyond the required course materials to support your explanation of the HRSA's strategic plan goals. Consult Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Be sure to include at least one source in your post, following APA style and formatting guidelines for in-text citations and references.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations, expanding on the concepts covered in their initial post. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[APA Style and Format](#)

U.S. Department of Health and Human Services, Health Resources and Services Administration. (n.d.). [Introduction to strategic plan FY 2016–2018](https://www.hrsa.gov/about/strategicplan/introduction.html). Retrieved from <https://www.hrsa.gov/about/strategicplan/introduction.html>

[Health Care Administration Undergraduate Research Guide](#)

u01d2 - Learning Components

- Describe HIM roles in the health care system.
- Follow the principles of effective composition.

- Review APA formatting guidelines for citations and references.

Unit 2 >> Health Information Management in the U.S. Health Care System

Introduction

As established in Unit 1, the U.S. health care system is vast, complex, and constantly evolving. According to the World Health Organization (WHO), a health system framework requires "a well-functioning health information system" and a "well-performing health workforce" (n.d.). Health information (HI) is part of the infrastructure, and health information management (HIM) workers are an integral part of the health workforce.

In Unit 2, you will examine how HI and HIM fit within the current U.S. health care system. You will also examine the three dimensions of the Triple Aim model, which is designed to:

- Improve individual and population health.
- Reduce costs of health services.

You will also complete your first assignment in this unit. **Note:** You can use your post and responses in this unit's discussion to prepare for the assignment.

Reference

World Health Organization, Western Pacific Region. (n.d.). The WHO health systems framework. Retrieved from http://www.wpro.who.int/health_services/health_systems_framework/en/

Learning Activities

u02s1 - Studies

Readings

The assigned readings cover various aspects of health information data collection and exchange. This information will support completion of the unit assignment and discussion.

Use your *Health Information Management* text to read the following:

- Foreword, pages xxxiii–xxxiv.
- Introduction, pages xxxvii–xxxix.
- Chapter 1, "The U.S. Healthcare Delivery System," pages 60–64.
 - This chapter focuses on the health record.
- Chapter 13, "Health Information Systems Strategic Planning," pages 386–388.
 - This chapter introduces health information systems.

Use the Capella University Library to read the following:

- Davis, J. (2017). [Health care reform is just warming up](#). *Physician Leadership Journal*, 4(4), 10–13.
- Gage, B., & Albaroudi, A. (2016). [The triple aim and the movement toward quality measurement of family caregiving](#). *Generations*, 39(4), 28–33.
- Young, Q. D. (2016). [Health care reform: A new public health movement](#). *American Journal of Public Health*, 106(6), 1023–1024.

Use the Internet to read and view the following:

- Institute for Healthcare Improvement. (n.d.). [Initiatives: IHI triple aim initiative](http://www.ihl.org/engage/initiatives/tripleaim/pages/default.aspx). Retrieved from <http://www.ihl.org/engage/initiatives/tripleaim/pages/default.aspx>
 - On the initiatives page, scroll down to view the video Design of a Triple Aim Enterprise | Transcript.
- Institute for Healthcare Improvement. (n.d.). [Triple aim for populations](http://www.ihl.org/Topics/TripleAim/Pages/default.aspx). Retrieved from <http://www.ihl.org/Topics/TripleAim/Pages/default.aspx>

u02s1 - Learning Components

- Define the Triple Aim model.
- Define HIM roles.
- Describe HIM roles in the health care system.
- Examine market forces in the U.S. health care system.

u02d1 - Triple Aim and HIM

Define the Triple Aim model within the context of the U.S. health care system. Explain the purposes of the Triple Aim model and HIM's role in the Triple Aim model.

Use evidence from resources beyond the required course materials to support your posting. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one source in your post. Be sure to follow APA style and formatting guidelines for citations and references.

This discussion post and the responses will help you prepare for the assignment due in this unit.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Compare and contrast the other post's explanation of HIM's role to your own. Examine the evidence offered to support the explanation.

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

u02d1 - Learning Components

- Define the Triple Aim model.
- Define HIM roles.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u02a1 - The Triple Aim, HIM, and Health Care Reform

Health care is an ever-changing field. One of the driving forces of change in health care is government policies and procedures, such as the Affordable Care Act (ACA), the American Recovery and Reinvestment Act (ARRA), and the Triple Aim model. These forces are attempting to improve the quality of patient care and the population's health. They are also trying to reduce health care costs.

For this assignment, assume you are an active member in your regional health information management (HIM) association. Your association has agreed to present a series of health care lectures at a local community center. As the vice-president of the association, you have been asked to present on health care reform. The community center has asked you to focus specifically on the Affordable Care Act (ACA) and the Triple Aim. The association would also like you to explain how the HIM field relates to these topics.

Demonstration of Proficiency

By successfully completing this assignment, you will demonstrate your proficiency in the course competencies through the following assignment scoring guide criteria:

- Competency 2: Analyze market forces that affect health care systems.
 - Explain the Triple Aim model's goals.
 - Identify HIM's role in the Triple Aim.
 - Identify ways the Affordable Care Act supports and hinders the Triple Aim's goals.
- Competency 4: Communicate in a professional manner.
 - Follow APA style and formatting guidelines for citations and references.

- Create a clear, well organized, compelling presentation that is generally free from errors in grammar, punctuation, and spelling.

Instructions

Create a 10–15 slide PowerPoint presentation on the Triple Aim model, HIM, and health care reform. Include voice-over narration and speaker notes with your presentation. Your presentation needs to be about 20 minutes in length with an additional 10 minutes for questions and answers. Remember that your audience is the general public, not health care experts, so be sure to target your message appropriately.

Be sure to address all of the following in your presentation:

- **Introduction and Opening (1 slide).**
 - How can you open your presentation in a way that engages your audience? Consider some eye-opening statistics, a compelling quote, or a challenging question.
- **The Triple Aim Model (2–3 slides).**
 - What is the Triple Aim?
 - What are its goals?
- **HIM and the Triple Aim (3–4 slides).**
 - Why is the Triple Aim model relevant to the health information management workforce?
 - What is HIM's role in the Triple Aim?
 - How specifically can HIM contribute to the Triple Aim's goals?
- **The Affordable Care Act and the Triple Aim (3–4 slides).**
 - In what ways does the ACA *support* the achievement of the Triple Aim's goals?
 - In what ways does the ACA *hinder* the achievement of the Triple Aim's goals?
 - How effectively does the ACA address all parts of the Triple Aim?
- **Closing (1 slide).**
 - What are the one or two main ideas you would like your audience to take away from your presentation?
- **Q and A.**
 - Provide two starter questions with responses.

In your speaker notes, be sure to include specific examples to support the points you are making. You will also want to include citations and references to current scholarly and/or authoritative sources.

Additional Requirements

- **PowerPoint presentation:** 10–15 slides with speaker notes and voice-over narration. Balance visuals with text.
- **Font and font size:** Use Times New Roman; select appropriate font size and weight for presentation, generally 24–28 points for headings and no smaller than 18 points for bullet-point text.
- **APA:** Provide APA-formatted citations and references for resources. For an APA refresher, consult APA Style and Format, linked in the Resources.

- **Writing:** Create a clear, well organized, compelling document that is free from errors in grammar, punctuation, and spelling.

Course Resources

[APA Style and Format](#)

Unit 3 >> Health Professionals

Introduction

Building upon Units 1 and 2, Unit 3 broadens the course's focus by introducing the U.S. health care system's constantly evolving and growing workforce. Even within the health care industry, health care workforce terminology is often misunderstood.

For example, what do these terms mean?

- Health professional.
- Clinician.
- Health associate.
- Medical associate professional.
- Technician.
- Allied health support.

What are the similarities among these terms? What are the differences? You will be exploring answers to questions like these in this unit.

You will begin your exploration by examining health workforce categories, starting with the course text. Then you will proceed to studying the International Standard Classification for Occupations (ISCO-08), prepared by the International Labour Office in 2012. The ISCO-08 publication includes a listing of definitions for jobs, occupations, and job titles. Finally, you will explore articles and Internet resources on health and other allied health roles by examining the American Health Information Management (AHIMA) website, which contains a wealth of information about HIM careers, and a study prepared by the U.S. Institute of Medicine Committee to Study the Role of Allied Health Personnel.

Good luck with your exploration!

Learning Activities

Readings

Use your *Health Information Management* text to read the following:

- Chapter 1, "The U.S. Healthcare Delivery System," pages 7 and 13–28.
 - These pages introduce health professionals and health care settings in the U.S. health care system.

Use the Capella library to read the following:

- Peterson, J. (2017, Summer). [The role of health information management professionals in the use of geographic information systems](#). *Perspectives in Health Information Management*, 1–16.

Use the Internet to read the following:

- American Health Information Management Association. (n.d.) [Career map](https://my.ahima.org/careemap). Retrieved from <https://my.ahima.org/careemap>
- Doctors for America. (n.d.). [Healthcare delivery system](http://www.drforamerica.org/learn/policy-center/healthcare-delivery-system). Retrieved from <http://www.drforamerica.org/learn/policy-center/healthcare-delivery-system>
- International Labour Office. (2012). [International standard classification of occupations \(ISCO-08\), Volume 1 \[PDF\]](http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_172572.pdf). Retrieved from http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_172572.pdf
 - The ISCO-8 defines major, sub-major, minor, and unit-level occupation groups. To explore this hierarchical grouping of health services occupations, complete these readings:
 - Page 11: 2.1 "Underlying Concepts," numbers 40–47.
 - Pages 26–28: "Health Services Occupations."
 - Read descriptions of the two sub-major groups of health services occupations in numbers 127–129.
 - Pages 75–76: "Health Associate Professionals."
 - Pages 190–195: "Minor Group 325, Other Health Associate Professionals."
 - Read descriptions of the unit groups included in this category.
 - Use the **Find (Control + F)** feature to search the publication for any other health-related occupation you want to learn about.
- Institute of Medicine, Committee to Study the Role of Allied Health Personnel. (1989). [Allied health services: Avoiding crises; What does "allied health" mean?](https://www.ncbi.nlm.nih.gov/books/NBK218850/) Retrieved from <https://www.ncbi.nlm.nih.gov/books/NBK218850/>

u03s1 - Learning Components

- Describe HIM roles in the health care system.
- Define HIM roles.
- Describe U.S. health care organizations and professionals.

u03s2 - Assignment Preparation

Independent Research

The assignment due in Unit 4 requires you to be knowledgeable about these topics:

- Health care providers' activities in various health care settings.
- HIM's role in the health care system.
- Concept maps and concept mapping tools.

As needed, conduct independent research on these topics in addition to consulting the resources provided in this unit's studies. Consult the [Health Care Administration Undergraduate Research Guide](#) for help in beginning your research and identifying credible sources.

Knowledge Check

The Vila Health: Health Facilities Tour interactive media piece provides an opportunity to tour various departments within a health care facility and meet the health care professionals and allied health workers who staff those departments. Participating in this virtual tour will serve as good preparation for your assignment, which requires you to prepare some materials so that you will be ready to staff the HIM booth at your local high school's career day. Enjoy your tour.

- Click **Launch Activity** to begin your tour.

u03s2 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.

u03d1 - Health Services

After reviewing pages 13–28 in the *Health Information Management* text and other resources, compare and contrast two specific types of health services in U.S. health systems.

Support your analysis with evidence from resources beyond the required course materials. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted in-text citation and accompanying reference in your post.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Compare and contrast the definitions offered in your post with those of another learner. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

u03d1 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u03d2 - Health and Allied Health: Training, Work, and Settings

What are the primary differences between health professionals and allied health care workers? Offer a response to this prompt based on the unit readings. Support your response with examples of related but different health services occupations.

Next, choose one health professional and one allied health care worker. Research the following for each occupation: education, training, health care roles, and practice settings. Include these findings in your initial post.

Support your analysis with evidence from resources beyond the required course materials. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted citation and accompanying reference to support your response.

Response Guidelines

Read the posts of other learners and respond according to the response guidelines in Faculty Expectations. Respond to a post describing professionals that are new to you, commenting on similarities to and differences from your findings.

Undergraduate Discussion Participation Scoring Guide

u03d2 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

Unit 4 >> HIM Interprofessional Connections

Introduction

Health care, as defined in your *Health Information Management* text (page 13), is a continuum of an array of health services from an individual's birth until the end of life. No single entity controls or regulates the U.S. health care system. Instead, as noted by Doctors for America (2018), the U.S. health care system is highly fragmented. The system's fragmented nature can place the continuity and quality of care at risk.

Health information documentation and management are integral to the continuity and quality of patient care. Health information management (HIM) is defined as "the practice of acquiring, analyzing, and protecting digital and traditional medical information vital to providing quality patient care" (American Health Information Management Association, n.d.).

Review the AHIMA Core Model in your *Health Information Management* text (page xxxviii). Consider HIM's role in policy, research, standards, and education across the continuum of care. Also reflect on the interprofessional connections HIM professionals have with health professionals and other health care team members.

A media piece, Vila Health: Health Facilities Tour, supports the assignment due in this unit. This unit's assignment will require you to call upon the knowledge you have gained about the U.S. health care system, HIM, and other health professionals during the first four units. **Note:** The work you do in this unit's discussion and in the media piece will help you prepare for the assignment.

References

American Health Information Management Association. (n.d.). Health information 101. Retrieved from <http://www.ahima.org/careers/healthinfo>

Doctors for America. (2018). Healthcare delivery system. Retrieved from <http://www.dr sforamerica.org/learn/policy-center/healthcare-delivery-system>

Learning Activities

u04s1 - Studies

Readings

Use the Internet to complete the following:

- Access the website of a larger hospital in your area.
 - Examine the hospital's various departments to learn about the services they provide to patients. This will help prepare you to successfully complete this unit's assignment, which requires you to detail the roles of a variety of health care professionals and their interactions with HIM professionals.
- Read the following:
 - Inspiration Software. (n.d.). [Teaching and learning with concept maps](http://www.inspiration.com/visual-learning/concept-mapping). Retrieved from <http://www.inspiration.com/visual-learning/concept-mapping>
 - Inspiration Software. (n.d.). [Teaching and learning with mind maps](http://www.inspiration.com/visual-learning/mind-mapping). Retrieved from <http://www.inspiration.com/visual-learning/mind-mapping>
 - Torbjornsen, H. (2010). [15 great mindmapping tools and apps](http://spyrestudios.com/15-great-mindmapping-tools-and-apps/). Retrieved from <http://spyrestudios.com/15-great-mindmapping-tools-and-apps/>

u04s1 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.

u04d1 - Hospital Departments and HIM

For this discussion, attach the concept map you created for the unit assignment. Your map needs to show the connections between HIM and other health care departments.

Explain in your discussion post:

- How your concept map of a hospital or other health care setting fits into the U.S. health system.
- How other departments in the hospital or health care setting relate to the HIM department.
- How your concept map demonstrates the workforce within the departments in a health care setting.

Support your analysis with evidence from resources beyond the required course materials. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted citation and accompanying reference for any source you use.

Consider your post and the feedback in this discussion as an opportunity to improve your concept map assignment due during this unit.

Response Guidelines

Read the posts of other learners and respond according to the response guidelines in Faculty Expectations. Provide feedback to other learners about the strengths and weaknesses of their concept maps, including how their maps might be improved or further developed.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

u04d1 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u04a1 - Staffing the HIM Booth

Introduction

Health care is a continuum of health services provided to an individual from the time of birth until the end of life. No single entity controls or regulates the U.S. health care system. Instead, as noted by Doctors for America (n.d.), the system is fragmented. The fragmented nature of the U.S. health care system can place continuity and quality of care at risk.

Health information documentation and management are integral to the continuity and quality of patient care. Health information management is "the practice of acquiring, analyzing, and protecting digital and traditional

medical information vital to providing quality patient care" (American Health Information Management Association, n.d., para. 2).

Consider HIM's roles in policy, research, standards, and education across the continuum of care. Also, consider its interconnections with health professionals and other members of the health care team. In this assignment, you will have the opportunity to introduce and educate others about the HIM profession.

References

American Health Information Management Association. (n.d.). What is health information? Retrieved from <http://www.ahima.org/careers/healthinfo>

Doctors for America. (n.d.). Healthcare delivery system. Retrieved from <http://www.dr sforamerica.org/learn/policy-center/healthcare-delivery-system>

Demonstration of Proficiency

By successfully completing this assignment, you will demonstrate your proficiency in the course competencies through the following assignment scoring guide criteria:

- Competency 1: Describe various types of health professionals and their training and practice settings.
 - Describe various health care practice settings and the health care professionals working within those settings.
 - Explain the HIM profession's contribution to the U.S. health care system and its interactions with other health care professionals.
 - Differentiate among various HIM roles.
- Competency 4: Communicate in a professional manner.
 - Create three clearly written, organized, and compelling documents that are generally free from errors in grammar, punctuation, and spelling.
 - Follow APA style and formatting guidelines for citations and references.

Instructions

For this assignment, assume you are working as an HIM director at Vila Health. A friend of yours is a guidance counselor at the local high school. The high school is planning its career day to introduce students to various health care professions. The career day is an open event held in the gym where each profession has a booth. Students, parents, and the community walk through the gym and visit booths that draw their interest.

Your friend has asked whether you would be willing to staff an HIM booth and to explain to visitors how HIM provides critical support to health care providers. The school asks that you prepare a one-page sheet of talking points that covers:

- The HIM profession.
- The health care professionals HIM supports.
- General educational requirements for HIM and other health care professionals.

- The departments within various health care settings, including hospitals.

You will discuss these talking points with students, parents, and community members who visit the HIM booth.

The school also asks each booth to provide two handouts that visitors can take with them for reference. The first handout needs to be a concept map that identifies various departments in the health care setting and explains HIM's interactions with these departments. The second handout, a brochure, needs to summarize important information about the HIM profession.

Prepared Talking Points (one page)

Develop a list of talking points to introduce visitors to the booth to the HIM profession. Remember your goal is two-fold. First, you hope to interest high school students in pursuing HIM as a profession. Second, you hope to educate parents and community members about the HIM profession. Be sure to address the following in your talking points:

- Explain how your concept map fits within the U.S. health care system.
- Describe various types of health professionals and their practice settings within the U.S. health care system.
- Provide general educational requirements for health care professionals.
- Explain the HIM profession's contribution to the health care system.
- Differentiate among various HIM roles.

Handout 1—Concept Map (one page)

Using one of the tools provided in this unit's studies or a mapping tool you are already familiar with, develop a one-page concept map that visually shows various health care departments and their interaction with the HIM profession. You may also use Google Docs, Microsoft Word, Publisher, or PowerPoint to create your concept map. **Note:** The use of short descriptive phrases can sometimes help ensure that your intent is clear to your viewer.

Handout 2—Three-Panel Brochure About the HIM Profession (one double-sided page)

You may create your brochure in Microsoft Word or any other software with which you are comfortable. Remember that the purpose of your brochure is to educate the public about HIM and its contribution to the U.S. health care system *and* to attract students to the field. Your brochure needs to **at least** address the following:

- What is the HIM profession?
- How does HIM contribute to the U.S. health care system?
- What are potential roles in the HIM profession?
- What educational requirements must those entering the HIM profession meet?
- What are the work settings in which HIM professionals work?
- Who are the other health care professionals with whom HIM professionals interact?

Additional Requirements

- **Length:** One-page talking points document, one page concept map, and one three-panel HIM brochure (double-sided).
- **Font:** Times New Roman, 12 points.
- **References:** Include citations and references that adhere to current APA style and formatting guidelines. For an APA refresher, consult APA Style and Format, linked in the Resources.
- **Writing:** Create three clearly written, organized, compelling documents that are generally free from errors in grammar, punctuation, and spelling.

Course Resources

[APA Style and Format](#)

Unit 5 >> Licensure, Certification, and Accreditation

Introduction

You learned in Unit 4 that the U.S. health care system is complex and without a single controlling or regulating entity. Yet, individual "states have the primary responsibility for public health... which includes licensure of physicians and other healthcare professionals" (Oachs & Watters, 2016, p. 31). The U.S. Constitution's Tenth Amendment is the source for the text editors' assertion.

In addition to multiple federal regulating bodies, such as the Department of Health and Human Services, each state has an agency for licensure and certification of health organizations and health professionals. **Note:** The Department of Veterans Affairs and the Bureau of Indian Affairs are not under some of the federal and state regulations that otherwise apply to the U.S. health system.

Licensure is generally mandatory for many health professions, especially for clinical care professions. The HIM department within hospitals and medical centers is responsible for the credentialing process for physicians and other practitioners.

Accreditation for health organizations and for health professions is typically voluntary. The Joint Commission, for example, provides voluntary accreditation to hospitals and other health organizations although some states may require additional accreditation.

Certification for some health professions is voluntarily attained through professional associations, such as the American Health Information Management Association (AHIMA).

In this unit's studies and discussions, you will be comparing and contrasting in depth licensure, accreditation, and certification.

Oachs, P. K., & Watters, A. L. (Eds.). (2016). *Health information management: Concepts, principles, and practice* (5th ed.). Chicago, IL: AHIMA Press.

Learning Activities

u05s1 - Studies

Readings

This unit's readings will introduce you to licensure, certification, and accreditation issues in U.S. health systems.

- Use your *Health Information Management* text to read the following:
 - Chapter 1, "The U.S. Healthcare Delivery System," pages 31–33.
 - Chapter 21, "Clinical Quality Management," page 648.
- Use the Capella library to read about issues related to medical education and credentials:
 - [Allopathic, osteopathic graduate training programs to unify accreditation](#). (2014, August 25). *Medical Economics*, 91(16), 20.
 - The graduate training referred to in the article is the final stage of physician training called residency, which occurs after medical school and under the direction of a medical university. This article discusses the changes to allopathic and osteopathic graduate medical programs that must be made by the year 2020 so that medical education programs can be accredited under one unified system. Medical schools are currently making changes to their programs to meet this criteria.
 - Cooke, M., Irby, D. M., Sullivan, W., & Ludmerer, K. M. (2006). [American medical education 100 years after the Flexner Report](#). *New England Journal of Medicine*, 355(13), 1339–1344.
 - The Flexner Report is the foundation of the current medical education system and is still considered today to be the gold standard of medical training.
 - Ghias, K., Khan, K. S., Ali, R., Azfar, S., & Ahmed, R. (2016). [Stretching the boundaries of medical education: A case of medical college embracing humanities and social sciences in medical education](#). *Pakistan Journal of Medical Sciences Quarterly*, 32(4), 911–916.
 - Thammasitboon, S., Ligon, B. L., Singhal, G., Schutze, G. E., & Turner, T. L. (2017). [Creating a medical education enterprise: Leveling the playing fields of medical education vs. medical science research within core missions](#). *Medical Education Online*, 22(1), 1–7.
 - Yang, X., Talmy, T., Zhu, C., Li, P., Wang, W., Zhang, P., . . . Zhou, J. (2017). [Evaluation of teaching and learning: A basis for improvement in medical education](#). *Chinese Medical Journal*, 130(10), 1259–1260.
- Use the Internet to read the following:
 - American Health Information Management Association. (n.d.). [Certification](http://www.ahima.org/certification#). Retrieved from <http://www.ahima.org/certification#>

- The webpage includes the video [AHIMA Certifications Move You Forward | Transcript](#).

u05s1 - Learning Components

- Describe HIM roles in the health care system.
- Define HIM roles.
- Describe U.S. health care organizations and professionals.

u05s2 - Assignment Preparation

Interactive Media: HIM Scenarios

View the following interactive media piece:

- [HIM Scenarios](#).

In this media piece, you will encounter three HIM-specific scenarios you may encounter in the workplace:

- In one, you will determine the applicable HIM **responsibilities**.
- In another, you will identify which **market forces** apply.
- In the final scenario, you will select the **health care professionals** you will need to work with to resolve the issue that arose.

This activity will serve as good practice for your Unit 6 assignment, which requires you to analyze the market forces at play in a case study and evaluate how effectively HIM and other health care professionals responded to the market forces.

Vila Health: Sharing Electronic Health Records

In preparation for the assignment due in Unit 6, the Vila Health: Sharing Electronic Health Records media piece examines how HIM professionals, pharmacists, and other health care professionals collaborate together to respond to particular market forces.

In your assignment, you will be asked to analyze the market forces at play in the media piece and the way the HIM and other health care professionals responded to these market forces. Consider questions such as these as you view the media piece:

- What market forces are involved in the case study?
- What is happening behind the scenes?
- What role does HIM play in this case study?
- What other health care professionals are involved behind the scenes?

Click **Launch Activity** to begin the presentation.

u05s2 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Examine market forces in the U.S. health care system.

u05d1 - Compare and Contrast Licensure and Certification

In this post, you will be examining licensure, certification, and accreditation requirements. Select **ONE** of the following:

- One health care profession.
- One allied health occupation.
- One health care organization, such as a hospital or nursing home.

For your selected item:

- Determine whether licensure, certification, and/or accreditation is required.
- Explain why this is required.

Support your analysis with evidence from resources beyond the required course materials. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted in-text citation and an accompanying reference.

Response Guidelines

Read the posts of other learners and respond according to the response guidelines in Faculty Expectations. Comment on a post that contrasts with yours and suggest reasons for the differences in your findings.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

u05d1 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u05d2 - Medical Education

In this unit's studies, you read the following:

- American Medical Education 100 Years After the Flexner Report.
- Allopathic, Osteopathic Graduate Training Programs to Unify Accreditation.

Using those resources, describe medical education's historical context. Explain current and future potential challenges and opportunities for medical education and graduate medical education accreditation.

Support your analysis with evidence from resources beyond the required course materials. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted in-text citation and accompanying reference.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Expand on the points offered in the initial post and compare and contrast with your post. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

[American Medical Education 100 Years After the Flexner Report](#)

[Allopathic, Osteopathic Graduate Training Programs to Unify Accreditation](#)

- Describe HIM roles in the health care system.
- Examine the history of the U.S. health care system.
- Describe U.S. health care organizations and professionals.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

Unit 6 >> Market Forces That Affect the U.S. Health Care System

Introduction

Now that you are halfway through the course, it is a good time to reflect on some of the lessons learned. The course has so far focused on the U.S. health care system, HIM, and various health care team roles; this unit shifts attention to market forces affecting the U.S. health care system, specifically those forces that affect HIM and the health care team.

Your assignment due in this unit requires you to view the Vila Health: Sharing Electronic Health Records media piece, which presents a case study. For the assignment, you will analyze the market forces and the HIM roles described in this case study.

Learning Activities

u06s1 - Studies

Readings

Use your *Health Information Management* text to read the following:

- Chapter 1, "The U.S. Healthcare Delivery System," pages 28–31.

Use the Capella library to read the following:

- Angood, P. B. (2018). [Is health care upside down?](#) *Physician Leadership Journal*, 5(1), 6–8.
- Edlow, R. C. (2016). [Practice consolidation: Forces not of nature, but of government, demographics, economics, and technology.](#) *Journal of Medical Practice Management*, 31(5), 313–316.
- Ellner, A. L., & Phillips, R. S. (2017). [The coming primary care revolution \[Special symposium\].](#) *Journal of General Internal Medicine*, 32(4), 380–386.
- Fibuch, E., & Ahmed, A. (2017). [Understanding your role in the ecosystem.](#) *Physician Leadership Journal*, 4(5), 60–63.
- Vitalari, N. P. (2016). [Prospects for the future of the U.S. healthcare industry: A speculative analysis.](#) *American Journal of Medical Research*, 3(2), 7–52.

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Examine market forces in the U.S. health care system.

u06a1 - Case Study: HIM and Market Forces

So far in this course, we have focused on the U.S. health care system, HIM, and various health care team roles. With this assignment, we shift our attention to *market forces* affecting the U.S. health care system. Examples of market forces include: technology, health care costs, federal and state laws and policies, insurance, patient safety, quality care, population health, and many more. Here, we will focus specifically on those market forces that directly impact HIM and the health care team. You will view and analyze the case study presented in the media piece called Vila Health: Sharing Electronic Health Records. You will examine the market forces at play and the way the HIM and other health care professionals responded to these market forces.

Demonstration of Proficiency

By successfully completing this assignment, you will demonstrate your proficiency in the course competencies through the following assignment scoring guide criteria:

- Competency 1: Describe various types of health professionals and their training and practice settings.
 - Identify the health care professionals and allied health workers affected by the market forces in the case study.
 - Analyze the effectiveness of HIM interactions with other health care professionals and allied health workers affected by the market forces in the case study, including improvement recommendations.
- Competency 2: Analyze market forces that affect health care systems.
 - Analyze how each identified market force affects the U.S. health care system and HIM.
 - Evaluate how effectively HIM roles responded to the market forces, including improvement recommendations.
- Competency 4: Communicate in a professional manner.
 - Include a minimum of three references to current, scholarly, and authoritative sources in APA format.
 - Create a clear, well organized, professional document that is generally free from errors in grammar, punctuation, and spelling.

Instructions

HIM professionals need to collaborate with other health care professionals when responding to various market forces. For this assignment, analyze what occurred in the case study and suggest additional recommendations HIM could make to improve the quality of patient care, reduce costs, and improve overall population health.

Include the following headings and answer the questions underneath each heading in your three-to five-page case study analysis paper. Support your analysis with examples from the media piece and with references to current scholarly and/or authoritative sources. Also, use accurate terminology in your analysis.

Market Forces Affecting the U.S. Health System (½ to 1 page)

- Which market forces affecting the U.S. health system and HIM are at play in the media case study?
- How do the market forces you identified in the case study affect the U.S. health system?
- Specifically, how do these market forces affect HIM?

Market Forces and HIM (1–2 pages)

- What roles did HIM play in the market forces you identified in the case study?
- How effectively did HIM professionals respond to the market forces?
- How could these HIM professionals increase their contribution to the response to the market forces?
- What two to three specific recommendations for improvement would you make?

Market Forces and Health Care Professionals (½ to 1 page)

- In the case study, which health care professionals and allied health workers were affected by the market forces you identified?

Market Forces and Interactions Among Health Care Professionals (1–2 pages)

- How effectively did HIM professionals *interact* with the other health care professionals and allied health workers affected by the case study market forces you identified?
- How could HIM professionals improve these interactions?
- What two to three specific recommendations would you make?

Additional Requirements

- **Length:** 3–5 double-spaced pages.
- **Font:** Times New Roman, 12 points.
- **References:** Include a **minimum of three references** to current, scholarly, and authoritative sources in your paper. Follow APA formatting and style guidelines for your citations and references. For an APA refresher, consult [APA Style and Format](#), linked in the Resources.
- **Writing:** Create a clear, well organized, professional document that is generally free from errors in grammar, punctuation, and spelling.

Course Resources

[Vila Health: Sharing Electronic Health Records](#) | [Transcript](#)

[APA Style and Format](#)

u06d1 - Market Forces in Hospitals

Select one of the market forces affecting hospitals mentioned in your *Health Information Management* text (pages 28–31). Search the Capella library, Google Scholar, or other credible, peer-reviewed sources for literature about the market force you selected. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Write an initial post that addresses all these questions:

- Which market force affecting hospitals did you select? Why?
- How does this market force affect hospitals?
- What HIM roles are affected by this market force? In turn, how can HIM affect this market force?
- Which other health care team members' roles are affected by your selected market force?
- How does the market force you selected affect hospital patients?

Include at least one current APA-formatted citation and accompanying reference to support the explanation included in your post.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Compare and contrast the other post with yours, examining evidence and conclusions. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

u06d1 - Learning Components

- Describe HIM roles in the health care system.
- Describe U.S. health care organizations and professionals.
- Examine market forces in the U.S. health care system.
- Follow the principles of effective composition.

- Review APA formatting guidelines for citations and references.

Unit 7 >> Health Care Expenditure Market Forces Affecting the Health Care System

Introduction

Health care expenditures are perhaps the largest and most intensive market force in the U.S. health care system. Health care expenditures have a huge impact on health organizations, federal and state governments, health care teams, patients, and the entire U.S. population.

It is no secret that health care is expensive and that costs continue to rise. According to Organisation for Economic Co-operation and Development (OECD), the United States spent 17.2 percent of its gross domestic product (GDP) on health in 2016 (2017a). GDP is a percent of the national economy. This rate is higher than the 43 other countries assessed. At the same time, the U.S. outspent all other countries on per capita, or per person, health care costs to the tune of \$9,392 per person (OECD, 2017b).

As we are all health care consumers, it will come as no surprise that payment structures for health services are just as complex as the U.S. health care system. In this unit, you will be analyzing the reasons for rising health care costs and the impact this market force has on the entire U.S. health care system. You will also consider various reimbursement methods for health care services along with strategies for reducing health care expenditures.

References

Organisation for Economic Co-operation and Development. (2017a). Health expenditure in relation to GDP. *Health at a Glance 2017*. Retrieved from http://dx.doi.org/10.1787/health_glance-2017-45-en

Organisation for Economic Co-operation and Development (OECD). (2017b). Health expenditure per capita. *Health at a Glance 2017*. Retrieved from http://dx.doi.org/10.1787/health_glance-2017-44-en

Learning Activities

u07s1 - Studies

Readings

Use your *Health Information Management* text to read the following:

- Chapter 1, "The U.S. Healthcare Delivery System," pages 34–39.

Use the Capella library to read the following:

- Xu, Y., Li, N., Lu, M., Dixon, E., Myers, R. P., Jelley, R. J., & Quan, H. (2018). [The effects of patient cost sharing on inpatient utilization, cost, and outcome](#). *PLoS One*, 13(4), 1–17.

Use the Internet to read and view the following:

- Centers for Disease Control and Prevention, National Center for Health Statistics. (n.d.). [Health expenditures](http://www.cdc.gov/nchs/fastats/health-expenditures.htm). Retrieved from <http://www.cdc.gov/nchs/fastats/health-expenditures.htm>
- Sawyer, B., & Cox, C. (2018). [How does health spending in the U.S. compare to other countries?](https://www.healthsystemtracker.org/chart-collection/health-spending-u-s-compare-countries/?_sf_s=health+spending#item-recent-years-health-spending-growth-slowed-u-s-comparable-countries) Retrieved from https://www.healthsystemtracker.org/chart-collection/health-spending-u-s-compare-countries/?_sf_s=health+spending#item-recent-years-health-spending-growth-slowed-u-s-comparable-countries

Use NBC Learn to watch recent news about health care reform and health care costs.

- Consult this guide to find relevant video clips: [Database Guide: NBC Learn Higher Ed](#).

u07s1 - Learning Components

- Describe HIM roles in the health care system.
- Examine market forces in the U.S. health care system.

u07s2 - Assignment Preparation

The fourth assignment due in Unit 8 requires you to:

- Select and analyze a market force affecting the U.S. health care system and HIM.
- Select and summarize a **minimum of two** leadership and/or management theories applicable to the U.S. health care system and HIM that offer approaches to respond to your selected market force.
- Apply the two leadership and/or management theories you selected to improve or resolve the market force issue.

Market Force Selection

For help in selecting a market force:

- Visit the AHIMA home page:
 - [AHIMA home. \(2018\)](http://www.ahima.org/). Retrieved from <http://www.ahima.org/>
- Browse the items under HIM Topics (for example, coding, privacy and security, data analytics, et cetera).
- Choose a market force or issue that interests you.

Independent Research

You may also want to use the Capella library and other credible sources to search for additional literature about the market force and how it affects health care and HIM. Likewise, you may want to conduct independent research into leadership and management theories used in the U.S. health care system and HIM. Consult the

[Health Care Administration Undergraduate Research Guide](#) for help on how to begin your research and identify credible sources.

Knowledge Check

The Health Care Management Theories interactive media piece reviews various leadership and management theories, beginning with the Industrial Revolution in the 1700s and ending with the present day's human resources school. Completing the knowledge check at the end of the activity will help you determine whether you are ready to begin the assignment due in Unit 8 or if you might benefit from additional study of your suggested resources or from further independent research.

- Health Care Management Theories.

u07s2 - Learning Components

- Describe HIM roles in the health care system.
- Examine market forces in the U.S. health care system.
- Review management and leadership theories that apply to HIM.
- Determine most effective leadership and management theories to apply to a market force.

u07d1 - Health Care Costs

After careful review and study of this unit's assigned resources and other resources you have researched, reflect on the continued rise in health care costs. In your initial post, analyze market forces that likely cause increasing health care expenditures in the U.S. health system.

Include at least one APA-formatted citation and accompanying reference to support the points you make in your post.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Compare and contrast the post with yours, examining evidence and conclusions. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[APA Style and Format](#)

u07d1 - Learning Components

- Examine market forces in the U.S. health care system.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u07d2 - Reimbursement

In your own words, describe three reimbursement methods for health services in U.S. health systems. Explain potential strategies to help decrease health care expenditures. Use evidence from resources beyond the required course materials to support your strategies. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted citation and accompanying reference to support the points you make in your post.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Expand on the definitions offered in the initial post and compare and contrast with your post. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

u07d2 - Learning Components

- Examine market forces in the U.S. health care system.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

Unit 8 >> Leadership and Management for the U.S. Health Care System and HIM

Introduction

Leadership and management are important in every career, organization, sector, community, and country. Much extraordinary work needs to be done by leadership and management in the vast, complex, and constantly evolving U.S. health care system. In the words of renowned transformational leadership theorists, Kouzes and Posner, "We need more exemplary leaders, and we need them now more than ever" (n.d., "Do Your Students Consider Themselves Leaders?," para. 3).

In your assignment due in this unit, you will examine how you can use leadership and management theories to help identify and address a market force or issue that affects health information management.

Reference

Kouzes, J., & Posner, B. (n.d.). The student leadership challenge. Retrieved from <http://www.studentleadershipchallenge.com/About/about-landing.aspx>

Learning Activities

u08s1 - Studies

Readings

Use your *Health Information Management* text to read the following:

- Chapter 22, "Managing and Leading During Organization Change," pages 668–714.

Use the Capella library to read the following:

- Berghout, M. A., Fabbriotti, I. N., Buljac-Samardžić, M., & Hilders, C. G. J. M. (2017). [Medical leaders or masters? A systematic review of medical leadership in hospital settings](#). *PLoS One*, 12(9), 1–24.
- Hartviksen, T. A., Sjolie, B. M., Aspfors, J., & Uhrenfeldt, L. (2018). [Healthcare middle managers' experiences developing leadership capacity and capability in a public funded learning network](#). *BMC Health Services Research*, 18, 1–11.
- Strömngren, M., Eriksson, A., Ahlstrom, L., Bergman, D. K., & Dellve, L. (2017). [Leadership quality: A factor important for social capital in healthcare organizations](#). *Journal of Health Organization and Management*, 31(2), 175–191.

Multimedia

Complete the following Capella multimedia presentations:

- [Leadership and Management](#).
 - This is a series of short audio segments on various leadership and management topics. All segments are less than two-minutes long. You will hear Dr. Harry Carter, adjunct faculty at Capella

University, address topics such as, What Is Leadership?, Leadership Versus Management, and Can Managers Be Leaders?

- [Leadership Theories](#).
 - In this interactive media piece, you will have an opportunity to test your knowledge of leadership theories by answering a series of 12 questions. This is a timed test, though, so you will have to work quickly. Remember this is for your personal use. Your score on this quiz will not affect your grade in any way.

u08s1 - Learning Components

- Recognize effective leadership strategies.
- Review management and leadership theories that apply to HIM.
- Determine appropriate leadership strategies to address a situation.

u08s2 - Assignment Preparation

Internet Resource

In your assignment due in Unit 9, you will have the opportunity to reflect on how effectively you have demonstrated Kouzes's and Posner's five practices of exemplary leadership. Review those five practices now:

- Posner, B. Z. (2017, August 2). [5 practices of exemplary leadership](https://www.success.com/5-practices-of-exemplary-leadership/). *Success*. Retrieved from <https://www.success.com/5-practices-of-exemplary-leadership/>
- Kouzes, J., & Posner, B. (n.d.). [The five practices of exemplary leadership](http://www.studentleadershipchallenge.com/About/about-landing.aspx). Retrieved from <http://www.studentleadershipchallenge.com/About/about-landing.aspx>

Multimedia

To further prepare you to successfully complete the final course assignment, view the Capella interactive media piece below. It will help you assess your familiarity with Kouzes's and Posner's five practices of exemplary leadership. You will be able to decide whether you are ready to begin the assignment or might benefit from additional study of the resources or from conducting additional independent research.

- [The Five Practices of Exemplary Leadership](#).

u08s2 - Learning Components

- Recognize effective leadership strategies.
- Review management and leadership theories that apply to HIM.

u08a1 - Leadership in the U.S. Health Care System

A well-functioning health care system, with all segments working in harmony, depends on all of the following: trained and motivated health care workers, a well-maintained infrastructure, a reliable supply of medicines and technologies, adequate funding, strong health places, and evidence-based policies (World Health Organization, n.d.). We know that the challenges facing the U.S. health care system are many. Health care services are costly and complex. Legislative, financial, and other market forces exert constant pressure on the system to change, adapt, and improve.

The U.S. health care system, one of the top five largest industries in the country, and HIM need individuals who are able to embrace and adapt to organizational change and new innovations. Theoretical frameworks help to provide lenses through which to view, make meaning of, and adapt to change. Developing a personal leadership and management philosophy is an important step for individuals who work in the vast, complex, and ever-evolving U.S. health care system. In addition, knowing how to be a good leader and a good manager, whether for others, or just for yourself, is key to making improvements in the health information management field that benefit everyone.

For this assignment, you will examine how you can apply leadership and management theories to address a market force or issue affecting HIM.

Reference

World Health Organization. (n.d.). Health systems: Key expected results. Retrieved from <http://www.who.int/healthsystems/about/progress-challenges/en/>

Demonstration of Proficiency

By successfully completing this assignment, you will demonstrate your proficiency in the course competencies through the following assignment scoring guide criteria:

- Competency 2: Analyze market forces that affect health care systems.
 - Analyze a selected market force's historical context and its effect on the U.S. health care system and HIM.
- Competency 3: Interpret theories of leadership and management for health systems and health information management.
 - Summarize a minimum of two leadership and management theories applicable to the U.S. health care system and HIM.
 - Apply a minimum of two leadership and management theories, or blend of theories, to a current market force issue affecting the U.S health care system and HIM.
- Competency 4: Communicate in a professional manner.
 - Create an analysis paper that is clear, well organized, professional, and generally free of errors in grammar, punctuation, and spelling.

- Include a minimum of five references to current scholarly and/or authoritative sources that adhere to APA style and formatting guidelines.

Instructions

For this assignment, you will analyze, in a 5–7 page paper, a market force of your choice that affects the U.S. health care system and HIM. You will also summarize a minimum of two leadership and/or management theories that pertain to the U.S. health system and HIM. You will then apply those theories to your selected market force to determine how they might help to improve or resolve the market force issue. Be sure to use correct health care and HIM terminology in your analysis paper.

Include the following headings in your paper and answer the questions under each heading:

Market Force Affecting the U.S. Health Care System and HIM (2 pages)

- Why did you select this particular market force? Be sure to provide a detailed description of the market force in your answer.
- What is the historical context surrounding this market force?
- How does this market force affect the U.S. health care system and HIM?

Leadership and Management Theories to Address Market Force (2 pages)

- What are the basic tenets of these management and leadership theories you selected?
- Why did you select these particular leadership and management theories?
- What intrigues you about them?

Application of Leadership and Management Theories to Address Market Force (3 pages)

- How would these leadership and management theories (or a blend of them) approach the market force issue?
- How could these leadership and management theories (or a blend of them) help to improve or resolve the market force issue?

Note: Feel free to tailor the headings in your analysis paper to your selected market force and leadership and management theories.

Additional Requirements

- **Length:** 5–7 double-spaced, pages.
- **Font:** Times New Roman, 12 points.
- **Citations and References:** Include a minimum of five references to current, scholarly, and authoritative sources to support your statements and rationale. Be sure to follow APA formatting and style guidelines for citations and references. For an APA refresher, consult *APA Style and Format*, linked in the Resources.
- **Writing:** Create an analysis paper that is clear, well organized, professional, and generally free of errors in grammar, punctuation, and spelling.

[APA Style and Format](#)

u08d1 - Leadership and Management

After reviewing this unit's assigned resources and other credible resources you've identified, compare and contrast leadership and management. Next, explain how HIM leadership and management roles support health care teams in the U.S. health care delivery system.

Include at least one APA-formatted citation and accompanying reference to support the points you make in your post.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations. Compare and contrast the post with yours, examining evidence and conclusions. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Undergraduate Discussion Participation Scoring Guide

[APA Style and Format](#)

u08d1 - Learning Components

- Recognize effective leadership strategies.
- Review management and leadership theories that apply to HIM.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

Unit 9 >> Your Personal Leadership and Management Philosophy

Introduction

How will you respond to rapid and constant change in the U.S. health care system? As a current or future health care worker, how will you stay motivated and contribute to a well-functioning health system's goals?

According to the World Health Organization, and as mentioned at the start of this course, "A well-functioning health system working in harmony is built on having trained and motivated health workers, a well-maintained infrastructure, and a reliable supply of medicines and technologies, backed by adequate funding, strong health plans, and evidence-based policies" (n.d., para. 2).

The U.S. health system and HIM need individuals who embrace and adapt to organizational change and new innovations. Theoretical frameworks provide lenses through which to view, make meaning of, and adapt to change. Developing a personal leadership and management philosophy is an important step for individuals who work in the vast, complex, and constantly evolving U.S. health care system.

The final course assignment, due in this unit, will give you the opportunity to examine how effectively you have managed to implement your personal leadership and management philosophy in actual practice. Who knows? You may even identify ways to become a stronger leader whatever your role in an organization might be.

Reference

World Health Organization. (n.d.). Health systems: Key expected results. Retrieved from <http://www.who.int/healthsystems/about/progress-challenges/en/>

Learning Activities

u09s1 - Studies

Readings

Use your *Health Information Management* text to complete the following:

- Read Chapter 28, "Ethical Issues in Health Information Management," pages 910–919.
 - This chapter addresses the importance of cultural competence and ethics in HIM.
- Review Chapter 22, "Managing and Leading During Organization Change," pages 668–714.
 - Review the information in this chapter to identify the theories that you use in your own management and leadership styles

Use the Capella library to read:

- Farzandipour, M., Meidani, Z., Gilasi, H., & Dehghan, R. (2017). [Evaluation of key capabilities for hospital information system: A milestone for meaningful use of information technology](#). *Annals of Tropical Medicine and Public Health*, 10(6), 1579–1586.

- Hill, B. (2017). [Does leadership style of modern matrons contribute to safer and more effective clinical services?](#) *Nursing Management*, 24(1), 21–25.
- Moghbeli, F., Langarizadeh, M., & Aliabadi, A. (2017). [Application of ethics for providing telemedicine services and information technology.](#) *Medical Archives*, 71(5), 351–355.

Multimedia

Complete the following Capella multimedia presentation:

- [Leadership Perception Questionnaire.](#)
 - This 20-item questionnaire will help you explore your views on leadership. Your answers will provide you with insight about how you define and view leadership. There are no right or wrong answers here, only insight.

u09s1 - Learning Components

- Recognize effective leadership strategies.
- Review management and leadership theories that apply to HIM.
- Determine appropriate leadership strategies to address a situation.
- Recognize opportunities for leadership.

u09a1 - Behavioral-Based Interview Preparation

As an HIM professional, how will you respond to rapid, constantly evolving changes in the U.S. health care system? How will you stay motivated and contribute to the goals of a well-functioning health care system? The answers to questions such as these revolve around leadership and management, regardless of whether you are an individual contributor or someone who has actual responsibility for leading and managing others.

The ability to manage and lead oneself and others is important in every career, organization, sector, community, and country. The U.S. health care system requires much extraordinary work to be done. In the words of renowned transformational leadership theorists, Kouzes and Posner, "We need more exemplary leaders, and we need them now more than ever" (n.d., "Do Your Students Consider Themselves Leaders?," para. 3).

In this final course assignment, you are to assume that all of your hard work in your courses has paid off. You have scored an interview for an HIM leadership position with one of the health care organizations on your short list of preferred employers. You have done your homework. You have carefully researched the organization and located colleagues in your network who have worked there or who are currently working there. You have learned that this organization has adopted a behavioral-based interviewing approach. With this approach, employers ask questions that require candidates to relate examples from their experience of when they have demonstrated the key competencies required for a leadership position.

Demonstration of Proficiency

By successfully completing this assignment, you will demonstrate your proficiency in the course competencies through the following assignment scoring guide criteria:

- Competency 3: Interpret theories of leadership and management for health systems and health information management.
 - Describe a time that required demonstrating leadership in a challenging situation and the response of others.
 - Recommend potential improvements to the response to leadership challenges.
 - Explain the outcome of the challenging situation.
 - Assess leadership performance in a challenging situation against five practices of exemplary leadership.
- Competency 4: Communicate in a professional manner.
 - Create a clear, well organized, professional document that is generally free from errors in grammar, punctuation, and spelling.
 - Follow APA style and formatting guidelines for citations and references.

Instructions

This assignment is in two parts. In Part One, you will prepare responses to behavioral-based questions about leadership you think the interviewer will ask you. In Part 2, you will have the opportunity to reflect on how effectively you have demonstrated Kouzes and Posner's five practices of exemplary leadership.

Part One

As part of your interview preparation, you have researched and identified five questions—given below—that are commonly asked about leadership in behavior-based interviewing. You are now taking some time to formulate responses to these questions so that you have a good idea of what you are going to say.

Remember: You do not have to actually hold a management or leadership position to act like a leader. People have the opportunity to demonstrate leadership every day. Consider how you might coach your child's soccer team. Think about your participation in various professional or community organizations. Also, reflect on your current job. Even though your title may not say that you are a manager, you still demonstrate leadership every day when performing your duties.

As you write your responses, include as many specifics and examples as possible so that the interviewer has a good understanding of your leadership approach and performance as a leader. Your responses to the interview questions need to be 4–5 double-spaced pages. Here are your interview questions:

1. Describe a time when you have demonstrated leadership in a challenging situation. In your response, be sure to describe the challenging situation in sufficient detail. Also, explain why it was challenging for you.

2. How did those around you respond to your leadership?
3. How did you respond to those who may have challenged you?
4. What was the outcome to this challenging situation?
5. If you had it to do over, what would you do differently? In your response, be sure to consider what you could have done differently to effect a better *outcome*. Also, consider what you could have done differently to demonstrate respect for the team as a whole and for individual team members.

Part Two

Now that you are prepared to respond to the interview questions, write a short two-page reflection paper on how you demonstrated Kouzes' and Posner's five practices of exemplary leadership. Be sure to address each of the five practices even if you did not demonstrate them in your challenging situation. Consider how you could have incorporated these practices in your situation.

Additional Requirements

- **Length:** 5–7 double-spaced pages, to include 4–5 pages for your responses to the interview questions and 2 pages for your reflection on your demonstration of Kouzes' and Posner's five practices of exemplary leadership.
- **Font:** Times New Roman, 12 points.
- **References:** Follow current APA style and formatting guidelines for citations and references. For an APA refresher, consult [APA Style and Format](#), linked in the Resources.
- **Writing:** Create two clearly written, organized, professional documents that are generally free from errors in grammar, punctuation, and spelling.

Course Resources

[APA Style and Format](#)

[The Five Practices of Exemplary Leadership](#)

u09d1 - Ethics, Values, Leadership, and Management

Review, study, and reflect on the following:

- Kouzes's and Posner's 5 Practices of Exemplary Leadership.
- The readings about ethics in your *Health Information Management* text, pages 910–919.
 - Pay particular attention to the AHIMA's Code of Ethics on page 916.
- Your own moral values and ethical principles.

In your discussion post, describe three specific instances in which the AHIMA Code of Ethics and your moral values and ethical principles align with your personal leadership and management philosophies.

Include at least one APA-formatted citation and accompanying reference to support the points you make in your post.

Response Guidelines

Read the posts of your peers and respond according to the response guidelines in Faculty Expectations, expanding on the concepts covered in the initial post and comparing your findings. The quantity and quality of your posts will determine the value of the group's learning experience. Provide a substantive and appropriate response.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[APA Style and Format](#)

[5 Practices of Exemplary Leadership](#)

Health Information Management: Concepts, Principles, and Practice

u09d1 - Learning Components

- Review management and leadership theories that apply to HIM.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.
- Recognize the impact of leadership on the business, others, and the leader.

Unit 10 >> Tying It All Together

Introduction

Health information documentation and management are integral to the delivery, continuity, and quality of health services for patient care. Recall that the World Health Organization (WHO) emphasizes the following:

A well-functioning health system working in harmony is built on having trained and motivated health workers, a well-maintained infrastructure, and a reliable supply of medicines and technologies, backed by adequate funding, strong health plans, and evidence-based policies. (n.d., para. 2)

In this final unit, you will have the opportunity to explore various HIM roles that interest you and enable you to make a contribution to the HIM profession.

What does the future hold for U.S. health systems and services such as HIM? One thing is for sure, and that is *change!* How will you function and respond to constant and rapid changes in U.S. health systems and services?

Best wishes as you continue your HIM studies and career.

Reference

World Health Organization. (n.d.). Health systems: Key expected results. Retrieved from <http://www.who.int/healthsystems/about/progress-challenges/en/>

Learning Activities

u10s1 - Studies

Readings

Now that we have reached the end of the course, let's reflect on where we started.

Use your *Health Information Management* text to complete the following:

- Review the Foreword, pages xxxiii–xxxiv.
- Review the Introduction, pages xxxvii–xxxix.
- Read Chapter 21, "Clinical Quality Management," pages 641–643.
- Read Chapter 29, "Strategic Thinking and Management," pages 946–949.

Use the Internet to read the following:

- American Health Information Management Association. (n.d.). [A new view of HIM: Introducing the core model \[Review draft\] \[PDF\]](http://library.ahima.org/PdfView?oid=105304). Retrieved from <http://library.ahima.org/PdfView?oid=105304>

Use the following resources to explore HIM-related professions or career paths you may wish to consider:

- American Health Information Management Association. (n.d.). [Career role self-assessments](http://www.ahima.org/careers/selfassessments). Retrieved from <http://www.ahima.org/careers/selfassessments>
 - This AHIMA resource identifies nearly 10 roles HIM professionals pursue. Example roles include revenue cycle manager, compliance specialist, and data integrity analyst. You will have the opportunity to assess how your background, experience, and skills compare to the core skills a position requires.
- American Health Information Management Association. (n.d.). [Career map](https://my.ahima.org/careermap). Retrieved from <https://my.ahima.org/careermap>
 - You viewed this AHIMA resource earlier in the course. At the end of the course, this interactive graphic can serve as a reminder of the wealth of positions available for you to pursue as a HIM

professional. The graphic also shows you what various HIM career paths might look like.

- American Health Information Management Association. (n.d.). [Health information 101](http://www.ahima.org/careers/healthinfo). Retrieved from <http://www.ahima.org/careers/healthinfo>
 - You also viewed this information earlier in the course. Data about the growth outlook for HIM occupations and salary averages is worth a second look. You will find this information on the "Why Choose Health Info?" tab.
 - You may also find valuable the perspectives of other HIM students across the country. On the "Real HIM Stories" tab, view the following videos:
 - Meet HIM Student Inessa Moss | [Transcript](#).
 - Meet Inpatient Coder Ashly Stone | [Transcript](#).
 - Meet HIM Consultant Amar Patel | [Transcript](#).
- Journal of AHIMA. (2013). [What is the future of the HIM workforce? \[Video\]](http://journal.ahima.org/2013/09/04/what-is-the-future-of-the-him-workforce/) | [Transcript](#). Retrieved from <http://journal.ahima.org/2013/09/04/what-is-the-future-of-the-him-workforce/>
 - You will hear experts describe what types of skills HIM professionals are going to need to have to add value in today and tomorrow's health care settings. Think flexibility, innovation, and strategic analytics.

u10s1 - Learning Components

- Define HIM roles.
- Describe HIM roles in the health care system.

u10d1 - Lessons and the AHIMA Core Model

After reviewing the *Health Information Management* text's foreword and introduction, reflect on lessons learned throughout the course. Chose two or three of the most important lessons you learned and write a post about why you chose them.

Also, explain how these lessons align with the AHIMA Core Model:

- *Health Information Management*, Introduction, page xxxviii.
- A New View of HIM: Introducing the Core Model [Review draft].

Support your post with evidence from resources beyond the assigned course materials. Consult the Health Care Administration Undergraduate Research Guide, linked in the Resources, for help in identifying scholarly and/or authoritative sources.

Include at least one APA-formatted citation and accompanying reference in your post.

Response Guidelines

Respond according to the response guidelines in Faculty Expectations by offering ideas to further develop the most important lessons in the post. Compare and contrast the post with your own.

Course Resources

Undergraduate Discussion Participation Scoring Guide

[A New View of HIM: Introducing the Core Model \[Review draft\].\[PDF\]](#)

[Health Care Administration Undergraduate Research Guide](#)

[APA Style and Format](#)

Health Information Management: Concepts, Principles, and Practice

u10d1 - Learning Components

- Describe HIM roles in the health care system.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

u10d2 - Careers

Review some of the entry- and mid-level careers on the AHIMA Career Map (linked in the Resources). Hover over various roles to see definitions and promotional and transitional career pathways. Click on the role to learn more specifics, such as responsibilities, skills required, and related jobs.

In your discussion post, describe a few HIM career roles you may be interested in pursuing or may consider for further research. Explain all of the following in your post:

- Why did you choose these career roles?
- What education and training do they require?
- How do these careers fit into the U.S. health care system?

Response Guidelines

Respond according to the response guidelines in Faculty Expectations to a posting that has given you new ideas for an HIM career role that you may wish to consider or are interested in pursuing. Explain what sparked your interest and comment on the career path you would follow to reach that role.

u10d2 - Learning Components

- Define HIM roles.
- Describe HIM roles in the health care system.
- Follow the principles of effective composition.
- Review APA formatting guidelines for citations and references.

Identify HIM's role in the Triple Aim. 30%	Does not identify HIM's role in the Triple Aim.	Identifies HIM's role in the Triple Aim, but with	Identifies HIM's role in the Triple Aim.	Explains HIM's role in the Triple Aim, including multiple
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