

Syllabus

Course Overview

The health care field is undergoing a major transition from traditional record keeping and data collection processes to more technologically advanced processes. New regulations, technological innovations, and an industry push to improve efficiency have put health informatics at the forefront of health care issues. Today's health care administrator must have a working knowledge of health information management (HIM) technologies and best practices to ensure effectiveness and efficiency.

A health care organization may have the best informatics systems available but still be ineffective if the end users do not have the leadership, tools, and training required to fulfill their duties. Often, health administrators are tasked with ensuring health informatics end users, such as billing specialists, admissions staff, and even clinical staff, have the tools, knowledge, and skills to utilize the technology effectively.

Along with ensuring adequacy of tools and training, health care administrators are often responsible for drafting or overseeing policy development related to use of HIM systems and creating understandable and effective workflow plans. Administrators must also ensure ongoing system support. It is vital to the efficiency of any HIM system that end users receive ongoing training and know where to go for support. Administrators must be skilled in promoting knowledge transfer and in leading change, as new technology continues to change the informatics landscape.

In this course, you will research current best practices in policy and workflow development for HIM systems, keeping end-user and patient privacy in mind at all times. The course provides an opportunity for you to research and discuss concepts in leadership, such as change management and knowledge transfer during training and system implementation. You will have the opportunity to simulate management situations in a virtual hospital system and develop solutions for hospital executives and staff. You will also analyze best practices in end-user support and training. Finally, you will determine how health care organizations can ensure efficiency and effectiveness throughout the life cycle of a HIM system.

To meet the demands of an evolving health care system and the changing needs of patients, Capella designed a virtual lab, Vila Health, to practice solving health care challenges. Through the Vila Health simulations in this course, you will quickly gain the interprofessional leadership skills and competencies that can make a positive impact on your career.

Discussion Requirements

The requirements for unit discussion posts and responses are provided in the School of Nursing and Health Sciences Faculty Expectations Message (FEM). Be sure to review these requirements, which apply to all discussions. Contact your faculty if you have questions.

When you incorporate another writer's ideas in your work (as a quotation, paraphrase, or summary) to support your position or substantiate a claim, be sure to give credit to that writer in a correctly formatted APA citation. Remember that an APA citation includes the in-text citation (the author's last name and the year of publication) and the full reference for the source.

APA Style Resources

Capella uses the current edition of the *Publication Manual of the American Psychological Association* (commonly referred to as the APA manual) as its style guide for scholarly writing. Using a single publication manual ensures a consistent style across degrees, programs, and schools, and APA style is well respected and widely used in scholarly works and academic publications.

For your program, Capella provides a selection of online resources designed to help you understand APA style and use it effectively. Please visit Capella's [APA Module](#) for more information.

Course Competencies

(Read Only)

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

- 1 Analyze workflow best practices related to health care technology.
- 2 Employ organizational change management techniques in support of health information system implementation, go-live support, and optimization.
- 3 Develop privacy and security requirements and components of policies and procedures for health information system use to ensure confidentiality, integrity, and availability of organizational and patient information.

- 4 Develop system and personnel downtime procedures that minimize organizational risk and maintain uninterrupted patient safety and clinical operations.
- 5 Design a training plan that ensures knowledge transfer through end-user resources and training on current health care technology.
- 6 Communicate effectively with diverse audiences, in an appropriate form and style, consistent with applicable organizational, professional, and scholarly standards.

Course Prerequisites

Prerequisite: MHA5062.

Syllabus >> Course Materials

Required

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

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.

- Al-Sharhan, S., Omran, E., & Lari, K. (2019). [An integrated holistic model for an eHealth system: A national implementation approach and a new cloud-based security model](#). *International Journal of Information Management*, 47, 121–130.
- Alanazi, A., & Anazi, Y. A. (2019). [The challenges in personal health record adoption](#). *Journal of Healthcare Management*, 64(2), 104–109.
- Aldosari, B. (2017). [Causes of EHR projects stalling or failing: A study of EHR projects in Saudi Arabia](#). *Computers in Biology and Medicine*, 91, 372–381.
- Allen, B. (2016). [Effective design, implementation and management of change in healthcare](#). *Nursing Standard*, 31(3), 58–71.
- Anjum, A., Malik, S. R., Choo, K-K. R., Khan, A., Haroon, A., Khan, S., . . . Raza, B. (2018). [An efficient privacy mechanism for electronic health records](#). *Computers & Security*, 72, 196–211. doi:<https://doi-org.library.capella.edu/10.1016/j.cose.2017.09.014>
- Assis-Hassid, S., Grosz, B. J., Zimlichman, E., Rozenblum, R., & Bates, D. W. (2019). [Assessing EHR use during hospital morning rounds: A multi-faceted study](#). *PLOS One*, 14(2).

- Bai, T., Chanda, A. K., Egleston, B. L., & Vucetic, S. (2018). [EHR phenotyping via jointly embedding medical concepts and words into a unified vector space \[PDF\]](#). *BMC Medical Informatics and Decision Making*, 18(Suppl 4), 123–144.
- Bazzoli, F. (2019, October 17). [EHR modifications, data analysis become tools to fight doc burnout](#). *Health Data Management (Online)*.
- Butler, B. (2019). [Health information technology: Advancing care within corrections, improving care within the community](#). *Journal of Health and Human Services Administration*, 41(4), 85–116.
- Castillo, V. H., Martínez-García, A. I., Soriano-Equigua, L., Maciel-Mendoza, F. M., Álvarez-Flores, J. L., & Juárez-Ramírez, R. (2018, March). [An interaction framework for supporting the adoption of EHRs by physicians \[PDF\]](#). *Universal Access in the Information Society*, 1–14.
- [CMS adds new modifiers, expands telehealth policies for 2019 in physician rule \[PDF\]](#). (2018). *Briefings on APCs*, 19(12), 7–9.
- Coffey, P. S., Postal, S., Houston, S. M., & McKeeby, J. W. (2016). [Lessons learned from an electronic health record downtime](#). *Perspectives in Health Information Management*, 1–7.
- Curtin, L. (2019). [What you need to know about MIPS](#). *American Nurse Today*, 14(3), 48.
- Davis, K., Perry-Moseanko, A., Tadlock, M. D., Henry, N., & Pamplin, J. (2017). [Successful implementation of low-cost tele-critical care solution by the U.S. Navy: Initial experience and recommendations](#). *Military Medicine*, 182(5/6), E1702–E1707.
- Deokar, A. V., & Sarnikar, S. (2016). [Understanding process change management in electronic health record implementations \[PDF\]](#). *Information Systems and e-Business Management*, 14(4), 733–766.
- [EHR implementation carries financial risk-but hospitals generally recover, Moody's says](#). (2017, August 10). *American Health Line. First Look*.
- Findikoglu, M., & Watson-Manheim, M. B. (2016). [Linking macro-level goals to micro-level routines: EHR-enabled transformation of primary care services \[PDF\]](#). *Journal of Information Technology*, 31(4), 382–400.
- Fiorini, R. A., & Masic, I. (2017). [Managing information in health informatics \[PDF\]](#). *Acta Informatica Medica*, 25(3), 191–194.
- Fleischer, R., Hollier, L. H., Jr, & Volk, A. (2019). [How one hospital improved patient access, specialty referrals and completed-appointment rates](#). *Healthcare Financial Management*, 73(7), 36–41.
- Gomillion, D. L. (2017). [ComprehensiveCare and the failed implementation of an electronic health records system](#). *Journal of Information Systems Education*, 28(2), 71–81.
- Griffin, K. (2019). [How to balance EHR productivity requirements with training: For electronic health records to better deliver care improvements, users need a metrics-based approach for ongoing training](#). *Health Data Management (Online)*.
- Henderson, J. (2017). [Research in health information management: An expanding field of enquiry](#). *Health Information Management Journal*, 46(3), 103–104.

- Hogle, L. F. (2019). [Accounting for accountable care: Value-based population health management](#). *Social Studies of Science*, 49(4), 556–582.
- Hossain, A., Quaresma, R., & Rahman, H. (2019). [Investigating factors influencing the physicians' adoption of electronic health record \(EHR\) in healthcare system of Bangladesh: An empirical study](#). *International Journal of Information Management*, 44, 76–87.
- Liou, J. J. H., Lu, M., Hu, S., Cheng, C., & Chuang, Y. (2017). [A hybrid MCDM model for improving the electronic health record to better serve client needs \[PDF\]](#). *Sustainability*, 9(10), 1–13.
- Oral, B., Cullen, R. M., Diaz, D. L., Hod, E. A., & Kratz, A. (2015). [Downtime procedures for the 21st century: Using a fully integrated health record for uninterrupted electronic reporting of laboratory results during laboratory information system downtimes](#). *American Journal of Clinical Pathology*, 143(1), 100–104.
- Patel, M. R., Smith, A., Leo, H., Hao, W., & Zheng, K. (2019). [Improving patient-provider communication and therapeutic practice through better integration of electronic health records in the exam room: A pilot study](#). *Health Education & Behavior*, 46(3), 484–493.
- Patterson, E. S., Anders, S., & Moffatt-Bruce, S. (2017). [Clustering and prioritizing patient safety issues during EHR implementation and upgrades in hospital settings](#). *Proceedings of the International Symposium of Human Factors and Ergonomics in Healthcare*, 6(1), 125–131.
- Reicher, J. J., & Reicher, M. A. (2016). [Implementation of certified EHR, patient portal, and "direct" messaging technology in a radiology environment enhances communication of radiology results to both referring physicians and patients \[PDF\]](#). *Journal of Digital Imaging*, 29(3), 337–340.
- Schuler, M., Berkebile, J., & Vallozzi, A. (2016). [Optimizing revenue cycle performance before, during, and after an EHR implementation](#). *Healthcare Financial Management*, 70(6), 76–80.
- Scott, I. A., Sullivan, C., & Staib, A. (2019). [Going digital: A checklist in preparing for hospital-wide electronic medical record implementation and digital transformation](#). *Australian Health Review*, 43(3), 302–313.
- Shenoy, A., & Appel, J. M. (2017). [Safeguarding confidentiality in electronic health records](#). *Cambridge Quarterly of Healthcare Ethics*, 26(2), 337–341.
- Stulpin, C. (2019). [EHRs: Causing burnout with the click of a button](#). *Infectious Disease News*, 32(2), 1, 4.
- Tovino, S. A. (2019). [A timely right to privacy](#). *Iowa Law Review*, 104(3), 1361–1420.
- Varela, L. O., Wiebe, N., Niven, D. J., Ronksley, P. E., Iragorri, N., Robertson, H. L., & Quan, H. (2019). [Evaluation of interventions to improve electronic health record documentation within the inpatient setting: A protocol for a systematic review \[PDF\]](#). *Systematic Reviews*, 8(1), 54–56.
- Vinansky, M., & West, D. (2019). [Physician reimbursement under MACRA: Maximizing the Merit-Based Incentive Payment System](#). *Journal of Medical Practice Management: MPM*, 34(4), 205–208.

- Wang, G., Lu, R., Huang, C., & Guan, Y. L. (2019). [An efficient and privacy-preserving pre-clinical guide scheme for mobile eHealthcare](#). *Journal of Information Security and Applications*, 46, 271–280.
- Yaraghi, N. (2017, September 19). [To foster health information exchange, revise HIPAA and HITECH \[Blog post\]](#). *TechTank*.

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.

- Centers for Medicare and Medicaid Services. (n.d.). [Quality Payment Program: MIPS overview](#). Retrieved from <https://qpp.cms.gov/mips/overview>
- DeSalvo, K. B. (2014, April 16). [A robust health data infrastructure \[Blog post\]](#). Retrieved from <https://www.healthit.gov/buzz-blog/from-the-onc-desk/robust-health-data-infrastructure/>
- Dobrow, M. J., Bytautas, J. P., Tharmalingam, S., & Hagens, S. (2019). [Interoperable electronic health records and health information exchanges: Systematic review](#). *JMIR Medical Informatics*, 7(2), e12607. Retrieved from <https://medinform.jmir.org/2019/2/e12607>
- Duncan, B. J., Zheng, L., Furniss, S. K., Solomon, A. J., Doebebling, B. N., Grando, G., . . . Kaufman, D. R. (2018). [In search of vital signs: A comparative study of EHR documentation](#). *AMIA Annual Symposium Proceedings*, 2018, 1233–1242. Retrieved from <https://www.ncbi.nlm.nih.gov.library.capella.edu/pmc/articles/PMC6371263/>
- Escudié, J.-P., Rance, B., Malamut, G., Khater, S., Burgun, A., Cellier, C., & Jannot, A.-S. (2017). [A novel data-driven workflow combining literature and electronic health records to estimate comorbidities burden for a specific disease: A case study on autoimmune comorbidities in patients with celiac disease](#). *BMC Medical Informatics and Decision Making*, 17, 1–10. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5622531/>
- HealthIT.gov. (n.d.). [Privacy & security](#). Retrieved from <https://www.healthit.gov/playbook/privacy-and-security/>
- HealthIT.gov. (n.d.). [What is workflow redesign? Why is it important?](#) Retrieved from <https://www.healthit.gov/faq/what-workflow-redesign-why-it-important>
- HIMSS. (n.d.). [Resource center](#). Retrieved from <https://www.himss.org/library/quality-payment-program-macra-resource-center>
- Pratt, M. K. (2017, September 15). [Plan now for the inevitability of an EHR outage](#). Retrieved from <https://www.medicaleconomics.com/medical-economics-blog/plan-now-inevitability-ehr-outage>

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.

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.

- U.S. Department of Education. (n.d.). [Family Educational Rights and Privacy Act \(FERPA\)](https://www.ed.gov/family-educational-rights-and-privacy-act-ferpa).
<https://www.ed.gov/>
- U.S. Department of Health & Human Services. (n.d.). [Summary of the HIPAA privacy rule](https://www.hhs.gov/summary-of-the-hipaa-privacy-rule).
<https://www.hhs.gov/>

Unit 1 >> Best Practices in HIM System Workflow Design and Implementation

Introduction

Health care managers not only need a strong understanding of health informatics, they require the skills and knowledge to manage related workflow. The end users of HIM systems, such as electronic health records (EHRs), billing systems, and others, must use these systems efficiently and effectively. A health care organization can have the best systems in place, but without a proper workflow plan, use of these systems may be suboptimal.

In this unit, you and your colleagues will discuss best practices in HIM system workflow design and implementation. You will analyze the different health information functions in various health care settings and be tasked with researching best practices for creating efficient workflow systems within these settings.

Learning Activities

u01s1 - Studies

Readings

Read the following articles on workflow design, implementation, and best practices, which will help you with the discussions in this unit and your first assignment in Unit 3.

From the Capella University Library:

- Fiorini, R. A., & Masic, I. (2017). [Managing information in health informatics \[PDF\]](#). *Acta Informatica Medica*, 25(3), 191–194.
- Gomillion, D. L. (2017). [ComprehensiveCare and the failed implementation of an electronic health records system](#). *Journal of Information Systems Education*, 28(2), 71–81.
- Henderson, J. (2017). [Research in health information management: An expanding field of enquiry](#). *Health Information Management Journal*, 46(3), 103–104.

From the Internet:

- Centers for Medicare and Medicaid Services. (n.d.). [Quality Payment Program: MIPS overview](#). Retrieved from <https://qpp.cms.gov/mips/overview>

Campus Resources

Take advantage of the following resources to improve your writing skills and to answer your writing questions:

Scholarly Writing and APA Style

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

If you are a certificate learner, or if you are an MHA learner who would like to perfect your APA citation style, you may benefit from Capella's APA citation instructional media. Explore them now, at the beginning of the course, to better understand how to cite different types of sources in your upcoming discussion posts and assignments.

- [APA Citation: Citing a Journal Article](#).
 - Use this media to learn and practice the rules for correctly citing journal articles.
- [APA Citation: Citing a Book](#).

- Use this media to learn and practice the rules for correctly citing books.
- [APA Citation: Citing a Web Site.](#)
 - Use this media to learn and practice the rules for correctly citing websites.

Capella Library Research

Use the following Capella library resources to help with your research:

- [MHA Program Library Research Guide.](#)
- [Library Research and Information Literacy Skills.](#)

For Certificate Learners Only

If this is your first course at Capella, you recently completed the University Orientation Seminar (UOS), during which you acquired the skills you will need to successfully navigate and participate in a Capella course. Remember that you can return to your UOS courseroom to review specific skills and information. In addition, you may wish to revisit the Orientation Toolkit and make use of the resources there.

- [Orientation Toolkit.](#)

u01s2 - Your Online ePortfolio

Online ePortfolios serve two key purposes: 1) to support learning and reflection, and 2) to be used as a showcase tool. Your learning journey can be documented, and ePortfolios contribute to lifelong learning and growth through reflection and sharing. Online ePortfolios can also be shared with employers and peers to present artifacts that demonstrate your accomplishments at Capella.

Using ePortfolio to Prepare for Your Capstone

Your program may culminate in a capstone course. At that time, you may be required to show evidence of your learning throughout the program by referring to multiple assessments that you have created. You will be telling a story about your learning throughout the program using artifacts you have collected during many of these courses.

Using ePortfolio to Build Your Career

As you are preparing to tell your story in the professional world, leverage your ePortfolio artifacts to demonstrate the knowledge and competencies you have gained through your program in professional conversations, performance reviews, and interviews.

To do that, reflect on the knowledge and skills you have gained from your courses and the elements you have put in your portfolio, along with how you have already applied these things to your professional life or how you might apply them in the future.

Next, create your story or talking points to tell your professional story.

Saving Your Documents to ePortfolio

You will need a place to store your documents in an organized fashion so that you can access them at a later date. Do not rely on the courseroom to store your assignments for you as you will lose access to the courseroom after you have completed the course. Capella uses a cloud-based portfolio platform to facilitate your organization of the artifacts you create throughout your program.

To make an online portfolio useful, it is essential that it is organized clearly and that important files of any format are accessible. Read the [Online ePortfolio Guidelines \[PDF\]](#) to ensure you set up your online portfolio correctly. For more information on [ePortfolio](#), visit the Campus ePortfolio page.

Privacy Statement

Capella complies with privacy laws designed to protect the privacy of personal information. While you may voluntarily share your own information publicly, you are obligated to protect the personal information of others that may be associated with your academic or professional development. Before sharing information and material in any ePortfolio that is set up to be shared externally to your program at Capella, please consider privacy obligations in relation to protected populations who may be included or referenced in your academic or clinical work. Refer to the [Family Educational Rights and Privacy Act \(FERPA\)](#) and/or the [Health Insurance Portability and Accountability Act \(HIPAA\)](#) if you have specific questions or concerns about your choices.

u01d1 - Workflow and HIM Technology

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

A successful health information manager must be able to understand and manage workflow as it relates to HIM technology tasks and projects within the organization.

In this discussion, start by sharing your experience with health care technology, then define and discuss the concept of workflow as it relates to that technology. Feel free to share work experiences in your specific health care setting.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

u01d2 - Unique Workflow Settings

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

It is crucial for the various departments in a health care organization to communicate effectively and support each other. The typical health care setting often comprises a wide range of departments with diverse—and vital—roles within the organization.

Research two typical health care departments in a setting of your choice, then discuss some of the unique workflow functions related to HIM technology.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 2 >> Strategic Workflow Planning

Introduction

Today's typical health care setting is very complex. Adding to the complexity is the ever-changing and improving technology. While health care technology, especially HIM systems, can greatly improve communication and care delivery, it can also pose problems for health care managers. Managers are often tasked with ensuring end users can use these systems properly and must ensure that the investment in such systems improves organizational efficiency.

In this unit, you and your colleagues will discuss workflow documentation best practices. In addition, you will prepare for the upcoming assignment in Unit 3 by completing two Vila Health simulations addressing strategic workflow planning and best practices for implementing associated policies and procedures.

Learning Activities

u02s1 - Studies

Readings

Read the following articles on workflow documentation and workflow redesign, which will help you with the discussion in this unit and the upcoming assignment in Unit 3.

From the Capella library:

- Butler, B. (2019). [Health information technology: Advancing care within corrections, improving care within the community](#). *Journal of Health and Human Services Administration*, 41(4), 85–116.
- Varela, L. O., Wiebe, N., Niven, D. J., Ronksley, P. E., Iragorri, N., Robertson, H. L., & Quan, H. (2019). [Evaluation of interventions to improve electronic health record documentation within the inpatient setting: A protocol for a systematic review \[PDF\]](#). *Systematic Reviews*, 8(1), 54–56.

From the Internet:

- Duncan, B. J., Zheng, L., Furniss, S. K., Solomon, A. J., Doebbeling, B. N., Grando, G., . . . Kaufman, D. R. (2018). [In search of vital signs: A comparative study of EHR documentation](#). *AMIA Annual Symposium Proceedings*, 2018, 1233–1242. Retrieved from <https://www-ncbi-nlm-nih-gov.library.capella.edu/pmc/articles/PMC6371263/>
- HealthIT.gov. (n.d.). [What is workflow redesign? Why is it important?](#) Retrieved from <https://www.healthit.gov/faq/what-workflow-redesign-why-it-important>
 - Use this web resource to better understand health information technology (HIT) workflow. There are several templates on the website that demonstrates workflow design. You may use these templates for a better understanding and visualization of HIT workflow design.

Campus Resources

Scholarly Writing and APA Style

Refer to the following Capella resources to improve your writing skills:

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Take advantage of the following Capella library resources to help with your research.

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u02s2 - Vila Health Challenge Preparation

Vila Health is a virtual environment that simulates a real-world health care system. In the various Vila Health scenarios, you will apply professional strategies, practice skills, and build competencies that you can apply to your coursework and in your career.

During this unit, complete the Vila Health: Strategic Workflow Plan and Vila Health: Policy and Procedure challenges. You will use the information you gather in these scenarios to complete upcoming coursework.

In your Unit 3 assignment, you will develop a strategic workflow plan for ensuring that workflow analysis is carried out and updated when necessary. You will then develop a presentation of your plan for hospital administrators.

- Click [**Vila Health: Strategic Workflow Plan**](#) to complete this multimedia challenge.
 - In this simulation, you will assume the role of a midlevel administrator at Valley City Regional Hospital, a small rural hospital recently acquired by Vila Health. As a member of a working group focusing on process redesign associated with migrating from Valley City Regional Hospital's current EHR to the one being used by Vila Health, your job is to help establish procedures for workflow analysis, dissemination, and updates when the system changes.
- Click [**Vila Health: Policy and Procedure**](#) to complete this multimedia challenge.
 - In this simulation, you will continue in the role of a midlevel administrator at Valley City Regional Hospital. You have a meeting with the workflow analysis working group who will conduct a series of roundtable discussions to address best practices for implementing sound internal policies and procedures related to workflow associated with changes in HIM technology.

In addition to the information gathered from the simulations, you will use information from the readings and your own research into workflow planning to complete the assignment.

As you work through these Vila Health simulations, consider the following questions:

- How will the current health care technology infrastructure at Valley City Regional Hospital and any plans for upgrading the system affect workflow and process analysis?
- How should key processes and workflows be identified?
- Who should be responsible for various aspects of the plan?
- What hospital—and organizational—policies and procedures might be needed to help department heads analyze and manage workflow?

- What expectations, standards, best practices, and state and federal guidelines for HIT should be in place, with regard to workflow?

Note: Remember that you can submit all, or a portion of, your draft presentation to [Smarthinking](#) for feedback before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Refer to the following Campus resources to help you prepare your assignment:

- [APA Module](#).
- [Capella University Library](#).
- [MHA Program Library Research Guide](#).

u02d1 - Documentation and Workflow

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

To ensure that workflow affects the operations of an organization positively, managers and administrators must employ proper documentation.

Using the readings and your own research, discuss at least two best practices for implementing and employing workflow documentation in a typical health care setting.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your responses:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Unit 3 >> Best Practices for Implementing Internal Policies and Procedures

Introduction

An understanding of workflow and ability to implement an effective strategy are just two of the many important requirements of health care managers. Along with workflow implementation, and given the complexity of most HIM systems, managers must be able to create and implement effective internal policies and procedures that end users can understand and follow.

In this unit, you will research best practices for implementing sound internal policies and procedures related to HIM systems and discuss these practices with your colleagues. You will also develop a strategic workflow plan based on your own research and the information from the Vila Health simulations you completed in Unit 2.

Learning Activities

u03s1 - Studies

Readings

Read the following articles addressing HIM workflow practices, which will help you with the assignment and discussion in this unit.

From the Capella library:

- Hogle, L. F. (2019). [Accounting for accountable care: Value-based population health management](#). *Social Studies of Science*, 49(4), 556–582.
- Hossain, A., Quaresma, R., & Rahman, H. (2019). [Investigating factors influencing the physicians' adoption of electronic health record \(EHR\) in healthcare system of Bangladesh: An empirical study](#). *International Journal of Information Management*, 44, 76–87.

From the Internet:

- DeSalvo, K. B. (2014, April 16). [A robust health data infrastructure \[Blog post\]](#). Retrieved from <https://www.healthit.gov/buzz-blog/from-the-onc-desk/robust-health-data-infrastructure/>
- Dobrow, M. J., Bytautas, J. P., Tharmalingam, S., & Hagens, S. (2019). [Interoperable electronic health records and health information exchanges: Systematic review](#). *JMIR Medical Informatics*, 7(2), e12607. Retrieved from <https://medinform.jmir.org/2019/2/e12607>
- Escudié, J.-P., Rance, B., Malamut, G., Khater, S., Burgun, A., Cellier, C., & Jannot, A.-S. (2017). [A novel data-driven workflow combining literature and electronic health records to estimate comorbidities burden for a specific disease: A case study on autoimmune comorbidities in patients with celiac disease](#). *BMC Medical Informatics and Decision Making*, 17, 1–10. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5622531/>

Presentation Design Tips

If you need help designing your presentation, you are encouraged to review the presentation resources listed below. These resources will help you to design an effective presentation, whether you choose to use PowerPoint or other software. You are also encouraged to review the following tips for designing presentation slides that work to your advantage:

- Use a professional presentation template, or one used in your organization.
- Ensure that your slide background provides sufficient visual contrast for your text and graphics; if your background is dark, use light-colored type, and vice versa.
- Use no more than two typefaces (such as Times New Roman and Arial) in a single presentation, and strive for clarity and ease of read.
- Consider your intended audience and how best to communicate with them.
- Focus on the content of your presentation and the development of your key points. Remember that your purpose is to garner support for your plan.
- Create slides that *support* your presentation; they should not *be* your presentation.
- Use images and graphics when the visual representation of information facilitates understanding or reinforces key points.
 - Avoid using images that are simply decorative and do not contribute to your message.
- Avoid using flashy slide transitions and animations. Keep your slide transitions consistent throughout the presentation.
- Proofread your slides to minimize errors that could distract the audience and make it more difficult to focus on the substance of your presentation.

Presentation Resources

The following resources will help you create more effective presentation slides.

- [Microsoft Office Software](#).
 - This site includes tip sheets and tutorials for Microsoft PowerPoint.
- [Capella University Library: PowerPoint Presentations](#).
 - This library guide provides links to PowerPoint and other presentation software resources.

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and find answers to your writing questions:

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Take advantage of the following Capella library resources to help with your research:

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u03a1 - Strategic Workflow Plan

Professional Context

Health care organizations are integrating HIM systems into every aspect of their daily operations. Consequently, understanding and managing workflows from a strategic perspective is a crucial skill set for nurse leaders and managers.

This assignment provides an opportunity for you to apply your understanding of best practices in HIM system workflow design and implementation.

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

- Competency 1: Analyze workflow best practices related to health care technology.
 - Describe an organization's current HIM technology infrastructure and common best practices for maintaining workflow.
 - Describe HIM workflow and how those processes are identified in a typical health care setting.
 - Analyze the duties and responsibilities of the key personnel responsible for HIM workflow.
 - Analyze state and federal guidelines that influence workflow.
 - Explain how an organization's leadership will evaluate the effectiveness of workflow strategies.
- Competency 3: Develop privacy and security requirements and components of policies and procedures for health information system use to ensure confidentiality, integrity, and availability of organizational and patient information.
 - Analyze common workflow standards supported by published best practices.
- Competency 6: Communicate effectively with diverse audiences, in an appropriate form and style, consistent with applicable organizational, professional, and scholarly standards.
 - Develop presentation slides that communicate key elements of the plan to executive leaders.

Instructions

If you have not already done so, complete both the Vila Health: Strategic Workflow Plan and Vila Health: Policy and Procedure simulations. You will use the information you gather from both simulations, as well as the readings and your own research to complete this assignment. In addition, note the requirements below for presentation format and length and for citing supporting evidence.

Develop a presentation deck that describes a strategic workflow plan for updating workflow as the hospital changes and implements new technology and processes. Your presentation audience is the executive leadership team. **Note:** You are *not* required to record or deliver this presentation.

The requirements for your presentation, outlined below, correspond to the grading criteria in the scoring guide. Be sure that you address each criterion at minimum. Read the Strategic Workflow Plan Scoring Guide to better understand how each criterion will be assessed.

- Describe Valley City Regional Hospital's current HIM technology infrastructure and common best practices for maintaining workflow. (1–2 slides.)
- Describe HIM workflow and how those processes are identified in a typical health care setting. (4–7 slides.)
 - Consider common end-user functions, data entry, and privacy and security best practices.
- Analyze the duties and responsibilities of the key personnel responsible for HIM workflow. (2–3 slides.)

- What credible sources support your analysis?
- Analyze common workflow standards supported by published best practices. (2–3 slides.)
 - What credible sources support your analysis?
- Analyze state and federal guidelines that influence workflow. (3–4 slides.)
 - Be sure to include meaningful use guidelines.
- Explain how Valley City Regional Hospital's leaders will evaluate the effectiveness of the workflow strategies. (1–2 slides.)
 - What are the applicable evaluation criteria?
- Develop presentation slides that communicate key elements of the plan to executive leaders.
 - Apply the principles of effective slide design.
 - Express your key points clearly and coherently, and support your assertions and conclusions with credible evidence.
 - Apply APA formatting to citations and references.
 - Proofread your slides to minimize errors that could distract the audience and make it more difficult for them to focus on the substance of your presentation.

Presentation Format and Length

Remember, you may use Microsoft PowerPoint or other suitable presentation software to create your slides. If you decide to use an application other than PowerPoint, check with your instructor to avoid potential file compatibility issues.

- Organize your slide deck as follows:
 - Title slide.
 - Content slides.
 - References slide (at the end of your presentation).
- Ensure that your slide deck consists of 15–20 slides of content plus title and references slides.
 - Present content on your slides in 1–2 short bullet points.
 - Highlight key concepts.
 - You do not need to add presenter's notes.
 - Provide explanations and citations for all graphics.
 - Avoid using only pictures and graphics to communicate your plan.

Supporting Evidence

Cite at least four current (within the past five years), scholarly sources to support your presentation.

Portfolio Prompt: You may choose to save your strategic workflow plan to your ePortfolio.

Course Resources

[APA Module](#)

[Capella University Library](#)

[Capella University Library: PowerPoint Presentations](#)

[ePortfolio](#)

[Microsoft Office Software](#)

[Online ePortfolio Guidelines \[PDF\]](#)

Vila Health: Policy and Procedure

Vila Health: Strategic Workflow Plan

u03d1 - Internal Policies and Procedure

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

Consider some of the common departmental policies and procedures in a typical health care setting, such as privacy policies, billing procedures, or clinical practice procedures.

Thinking about your current organization or a setting of interest to you, discuss how HIM technology workflow concepts can be incorporated into key internal policies and procedures for this setting.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your responses:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.

- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 4 >> Communication and Change Management

Introduction

Health care organizations have undergone many important changes in recent years. Health care reform and changing policies such as HIPAA, HITECH, and the Merit-Based Incentive Payment System (MIPS) are forcing organizations to rethink their management approaches. Today's health care administrators must add change leadership and management to their repertoire of leadership skills to ensure that health care staff can adapt to change and move in new directions quickly. New and upgraded HIM systems require staff to change the way they communicate, collect data, and record patient information. New technology is also improving the billing systems of health care organizations. However, such technology changes are also causing organizations to scramble to keep up with new requirements. Administrators must have the skills to bring about change quickly and effectively.

To be effective, health care organizations must have effective communications between departments and systems. Health care leaders must be aware of the challenges posed by new technologies and new requirements for implementing EHRs.

In this unit, you will research and discuss with your colleagues the challenges and solutions associated with implementing new technologies and HIM systems, as well as effective strategies and best practices for creating an effective communication plan. In addition, you will prepare for the upcoming assignment in Unit 5 by completing a Vila Health simulation in which you will interview hospital staff to gather information needed to create a comprehensive support plan for both go-live and ongoing support for a major upgrade of the hospital's EHR and other HIM systems.

Learning Activities

u04s1 - Studies

Readings

Read the following Capella library articles on change leadership and communications, which will help you with the discussions in this unit and the upcoming assignment in Unit 5.

- Allen, B. (2016). [Effective design, implementation and management of change in healthcare](#). *Nursing Standard*, 31(3), 58–71.
- Assis-Hassid, S., Grosz, B. J., Zimlichman, E., Rozenblum, R., & Bates, D. W. (2019). [Assessing EHR use during hospital morning rounds: A multi-faceted study](#). *PLOS One*, 14(2).
- Patel, M. R., Smith, A., Leo, H., Hao, W., & Zheng, K. (2019). [Improving patient-provider communication and therapeutic practice through better integration of electronic health records in the exam room: A pilot study](#). *Health Education & Behavior*, 46(3), 484–493.
- Reicher, J. J., & Reicher, M. A. (2016). [Implementation of certified EHR, patient portal, and "direct" messaging technology in a radiology environment enhances communication of radiology results to both referring physicians and patients \[PDF\]](#). *Journal of Digital Imaging*, 29(3), 337–340.

Vila Health

- Click [Vila Health: HIM Technology Support Plan](#) to view the simulation.
 - You will use information gained from interviewing hospital staff to outline a comprehensive support plan for both go-live and ongoing support for your upcoming assignment.

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and for answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Use the following Capella library guides to help with your research:

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u04s2 - Assignment Preparation

For your Unit 5 assignment, you will write an executive summary that outlines a comprehensive support plan for go-live and ongoing support for a major upgrade of a hospital's EHR and other health information systems.

If you have not done so, complete the Vila Health: HIM Technology Support Plan simulation, in which you will assume the role of health information manager. Your task is to interview hospital staff to gather information needed to create a comprehensive plan for go-live and ongoing support for a major upgrade of the hospital's EHR and other HIM systems.

- Click [Vila Health: HIM Technology Support Plan](#) to view the simulation.

In addition to the information you gather from the simulation, you will use information from the readings and your own research into current system implementation and support best practices to complete the assignment.

As you work through the Vila Health simulation, consider the following questions:

- Where, and to whom, can you go to get a specific HIM technology problem or issue resolved?
- What are the best practices for helping clinical staff overcome technical issues?
- How can you raise end users' awareness of HIM support resources in health care organizations?
- How can you improve HIM system efficiency through better training and communication with clinical staff and end users?

Note: Remember that you can submit all, or a portion of, your draft document to [Smarthinking](#) for feedback before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

u04d1 - Maximizing Engagement With HIM Systems

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

Implementing HIM systems can be challenging for managers because staff members are not always open to change. However, the complexity of HIM systems requires training and ongoing support. The end users of HIM systems must buy into the change and be competent in system user functionality.

Discuss 2–3 specific challenges you foresee that managers may face in getting end users to accept and engage fully with new or upgraded HIM systems and comply with current regulations.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach, based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

u04d2 - Creating Effective Communication Plans

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

As new HIM technology is implemented in an organization, an effective manager must be able to lead change and employ best practices in change management to ensure that staff members are willing to support and comply with the changes.

Discuss effective communication strategies and best practices for creating an effective communication plan. Be sure to include communication issues directly related to health informatics challenges.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 5 >> End Users of HIM Systems

Introduction

Health care organizations are complex and often very demanding working environments. Many end users of HIM systems are clinical or administrative staff who have other important job functions in the organization. Health care managers must ensure that HIM systems enhance workers' abilities to perform their jobs and that HIM systems are evaluated constantly with the necessary evaluation tools and support.

In this unit, you and your colleagues will consider the process and best practices for evaluating HIM systems. You will also outline a comprehensive plan for go-live and ongoing support for a major upgrade of a hospital's EHR and other HIM systems, based on your own research and the information from the Vila Health simulation you completed in Unit 4.

Learning Activities

u05s1 - Studies

Readings

Use the Capella library to read the following articles examining HIM system implementation, downtime, and change management, which will help you with the discussion and assignment in this unit.

- Aldosari, B. (2017). [Causes of EHR projects stalling or failing: A study of EHR projects in Saudi Arabia](#). *Computers in Biology and Medicine*, 91, 372–381.
- Castillo, V. H., Martinez-Garcia, A. I., Soriano-Equigua, L., Maciel-Mendoza, F. M., Álvarez-Flores, J. L., & Juárez-Ramírez, R. (2018, March). [An interaction framework for supporting the adoption of EHRs by physicians \[PDF\]](#). *Universal Access in the Information Society*, 1–14.
- Coffey, P. S., Postal, S., Houston, S. M., & McKeeby, J. W. (2016). [Lessons learned from an electronic health record downtime](#). *Perspectives in Health Information Management*, 1–7.
- Deokar, A. V., & Sarnikar, S. (2016). [Understanding process change management in electronic health record implementations \[PDF\]](#). *Information Systems and e-Business Management*, 14(4), 733–766.
- Oral, B., Cullen, R. M., Diaz, D. L., Hod, E. A., & Kratz, A. (2015). [Downtime procedures for the 21st century: Using a fully integrated health record for uninterrupted electronic reporting of laboratory results during laboratory information system downtimes](#). *American Journal of Clinical Pathology*, 143(1), 100–104.

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and find answers to writing-related questions:

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Use the following Capella library resources to help with your research:

- [MHA Program Library Research Guide](#).

- [Library Research and Information Literacy Skills](#).

u05a1 - HIM Technology Support Plan

Professional Context

In today's complex and demanding health care workplaces, effective end-user support systems must be in place to ensure that HIM systems enhance job performance and do not hamper the functions of key personnel.

This assignment provides an opportunity for you to apply your knowledge of end-user support best practices in outlining a comprehensive plan for both go-live and ongoing support for a major upgrade of EHR and other HIM systems.

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

- Competency 1: Analyze workflow best practices related to health care technology.
 - Identify HIM technology workflow support needs in an organization.
- Competency 2: Employ organizational change management techniques in support of health information system implementation, go-live support, and optimization.
 - Describe the concept of go-live for HIM systems.
 - Recommend organizational change management techniques for supporting the implementation of new HIM technology or upgrades.
- Competency 4: Develop system and personnel downtime procedures that minimize organizational risk and maintain uninterrupted patient safety and clinical operations.
 - Develop procedures that address HIM system downtime.
 - Explain how downtime procedures minimize organizational risk and maintain uninterrupted patient safety and clinical operations.
 - Recommend a best-practice approach to designing a comprehensive, ongoing HIM technology support plan.
- Competency 6: Communicate effectively with diverse audiences, in an appropriate form and style, consistent with applicable organizational, professional, and scholarly standards.
 - Write clearly and concisely in a logically coherent and appropriate form and style.

Instructions

Complete the Vila Health: HIM Technology Support Plan simulation before beginning work on the assignment. You will use the information from this exercise, as well as information from the readings and your own research to complete your assignment. In addition, note the requirements below for document format and length and for citing supporting evidence.

Use the template linked in the resources to write an executive summary that outlines a comprehensive plan for go-live and ongoing support for a major upgrade of a hospital's EHR and other HIM systems.

The requirements for your executive summary, outlined below, correspond to the grading criteria in the scoring guide. Be sure that you address each criterion at a minimum. Read the HIM Technology Support Plan Scoring Guide to better understand how each criterion will be assessed.

- Describe the concept of *go-live* for HIM technology.
- Identify the HIM technology workflow support needs at Vila Health.
- Recommend organizational change management techniques for supporting the implementation of new health HIM systems or upgrades.
 - What evidence do you have to support your recommendations?
- Develop procedures that address downtime for the HIM systems at Vila Health.
 - What evidence do you have that informs your procedures?
- Explain how the downtime procedures minimize organizational risk and maintain uninterrupted patient safety and clinical operations.
 - What evidence do you have to support your assertions and conclusions?
- Provide your best-practice recommendations for designing a comprehensive go-live and ongoing support plan for Vila Health.
 - What evidence do you have to support your recommendations?
- Write clearly and concisely in a logically coherent and appropriate form and style.
 - Write with a specific purpose and audience in mind.
 - Organize and structure your writing coherently.
 - Adhere to scholarly and disciplinary writing standards and APA formatting requirements.
 - Adhere to the accepted rules of grammar and mechanics.
 - Proofread your writing to minimize errors that could distract readers and make it more difficult for them to focus on the substance of your assessment.

Additional Requirements

Your assignment should also meet the following requirements:

- **Template:** Use the Executive Summary Template linked in the resources. Include a separate, APA-formatted references page.
- **Length:** Your executive summary should comprise 3–5 pages of content plus a references page.
- **References:** Cite at least two current (within the past five years), peer-reviewed or evidence-based sources to support your executive summary.

Portfolio Prompt: You may choose to save your executive summary to your ePortfolio.

Course Resources
APA Module
Capella University Library
Executive Summary Template [DOCX]
ePortfolio
MHA Program Library Research Guide
Online ePortfolio Guidelines [PDF]
Smarthinking
Vila Health: HIM Technology Support Plan

u05d1 - Evaluation Tools, Models, and Best Practices

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

Consider the complexity of a HIM system. As a manager, how would you develop and utilize an evaluation plan for your current system?

Discuss some evaluation tools, models, and best practices currently being used in the field for HIM system evaluation.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your responses:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 6 >> Best Practices in Privacy Regulation Compliance

Introduction

HIPAA requires the health care industry to keep a strong focus on patient privacy and protection. As technology improves and organizations migrate from paper records to electronic records, new best practices are emerging for keeping patient data and information secure and private. Health care organizations are now capable of storing and maintaining large amounts of data with health informatics systems. However, health administrators must be aware of potential security breaches and work closely with IT departments and informatics vendors to ensure their systems are compliant with current privacy regulations.

In this unit, you and your peers will research and discuss current best practices in privacy regulation compliance. You will also analyze a health care setting of your choice, research potential security risks, and determine how to raise awareness of these risks to mitigate the problem. In addition, you will prepare for the upcoming assignment in Unit 7 by completing a Vila Health simulation in which

you will investigate current data management procedures and identify pertinent privacy concerns and considerations.

Learning Activities

u06s1 - Studies

Readings

Read the following Capella library articles on patient privacy and protection, which will help you with the discussions in this unit and the upcoming assignment in Unit 7.

- Anjum, A., Malik, S. R., Choo, K-K. R., Khan, A., Haroon, A., Khan, S., . . . Raza, B. (2018). [An efficient privacy mechanism for electronic health records](https://doi-org.library.capella.edu/10.1016/j.cose.2017.09.014). *Computers & Security*, 72, 196–211. doi:https://doi-org.library.capella.edu/10.1016/j.cose.2017.09.014
- Tovino, S. A. (2019). [A timely right to privacy](#). *Iowa Law Review*, 104(3), 1361–1420.
- Wang, G., Lu, R., Huang, C., & Guan, Y. L. (2019). [An efficient and privacy-preserving pre-clinical guide scheme for mobile eHealthcare](#). *Journal of Information Security and Applications*, 46, 271–280.
- Yaraghi, N. (2017, September 19). [To foster health information exchange, revise HIPAA and HITECH \[Blog post\]](#). *TechTank*.

Explore the following:

- HIMSS. (n.d.). [Resource center](https://www.himss.org/library/quality-payment-program-macra-resource-center). Retrieved from https://www.himss.org/library/quality-payment-program-macra-resource-center
 - Take time to review the HIMSS resource center on the MACRA program, which includes privacy compliance, PFS updates, and information on the MIPS. Save this link for future reference.

Vila Health

The following Vila Health simulation will provide information that you will use to complete the upcoming assignment in Unit 7. Refer to the Assignment Preparation study in this unit for more information about this simulation.

- Click **[Vila Health: Data Management](#)** to begin.
 - In this simulation, you will resume the role of health care manager and simulate a real-world experience in which you analyze the data collection of a health care organization and determine the privacy concerns and considerations.

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and for answers to your writing questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Use the following resources to help with your research:

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u06s2 - Assignment Preparation

In your Unit 7 assignment, you will write a scholarly paper outlining your recommendations for implementing best practices to improve hospital data security and ensure that privacy requirements are met.

In preparation for the assignment, complete the Vila Health: Data Management simulation in which you will resume the role of health information manager.

- Click **[Vila Health: Data Management](#)** to view the simulation.

The director of operations is working with an executive team at Vila Health to develop a policy and procedure for protecting and securing data collected from the various departments. She has asked you to help with this project. As the health information manager for Vila Health, you will investigate current data management procedures and identify pertinent privacy concerns and considerations. As you interview the various end users at Vila Health, consider the data management needs of each end user and what job functions they must perform to ensure they are protecting patient privacy.

In addition to the information you gather from the simulation, you will use information from the readings and your own research into best practices to complete the assignment.

Note: Remember that you can submit all, or a portion of, your draft document to [Smarthinking](#) for feedback before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

Course Resources

Vila Health: Data Management

u06d1 - Securing and Maintaining Privacy in EHRs

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

As EHRs evolve, consumer groups and the general public have raised concerns about privacy and the security of patient information. As a result, the federal government has enacted several new policies aimed at ensuring that HIM systems are secure and EHRs are safe.

Discuss 3–4 current best practices in the industry for securing and maintaining privacy in EHRs.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

u06d2 - Potential Privacy and Security Risks

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

Assume you have been tasked with developing policies and procedures for ensuring the privacy and security of EHRs in your organization or a setting of interest to you. The first step in the process is to identify the privacy and security risks.

Research and discuss 3–4 potential privacy and security risks. Explain why they are considered risks and how can you raise awareness of these risks within the organization.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 7 >> Data Collection

Introduction

Given that health care organizations store large amounts of data subject to security and privacy regulation, it is vital that managers and their staff are aware of the current laws regarding the storage, ownership, and distribution of such data. Today's health care organizations can benefit from collecting important patient or client data, such as demographic, financial, and personal data. Health care organizations also benefit by tracking internal trends, such as certain incidents, patient responses to treatment, and patient satisfaction. However, managers must be cautious about who uses this data and understand who owns specific data sets.

In this unit, you and your colleagues will discuss best practices in creating privacy and security controls related to patient data at a typical health care organization. You will also investigate current data management procedures at Vila Health and write a scholarly paper containing your research findings and recommendations for implementing data security best practices in a health care setting.

Learning Activities

u07s1 - Studies

Readings

Read the following Capella library articles addressing issues of data security and privacy, which will help you with the discussion and assignment in this unit.

- Alanazi, A., & Anazi, Y. A. (2019). [The challenges in personal health record adoption](#). *Journal of Healthcare Management*, 64(2), 104–109.
- Al-Sharhan, S., Omran, E., & Lari, K. (2019). [An integrated holistic model for an eHealth system: A national implementation approach and a new cloud-based security model](#). *International Journal of Information Management*, 47, 121–130.
- Bai, T., Chanda, A. K., Egleston, B. L., & Vucetic, S. (2018). [EHR phenotyping via jointly embedding medical concepts and words into a unified vector space \[PDF\]](#). *BMC Medical Informatics and Decision Making*, 18(Suppl 4), 123–144.
- Shenoy, A., & Appel, J. M. (2017). [Safeguarding confidentiality in electronic health records](#). *Cambridge Quarterly of Healthcare Ethics*, 26(2), 337–341.

Explore Section 7: Privacy & Security of the *Health IT Playbook*, which addresses privacy and security issues.

- HealthIT.gov. (n.d.). [Privacy & security](https://www.healthit.gov/playbook/privacy-and-security/). Retrieved from <https://www.healthit.gov/playbook/privacy-and-security/>

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and to find answers to your writing questions:

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Use the following Capella library resources to help with your research:

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u07a1 - Data Management Best Practices

Professional Context

HIM systems make it possible for health care organizations to collect, store, and maintain vast amounts of patient data and information that must be kept secure. Nurse leaders and managers must work with IT and HIM system vendors to ensure that their systems are compliant with current privacy regulations and that best practices are in place to protect the confidentiality, integrity, and availability of organizational and patient information.

This assignment provides an opportunity for you to research and recommend best practices for improving hospital data security and ensuring that patient privacy requirements are being met.

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

- Competency 3: Develop privacy and security requirements and components of policies and procedures for health information system use to ensure confidentiality, integrity, and availability of organizational and patient information.
 - Analyze a health care organization's security and privacy issues.

- Articulate end-user responsibilities and best practices related to the security and privacy of patient data.
- Develop best practices for privacy, data security, and the integrity of patient information.
- Competency 5: Design a training plan that ensures knowledge transfer through end-user resources and training on current health care technology.
 - Recommend specific end-user training or policy improvements to ensure end-user compliance with privacy and data security standards.
- Competency 6: Communicate effectively with diverse audiences, in an appropriate form and style, consistent with applicable organizational, professional, and scholarly standards.
 - Write clearly and concisely in a logically coherent and appropriate form and style.

Instructions

Be sure you have completed the Vila Health: Data Management simulation before you begin work on this assignment. You will use the information from this exercise, as well as information from the readings and your own research to complete your assignment.

Research best practices for improving hospital data security and ensuring that privacy requirements are being met. Write a scholarly paper using the APA Style Paper Template (linked in the resources) that contains your research findings and recommendations for implementing those best practices.

The following requirements for your paper correspond to the grading criteria in the scoring guide. Be sure that you address each criterion at a minimum. Read the Data Management Best Practices Scoring Guide to better understand how each criterion will be assessed:

- Analyze Vila Health's security and privacy issues.
- Articulate end-user responsibilities and best practices related to the security and privacy of patient data.
- Develop best practices for privacy, data security, and the integrity of patient information.
- Recommend specific end-user training and policy improvements to ensure end-user compliance with privacy and data security standards.
- Write clearly and concisely in a logically coherent and appropriate form and style.
 - Write with a specific purpose and audience in mind.
 - Organize and structure your writing coherently.
 - Adhere to scholarly and disciplinary writing standards and APA formatting requirements.
 - Adhere to the accepted rules of grammar and mechanics.
 - Proofread your writing to minimize errors that could distract readers and make it difficult for them to focus on the substance of your assessment.

Additional Requirements

Your assignment should also meet the following requirements:

- **Format:** Format your paper per current APA style. The APA Style Paper Template and APA Style Paper Tutorial are linked in the resources to help you in writing and formatting your paper. Be sure to include:
 - A title page, abstract, and references page.
 - A running head on all pages.
 - Appropriate section headings.
- **Length:** Your paper should contain 3–4 pages of content *plus* the title page, abstract, and references page.
- **References:** Cite at least three current (within the past five years), peer-reviewed or evidence-based sources to support your best practices and recommendations.

Portfolio Prompt: You may choose to save your paper to your ePortfolio.

Course Resources
APA Module
APA Style Paper Template [DOCX]
APA Style Paper Tutorial [DOCX]
Capella University Library
ePortfolio
MHA Program Library Research Guide
Online ePortfolio Guidelines [PDF]
Vila Health: Data Management

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

As we have discussed, most health care organizations gather and store large amounts of confidential patient data.

Research and discuss best practices in health care data management controls. Be sure to consider such concepts as:

- Data ownership.
- Criticality.
- Security levels.
- Protection controls.
- Retention and destruction requirements.
- Access controls.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your responses:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 8 >> System Outages, Monitoring, and Testing

Introduction

One of the biggest concerns of health care organizations related to HIM systems is system outages or downtime. There are several reasons why a system may go down or offline. Managers must be prepared for this unexpected occurrence by creating backup plans and having procedures in place to deal with downtime. Managers must also have the understanding and skills to properly ensure that systems are tested and monitored to limit or prevent unexpected system outages, systems going offline, or systems going down.

In this unit, you will discuss with your colleagues potential patient safety concerns related to downtime, controls and procedures for safeguarding information, and best practices for establishing downtime procedures. You will also discuss the concepts and the specific formal tests used to ensure HIM system reliability. In addition, you will prepare for the upcoming assignment in Unit 9, in which you will develop an HIM system transition plan for end users.

Learning Activities

u08s1 - Studies

Readings

Read the following articles addressing HIM system downtime, which will help you with the discussions in this unit and the upcoming assignment in Unit 9.

From the Capella library:

- Bazzoli, F. (2019, October 17). [EHR modifications, data analysis become tools to fight doc burnout](#). *Health Data Management (Online)*.
- Griffin, K. (2019). [How to balance EHR productivity requirements with training: For electronic health records to better deliver care improvements, users need a metrics-based approach for ongoing training](#). *Health Data Management (Online)*.
- Scott, I. A., Sullivan, C., & Staib, A. (2019). [Going digital: A checklist in preparing for hospital-wide electronic medical record implementation and digital transformation](#). *Australian Health Review*, 43(3), 302–313.
- Stulpin, C. (2019). [EHRs: Causing burnout with the click of a button](#). *Infectious Disease News*, 32(2), 1, 4.

From the Internet:

- Pratt, M. K. (2017, September 15). [Plan now for the inevitability of an EHR outage](#). Retrieved from <https://www.medicaleconomics.com/medical-economics-blog/plan-now-inevitability-ehr->

outage

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and to find answers to your writing questions:

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Use the following Capella library resources to help with your research:

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u08s2 - Assignment Preparation

In your Unit 9 assignment, you will develop a transition plan for end users that addresses resource needs, training, scheduling, and ongoing support over the life of the HIM system.

Take time in this unit to review the notes you have taken in the previous assignments related to Vila Health and start collecting the information you will need to complete the Unit 9 assignment.

Note: Remember that you can submit all, or a portion of, your draft document to [Smarthinking](#) for feedback before you submit the final version for this assignment. If you plan on using this free service, be mindful of the turnaround time of 24–48 hours for receiving feedback.

u08d1 - System Downtime

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

One of the biggest concerns with HIM systems is downtime. HIM systems can go down or offline for an extended period of time for various reasons.

Address the following questions:

1. What patient safety concerns must health care organizations be aware of during a downtime incident?
2. What controls and procedures are needed to protect vital information and ensure the confidentiality of patient information during downtimes?
3. What are 2–3 best practices that should be included in a downtime procedure?

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

u08d2 - Reliability Testing

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

To prevent HIM system downtime, administrators must make sure that health information managers have the needed controls in place and use formal testing procedures to ensure effective system functioning and reliability.

Discuss the concepts and the specific formal tests used to ensure HIM system reliability.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

Unit 9 >> Adapting to Changes in HIM Technology

Introduction

Given the complexity of HIM systems, health care organizations must have the proper training and development programs in place. An organization can have the best systems in place, but if end users do not know how to properly operate these systems, they can be ineffective or even slow down the organization's processes. To prevent support teams from being overwhelmed and to ensure appropriate system use, health care leaders must ensure that quality training for end users and effective, ongoing support are provided. Managers must be able to understand the system functionality and work with IT staff and vendors to ensure end users fully understand how to use the technology. This means health care managers must also understand how to provide effective user-centered training and identify training needs.

In this unit, you and your colleagues will discuss best practices in identifying the appropriate training methods for specific end-users. You will also have the opportunity to develop a transition plan for end users that addresses ongoing support, including training, for end users transitioning to a new or upgraded HIM system.

Learning Activities

u09s1 - Studies

Readings

Read the following library articles addressing HIM system implementation and support, which will help you with the assignment and discussion in this unit.

- Davis, K., Perry-Moseanko, A., Tadlock, M. D., Henry, N., & Pamplin, J. (2017). [Successful implementation of low-cost tele-critical care solution by the U.S. Navy: Initial experience and recommendations](#). *Military Medicine*, 182(5/6), E1702–E1707.
- Findikoglu, M., & Watson-Manheim, M. B. (2016). [Linking macro-level goals to micro-level routines: EHR-enabled transformation of primary care services \[PDF\]](#). *Journal of Information Technology*, 31(4), 382–400.
- Patterson, E. S., Anders, S., & Moffatt-Bruce, S. (2017). [Clustering and prioritizing patient safety issues during EHR implementation and upgrades in hospital settings](#). *Proceedings of the International Symposium of Human Factors and Ergonomics in Healthcare*, 6(1), 125–131.
- Schuler, M., Berkebile, J., & Vallozzi, A. (2016). [Optimizing revenue cycle performance before, during, and after an EHR implementation](#). *Healthcare Financial Management*, 70(6), 76–80.

Campus Resources

Scholarly Writing and APA Style

You can use the following resources to improve your writing skills and as source materials for seeking answers to specific questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

You can use the following resources to help with your research.

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u09a1 - End-User Transition Plan

Professional Context

HIM systems are changing frequently. Various updates, including software versions, improvements to technology, and enhanced security measures require HIM system users to adapt constantly.

Transition plans are often put in place to deal with the changing HIM system environment and ensure a smooth transition to new or upgraded systems for end users.

This assignment provides an opportunity for you to develop a plan for supporting end users in transitioning to a new or upgraded HIM system.

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

- Competency 1: Analyze workflow best practices related to health care technology.
 - Identify end-user knowledge needs to facilitate a smooth transition and uninterrupted workflow during HIM system changes.
- Competency 2: Employ organizational change management techniques in support of health information system implementation, go-live support, and optimization.
 - Describe change management concepts that would best fit the changing HIM system environment.
- Competency 3: Develop privacy and security requirements and components of policies and procedures for health information system use to ensure confidentiality, integrity, and availability of organizational and patient information.
 - Recommend best practices for ensuring health information confidentiality, integrity, and availability during HIM system updates or downtime.
- Competency 4: Develop system and personnel downtime procedures that minimize organizational risk and maintain uninterrupted patient safety and clinical operations.
 - Recommend best practices for dealing with HIM system downtime.

- Competency 5: Design a training plan that ensures knowledge transfer through end-user resources and training on current health care technology.
 - Recommend best practices for training end users to respond effectively to system downtime or system updates.
- Competency 6: Communicate effectively with diverse audiences, in an appropriate form and style, consistent with applicable organizational, professional, and scholarly standards.
 - Write clearly and concisely in a logically coherent and appropriate form and style.

Instructions

Review the assignment requirements and scoring guide to ensure you understand all criteria for the assignment before you begin.

Research best practices for supporting end users in transitioning to a new or upgraded HIM system. Then, using the APA Style Paper Template linked in the resources, develop a transition plan reflecting best practices that address resource needs, training, scheduling, and ongoing support over the life of the system.

The requirements for your transition plan, outlined below, correspond to the grading criteria in the scoring guide. Be sure that you address each criterion at minimum.

- Identify end-user knowledge needs to facilitate a smooth transition and uninterrupted workflow.
 - What evidence do you have to support your needs assessment?
- Recommend best practices for dealing with system downtime, including a plan to minimize risk and ensure patient safety.
 - What evidence do you have to support your recommendations?
- Recommend best practices for ensuring health information confidentiality, integrity, and availability during system updates or downtime.
 - What evidence do you have to support your recommendations?
- Describe change management concepts that would best fit the changing HIM system environment.
- Recommend best practices for training end users to respond effectively to system downtime or system updates.
 - What evidence do you have to support your recommendations?
- Write clearly and concisely in a logically coherent and appropriate form and style.
 - Write with a specific purpose and audience in mind.
 - Organize and structure your writing coherently.
 - Adhere to scholarly and disciplinary writing standards and APA formatting requirements.
 - Adhere to the accepted rules of grammar and mechanics.

- Proofread your writing to minimize errors that could distract readers and make it difficult for them to focus on the substance of your assessment.

Additional Requirements

Your assignment should also meet the following requirements:

- **Format:** Format your transition plan using current APA style. The APA Style Paper Template and APA Style Paper Tutorial are linked in the resources to help you in writing and formatting your plan. Be sure to include:
 - A title page, abstract, and references page.
 - A running head on all pages.
 - Appropriate section headings.
- **Length:** Your transition plan should comprise 3–4 pages of content, plus the title page, abstract, and references page.
- **References:** Cite at least three peer-reviewed sources to support your plan and recommendations. Refer to the helpful links in the resources as you prepare your plan.

Portfolio Prompt: You may choose to save your transition plan to your ePortfolio.

Course Resources

[APA Module](#)

[APA Style Paper Tutorial \[DOCX\]](#)

[APA Style Paper Template \[DOCX\]](#)

[Capella University Library](#)

[ePortfolio](#)

[MHA Program Library Research Guide](#)

[Online ePortfolio Guidelines \[PDF\]](#)

[Smarthinking](#)

u09d1 - Best Practices in Training End Users on HIM Systems

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

HIM systems are complex. Consequently, extensive initial and ongoing training are often needed. Each end user may have a different job function, so training must be adaptable and tailored to specific end-user needs.

Discuss some of the best practices in training end users on HIM systems.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your responses:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

Course Resources

Graduate Discussion Participation Scoring Guide

[Capella University Library](#)

[MHA Program Library Research Guide](#)

Unit 10 >> Looking Ahead

Introduction

As the course wraps up, it is important for you to review the readings and comprehend the complexity of managing health care informatics in a modern health care setting.

In this unit, you will have the opportunity to continue the discussion on how important training is for HIM system end users and the need for health care staff to be ready for changes related to health information. You will also review best practices for HIM with your colleagues. This unit's second discussion will give you the opportunity to reflect on what you learned in the course and what key best practices stand out for you. Take the opportunity to compare the areas of the course you found to be most compelling to those of your colleagues.

Learning Activities

u10s1 - Studies

Readings

Read the following articles on HIM and end-user support, which will help you with the first discussion in this unit.

From the Capella library:

- [CMS adds new modifiers, expands telehealth policies for 2019 in physician rule \[PDF\]](#). (2018). *Briefings on APCs*, 19(12), 7–9.
- Curtin, L. (2019). [What you need to know about MIPS](#). *American Nurse Today*, 14(3), 48.
- Fleischer, R., Hollier, L. H., Jr, & Volk, A. (2019). [How one hospital improved patient access, specialty referrals and completed-appointment rates](#). *Healthcare Financial Management*, 73(7), 36–41.
- Liou, J. J. H., Lu, M., Hu, S., Cheng, C., & Chuang, Y. (2017). [A hybrid MCDM model for improving the electronic health record to better serve client needs \[PDF\]](#). *Sustainability*, 9(10), 1–13.
- [EHR implementation carries financial risk-but hospitals generally recover, Moody's says](#). (2017, August 10). *American Health Line. First Look*.
- Vinansky, M., & West, D. (2019). [Physician reimbursement under MACRA: Maximizing the Merit-Based Incentive Payment System](#). *Journal of Medical Practice Management: MPM*, 34(4), 205–208.

Campus Resources

Scholarly Writing and APA Style

Refer to the following resources to improve your writing skills and to get answers to your specific writing questions.

- [Academic Honesty & APA Style and Formatting](#).
- [APA Module](#).
- [Introduction to the Writing Center](#).

Capella Library Research

Take advantage of these Capella library resources to help with your research:

- [MHA Program Library Research Guide](#).
- [Library Research and Information Literacy Skills](#).

u10d1 - Keeping Up With Change

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

Health care information technology is constantly changing and improving. It is important for managers to ensure that their staff can keep up with all changes, including software updates, changes to system maintenance, and even changes in regulations or required inputs.

Discuss 2–3 resources and at least one best practice that can help employees stay current with the applications they use throughout the HIM system life cycle.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and pose a useful alternative or contrasting approach, based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.

u10d2 - Looking Back

Note: Remember to adhere to the requirements for unit discussion posts and responses addressed in the School of Nursing and Health Sciences FEM.

As the course wraps up, please share with your colleagues 2–3 important takeaways from the course.

Response Guidelines

Read as many posts as time allows and respond according to the FEM guidelines, preferably to posts that have had few, or no, responses. Take one of the following approaches in preparing your response:

- Identify knowledge gaps or unknowns that were not considered in your peer's post.
- Identify an assumption on which the post seems to be based and post a useful alternative or contrasting approach, based on a different assumption.
- Ask a probing question.
- Elaborate on a particular point.