Syllabus

Course Overview

In this technological era, it is important for health care managers to put themselves in a position where they have a strong understanding of not just the technology needed for the operation of a particular health care setting, but also the regulatory and incentive programs that can potentially have a major impact on their organization. Merit-based Incentives, the Health Information Technology for Economic and Clinical Health Act (HITECH), and end-user functionality are terms that today's health care manager must understand fully.

For years, the health care system was fragmented—providers chose whichever information systems they felt best met the needs of their organization. In some cases, this meant the continued usage of hard copy files with paper forms stored in file cabinets. During the early years of the information age in the 1990s, the health care industry was slower than other industries to adopt new technology. There was a very apparent need for a more streamlined ability to safely and securely share patient information, collect and store data, and manage workflow with the use of technology. This was partly due to the fact that the health care industry was made up of hundreds of thousands of small practices, community-based hospitals, independent providers, and a wide spectrum of third-party payers. In the recent years, this has begun to change. The government, third-party payer organizations and even providers themselves have begun to realize that this fragmented system is not keeping up with the times and that something had to change.

Health care providers now have specific guidelines, incentive programs, and—in some cases— regulatory requirements that are directing them to a more streamlined system. Today, health care providers still have choice in what technologies they feel best fit their operations. However, the technology that they choose now has to meet specific guidelines, objectives, and other measures in order to be deemed meaningful.

Meaningful use is an incentive program that allows providers to seek the best and highest reimbursement rates for services provided as long as their electronic health record systems meet the required protocols. In order to ensure that an organization is compliant with meaningful use and other regulatory and incentive programs, managers must have the communication skills to work closely with the vendors of health information software. Today's health care administrators must also possess the

skills to communicate to the executive team and key stakeholders the rationale that an investment in merit-based incentives compliant technology is best for the organization.

In this course, you will have the opportunity to research, analyze, and discuss with your peers the stages of merit-based incentives and how merit-based incentives impacts the day-to-day operations of a health care organization. You will also practice your skills in communicating merit-based incentives and analyzing health care organizational needs in order to ensure compliance. This course presents the challenges and benefits related to merit-based incentives compliance. You will have the opportunity to simulate a real world experience at a virtual health care setting where you will develop reports and executive summaries as well as communicate with staff and key stakeholders in regard to the health informatics needs of the organization. This course also presents the skills and tools needed to analyze and evaluate health informatics systems within an organization in order to ensure that both end users and stakeholders are benefiting from the investment made into health care technology. The course concludes with an opportunity for you to share your vision on the future of health care informatics with your peers.
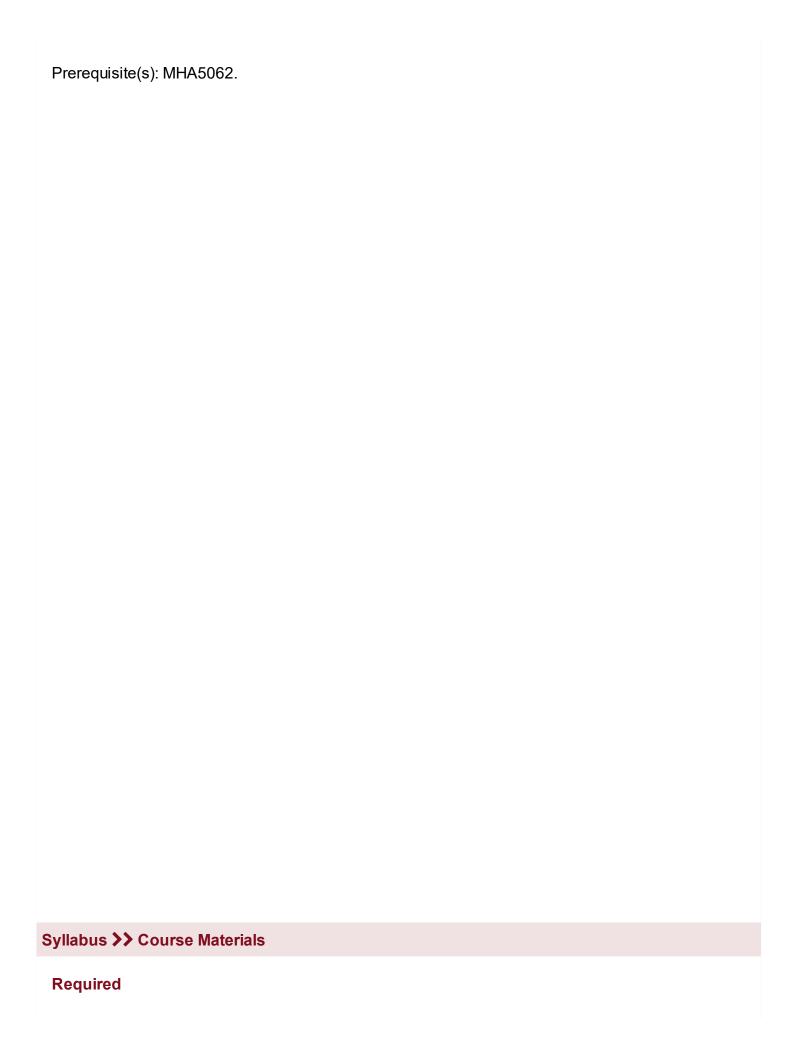
Course Competencies   (Read Only)

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

1. Articulate the concept and framework of merit-based incentives and its impact on end users of health information technology and daily operations.

2. Analyze the application of leadership and management theories and models in today's health care technology-dependent organizations.

3. Establish effective strategies for communicating with health information technology vendors and employees regarding developments and changes that support daily clinical operations.

4. Integrate health care information technology system elements, such as workflow analysis and system design, into strategic planning conducted by health care administrators.

5. Articulate ethical and legal policies that affect end-user procedures that use technology to deliver of quality health care in various environments.

6. Communicate effectively with diverse audiences, in an appropriate form and style, consistent with applicable organizational, professional, and scholarly standards.

Course Prerequisites

Prerequisite(s): MHA5062.

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.

- Acharya, S., & Werts, N. (2019). Toward the design of an engagement tool for effective electronic health record adoption. *Perspectives in Health Information Management, 16*(Winter), 1–15.
- Aguirre, R. R., Suarez, O., Fuentes, M., & Sanchez-Gonzalez, M. A. (2019). Electronic health record implementation: A review of resources and tools. *Cureus, 11*(9), 1–11.
- Anderson, A. C., O'Rourke, E., Chin, M. H., Ponce, N. A., Bernheim, S. M., & Burstin, H. (2018). Promoting health equity and eliminating disparities through performance measurement and payment. *Health Affairs (Project Hope), 37*(3), 371–377.
- Anonymous. (2019). Survey examines EHR regrets. *Healthcare Leadership Review, 38*(1), 13.
- Clough, J. D., & McClellan, M. (2016). Implementing MACRA: Implications for physicians and for physician leadership. *JAMA, 315*(22), 2397–2398.
- Dickson, V. (2018). CMS study to assess MIPS burden on clinicians. *Modern Healthcare, 48*(9), 2.
- Dorr, D. A., Cohen, D. J., & Adler-Milstein, J. (2018). Data-driven diffusion of innovations: Successes and challenges in 3 large-scale innovative delivery models. *Health Affairs, 37*(2), 257–265.
- Dowling, R. A. (2016). MIPS: How you will be measured going forward. *Urology Times, 44*(8), 34–35.
- Greenes, R. (2014). *Clinical decision support: The road to broad adoption* (2nd ed.). Boston, MA: Academic Press.
- Hess, C. T. (2019). Merit-based incentive payment system: 2019 changes. *Advances in Skin & Wound Care, 32*(2), 94–96.
- O'Donnell, A., Kaner, E., Shaw, C., & Haighton, C. (2018). Primary care physicians' attitudes to the adoption of electronic medical records: A systematic review and evidence synthesis using the clinical adoption framework [PDF]. *BMC Medical Informatics and Decision Making, 18*.
- Puentes, J., Stojkic, I., Coffin, J., & Williams, L. (2018). The Merit-Based Incentive Payment System: What practicing clinicians need to know. *Journal of Medical Practice Management: MPM, 34*(3), 142–145.
- Rasooly, I., Orenstein, E., Grundmeier, R., & Muthu, N. (2019). Measuring performance in an electronic health record (EHR) based simulation using the situation awareness global

assessment technique [PDF]. *Proceedings of the International Symposium of Human Factors and Ergonomics in Healthcare, 8*(1), 92–95.

- Rathi, V. K., & McWilliams, J. M. (2019). First-year report cards from the merit-based incentive payment system (MIPS): What will be learned and what next? *JAMA, 321*(12), 1157–1158.
- Schneider, E. C., & Hall, C. J. (2017). Improve quality, control spending, maintain access — can the merit-based incentive payment system deliver? *The New England Journal of Medicine, 376*(8), 708-710.
- Wilson, L. (2019, September 6). Shift to cloud-based EHR needs careful preparation: There's shared responsibility for both the provider and vendor to ensure information security, disaster recovery and uptime. *Health Data Management* (Online).
- Witjas-Paalberends, E. R., van Laarhoven, L. P. M, van de Burgwal, L. H. M, Feilzer, J., de Swart, J., Claassen, E., & Jansen, W. T. M. (2018). Challenges and best practices for big data-driven healthcare innovations conducted by profit-non-profit partnerships - a quantitative prioritization. *International Journal of Healthcare Management, 11*(3), 171–181.
- Yadav, P., Steinbach, M., Kumar, V., & Simon, G. (2018). Mining electronic health records (EHRs): A survey. *ACM Computing Surveys, 50*(6), 1–40.

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.

- Johnston, C., & Gillam, L. (2019). Legal and ethical issues arising from the use of emerging technologies in paediatric type 1 diabetes. *QUT Law Review, 18*(2), 93.
- Priestman, W., Sridharan, S., Vigne, H., Collins, R., Seamer, L., & Sebire, N. J. (2018). What to expect from electronic patient record system implementation; lessons learned from published evidence. *Journal of Innovation in Health Informatics, 25*(2), 92–104.

Suggested

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

Optional

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

Unit 1 ≫ Impact of Meaningful Use on Health Care Technology

Introduction

As health informatics continues to become a very important part of day-to-day health care operations, health care administrators need to better understand the new programs that are emerging. One such incentive program is that of meaningful use. Merit-based incentives will play an important role in shaping electronic health records as well as other health care information technology. Today's administrators must fully understand the Merit-based Incentives Payment System and possess the skills and knowledge needed to help their organization achieve merit-based incentives compliance.

This unit will focus on understanding merit-based incentives and the impact it has on health care technology. Along with your peers, you will define merit-based incentives, discuss the Merit-based Incentives program, and examine the technology associated with merit-based incentives. You will evaluate and compare the objectives and core measures that health care organizations need to meet in order to be merit-based incentives compliant. You will also analyze and discuss the challenges managers may face in meeting these merit-based incentives measures. Finally, you will discuss with your peers best practices for overcoming the challenges of meeting merit-based incentives guidelines.

Learning Activities

u01s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Articulate the concept and framework of merit-based incentives and its impact on end users of health information technology and daily operations.

Readings

Use the Capella University Library to complete the following:

- In *Clinical Decision Support: The Road to Broad Adoption*, read the following:
  - Chapter 1, "Definition, Scope, and Challenges," on pages 3–39.
    - Upon completion of this chapter, you should be able to understand that while computer-based clinical decision support is a multifaceted topic, the rewards for doing it right are significant in terms of high-quality, safe, and cost-effective health care. In addition, you will learn that achieving these outcomes requires attention on many fronts: organizational, technical, financial, policy, regulatory, and sociocultural.
  - Chapter 2, "A Brief History of Clinical Decision Support," pages 89–91 only.
  - Chapter 9, "Current State of CDS Utilization," pages 271–272 only.
- Hess, C. T. (2019). Merit-based incentive payment system: 2019 changes. *Advances in Skin & Wound Care, 32*(2), 94–96.
  - This article defines and describes the new changes and additional settings impacted by the merit-based incentive payment system.

Introducing Vila Health

All of your informatics courses at Capella incorporate Vila Health, a virtual environment that simulates a real-world health system. In these challenging informatics scenarios, you will apply professional strategies, practice skills, and build competencies that you can apply in your nursing career. For this course, you will work with three independent challenges that will provide baseline information about health care systems relevant to completing assignments and discussions in the courseroom. Take some time in this unit to explore and familiarize yourself with the Vila Health simulation. Your first challenge is included in Unit 1, in preparation for the assignment in Unit 2.

Optional Resources

APA Citation Instructional Media

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 these now, at the beginning of the course, so you can better understand how to cite different types of sources in your upcoming discussion posts and assignments. Review the following Campus resources:

- APA Citation: Citing a Book.
- APA Citation: Citing a Journal Article.
- APA Citation: Citing a Web Site.

For each type of source, you can review the guidelines for in-text and reference list citations, practice formatting these citations, and check your understanding.

You may also wish to revisit the Campus resource, APA Style and Format, which was introduced to you in the orientation seminar, for visual presentations that will aid your understanding of this topic.

Writing Center Resources

The following presentations from the Capella Writing Center are included to assist you in your academic endeavors. View these presentations and familiarize yourself with some of the ways the writing center can assist you in this course.

- Welcome to the Writing Center.
- Academic Integrity.
- Smarthinking.
- Peer Review.

For Certificate Learners Only

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

Library Guide

Throughout this course, you are encouraged to use the MHA library guide: Health Administration (MHA) Research Guide for valuable resources related to the MSN specialization.

u01s2 - Assignment Preparation

Your first assignment is due at the end of the next unit. Take time this week to think of the direct impact that meaningful use has on daily operations of the hospitals in Vila Health.

Multimedia

Click Vila Health: Merit-based Incentive Payment System (MIPS) and Daily Operations to view the simulation and begin collecting the information you will need to complete the assignment in Unit 2.

Make sure you read the assignment guidelines and the scoring guide to ensure you understand the criteria and grading requirements. Contact your instructor with any questions or concerns.

u01d1 - Defining Incentive Payments

As the future of health information technology continues to grow, it is vital for health care administrators in various settings to understand merit-based incentives. Start off this course and your first discussion by defining merit-based incentives of electronic health records. Describe in your own words the merit-based incentive payment system (MIPS). Review your peers' posts and try to add something new in your comments that others did not mention.

Your initial post should follow the Faculty Expectations Response Guidelines, and you must make reference to the work of another writer (either as a quotation, paraphrase, or summary) to provide support for your ideas. The source can be the course text, another relevant book, any assigned readings, or an article you find on your own through the Capella University Library. When you incorporate the other writer's ideas in your work, use APA citation style to give credit to that writer. Remember that an APA citation includes both the in-text citation (the author's last name and the year of publication) and the full reference for the source.

Response Guidelines

Review your classmates' posts and respond to fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources

Graduate Discussion Participation Scoring Guide

u01d2 - Stage 1 and Stage 2

Now that you have had a chance to define meaningful use and merit-based incentive programs, dig deeper into EHR incentive programs. Compare and contrast EHR quality programs including meaningful use, the Physician Quality Reporting System, and Value-Based Payment Modifier. In addition, share your understanding of why CMS consolidated multiple, quality programs into a single program (MIPS) to improve quality care?

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources

Graduate Discussion Participation Scoring Guide

Introduction

Meaningful use has a profound impact on the day-to-day operations at health care organizations, especially for end users of health information technology. Meeting the merit-based incentives requirements and being MIPS compliant requires a strong understanding of the incentive program by health information managers and the leadership at health care organizations. In order to ensure compliance, managers must fully understand the best practice for implementation. Health care managers must also understand the impact of not meeting Merit-based Incentive Payment System requirements can have on the organization.

In this unit, you will have the opportunity to simulate a real-world experience at Capella University's virtual hospital, Vila Health. In the Vila Health scenario, you will interview health care professionals and develop an executive summary that demonstrates your understanding of the impact the Merit-Based Incentive Payment System has on an organization. You will also discuss with your peers what it means to meet Merit-based Incentive Payment System requirements and the consequences for not meeting them.

Learning Activities

u02s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Articulate the concept and framework of merit-based incentives and its impact on end users of health information technology and daily operations.

Readings

Use the Capella University Library to complete the following:

- In *Clinical Decision Support: The Road to Broad Adoption,* read the following:

- Chapter 13, "Big Data and Population-Based Decision Support," pages 370–371 and 507–508 only.

- Dowling, R. A. (2016). [MIPS: How you will be measured going forward](#). *Urology Times, 44*(8), 34–35.
- Rathi, V. K., & McWilliams, J. M. (2019). [First-year report cards from the merit-based incentive payment system (MIPS): What will be learned and what next?](#) *JAMA, 321*(12), 1157–1158.

Multimedia

To prepare for this week's assignment, make sure you've completed the activity, [Vila Health: Merit-based Incentive Payment System (MIPS) and Daily Operations](#).

u02d1 - Merit-Based Incentives Compliance

Merit-based incentives and other initiatives are creating a complex health information environment. Consider the complex role of today's health care manager and think about how a manager must be aware and often lead an organization toward merit-based incentives compliance. Discuss with your peers in 3 to 4 paragraphs some of the requirements and best practices for meeting merit-based incentives. Be sure to include the implications of not meeting meaningful use as well.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

u02a1 - Vila Health: Merit-Based Incentives and Daily Operations

This assignment asks you to assess the impact of merit-based incentives on health care operations. You will assume the role of a mid-level administrator at Valley City Regional Hospital, a small rural hospital recently acquired by Vila Health. You have been asked to determine how the organization's efforts to meet the measures for the Merit-based Incentive Payment System have impacted daily operations. You will use the information you gather from the Unit 1 simulation, *Vila Health: Merit-based Incentive Payment System (MIPS) and Daily Operations*, as well as relevant scholarly sources to explain the current conditions at Valley City Regional Hospital and to put your findings in context with meaningful use criteria and the implications of failing to meet those criteria.

Assignment Instructions

For this assignment, write a report of your findings. Be sure to address the following:

- How merit-based incentives is affecting daily operations.
- What it means to meet measures of merit-based incentives.
- The impact of failing to meet measures of merit-based incentives.

Submission Requirements

- **Length**: 3–4 pages in length (not including title and reference pages). Your explanation of your findings should be done in narrative format.
- **References**: At least two peer-reviewed resources to support your position and claims.
- **Formatting**: Use correct APA style and formatting, paying particular attention to citations and references.
- **Font size and type**: 12-point, Times New Roman.

Make sure you write clearly and logically, with correct use of spelling, grammar, punctuation, and mechanics, and correctly format the paper and citations using APA sixth edition style.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Be sure to review the Vila Health: Merit-based Incentives and Daily Operations scoring guide to understand how your assignment will be graded.

Course Resources
[Vila Health: Merit-based Incentive Payment System (MIPS) and Daily Operations](#)	Transcript
[APA Style and Format](#)
[Writing Feedback Tool](#)

Unit 3 ≫ Leadership Skills and Health Informatics

Introduction

The state of health information technology in the industry is bringing about sweeping changes to how information is gathered, stored, and disseminated. Today's health care leaders need to have the leadership skills to ensure efficiency and effectiveness in regard to health informatics. Leaders need to be aware of the potential risks related to implementation of health informatics. Health care organizations need to have systems that benefit the end users and patients.

In this unit, you will analyze the services, structure, and position of a health care organization in the community. You will have the opportunity to share with your peers your findings on how a specific organization reduces risk when implementing electronic health record systems and other health information technology. Additionally, you will research and discuss the practices that you feel best applies to this organization for meeting merit-based incentives requirements. This unit will give you the opportunity to see the challenges that leaders face in this complex health informatics system.

Learning Activities

u03s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competencies:

- Articulate the concept and framework of merit-based incentives and its impact on end users of health information technology and daily operations.
- Analyze the application of leadership and management theories and models in today's health care technology-dependent organizations.

Readings

Use the Capella University Library to complete the following:

- In *Clinical Decision Support: The Road to Broad Adoption*, read:
  - Chapter 26, "Legal and Regulatory Issues Related to the Use of Clinical Software in Health Care Delivery," pages 734–735 only.
  - Chapter 10, "Human-Intensive Techniques," pages 285–292 only.
- Puentes, J., Stojkic, I., Coffin, J., & Williams, L. (2018). The Merit-Based Incentive Payment System: What practicing clinicians need to know. *Journal of Medical Practice Management: MPM, 34*(3), 142–145.

u03d1 - Leadership Models and Theories

Find a hospital in your area or an area of interest to you; make sure they have a comprehensive and informative website. After reviewing the site, provide a short background on the organization and discuss the leadership models and theories needed to meet informatics challenges and implement merit-based incentives at this organization. Be sure to include your thoughts (supported by research) on how health information technology would reduce risks and the management principles needed to ensure that challenges related to merit-based incentives compliance are applicable.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
APA Style and Format

Unit 4 ≫ The Impact of Technology on Health Care Leadership

Introduction

Over the past several decades, the global economy has experienced a fast increase in information technology. The health care industry has benefited (along with other industries) in its ability to effectively improve information sharing, data storage, and workplace efficiency. As technology continues to improve, health care leaders need to be aware of the opportunities available to them to harness new technology as a way to improve and grow their organizations. However, technology also creates challenges. Often, it calls for increased training and staff support. New technology is often met with resistance from employees who are intolerant of change. A good leader will find opportunities to overcome these challenges and implement the best technological solutions for their organization.

This unit focuses on the impact that technology has on health care leadership. You will explore ways in which leaders overcome challenges and improve their organizations through implementation of health care technology. You will gain an understanding of what it takes for leaders to ensure that technology has a positive impact on an organization.

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Analyze the application of leadership and management theories and models in today's health care technology-dependent organizations.

Readings

Use the Capella University Library to complete the following:

- In *Clinical Decision Support: The Road to Broad Adoption,* read the following:
    - Chapter 10, "Human-Intensive Techniques," pages 293–305 only.
    - Chapter 24, "Managing the Investment in Clinical Decision Support," on pages 665–687.
        - Upon completion of this chapter you should be able to define clinical decision support and recognize how it is utilized for the overarching goal of improving organizational performance. You will also be able to argue how this goal requires ensuring strategic alignment, measuring performance relative to goals and continuous improvement of the efficiency and effectiveness of clinical knowledge function.

- Clough, J. D., & McClellan, M. (2016). Implementing MACRA: Implications for physicians and for physician leadership. *JAMA, 315*(22), 2397–2398.
- Schneider, E. C., & Hall, C. J. (2017). Improve quality, control spending, maintain access — can the merit-based incentive payment system deliver? *The New England Journal of Medicine, 376*(8), 708–710.

Your second assignment is due at the end of the next unit. The assignment requires you to communicate with the vendor of the health care organization's billing software.

Multimedia

Click [Vila Health: Effective Leadership and Communication](#) to view the simulation and begin collecting the information you will need to complete the Unit 5 assignment.

Make sure you read the assignment guidelines and the scoring guide to ensure you understand the criteria and grading requirements. Contact your instructor with any questions or concerns.

u04d1 - Technology and Leadership Roles in Health Care

Today's health care organizations are becoming increasingly dependent on new technology and regulatory requirements related to health informatics. Discuss the impact technology has on leadership roles in health care. Discuss some of the challenges technology creates for health care leaders and the types of management principles that can help overcome these challenges.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide

u04d2 - Positive Impact of Technology on Health Care Settings

While technology does pose risks and challenges to health care leaders, it also creates new opportunities. Discuss some of the opportunities and positive impacts that technology has on health care settings. How can the health care manager who is operating in a leadership capacity make the most of these opportunities?

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

Unit 5 ❯❯ Communication and Health Care Information Systems

Introduction

Given that health information systems are very complex, today's health care leaders need to have the communication skills to ensure employees and end users are utilizing technology efficiently. Today's health care manager must also have a strong understanding of how to develop positive working relationships with vendors and other external stakeholders related to their health information systems. Often, the vendors provide support, training, and other involvement for health organization information systems. Some health organizations are said to be extremely dependent on their vendors. Today's health care leader has to be successful at ensuring a positive and strong working relationship between managers, vendors, and end users.

In this unit, you will explore the best practices in effective communication related to health care information systems. You will discuss with your peers the communication skills needed to foster strong working relationships with end users and vendors. You will discuss key concepts in information systems support. You will have the opportunity again to simulate a real world experience at Capella University's virtual hospital, Vila Health. You will be placed in a situation where you will have to work with end users and the vendor of the health informatics system to come up with solutions for ongoing issues. This exercise will help you hone in on the skills needed for improving communication with vendors and end users and solving problems with external stakeholders.

Learning Activities

u05s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Establish effective communication strategies for health information technology vendors and employees regarding developments and changes to support daily clinical operations.

Readings

Use the Capella University Library to complete the following:

- Use *Clinical Decision Support: The Road to Broad Adoption* to read the following:
    - Chapter 25, "A Clinical Decision Support Implementation Guide: Practical Considerations," on pages 689–708.

- Upon completion of this chapter you should be able to explain how a successful CDS program that improves patient care and impacts outcomes require more than implementing an EHR system. You will discover that the CDS journey requires the commitment of all key stakeholders, a persistent effort of the leadership and CDS committee, and continual focus on the priorities of the organization.

- Anonymous. (2019). Survey examines EHR regrets. *Healthcare Leadership Review, 38*(1), 13.
- Wilson, L. (2019, September 6). Shift to cloud-based EHR needs careful preparation: There's shared responsibility for both the provider and vendor to ensure information security, disaster recovery and uptime. *Health Data Management* (Online).

Use the Internet to complete the following:

- Priestman, W., Sridharan, S., Vigne, H., Collins, R., Seamer, L., & Sebire, N. J. (2018). What to expect from electronic patient record system implementation; lessons learned from published evidence. *Journal of Innovation in Health Informatics, 25*(2), 92–104.

Multimedia

To prepare for this week's assignment, make sure you have completed the activity, Vila Health: Effective Leadership and Communication.

u05d1 - Effective Business Communication Strategies

Given that technology is very fluid and often changing, health care managers must be prepared to effectively communicate with both vendors and employees. Discuss the rationale for effective business communication strategies as it relates to end users of health care informatics and vendors.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u05a1 - Vila Health: Effective Leadership and Communication

Note: Be sure to complete the Unit 5 discussion before this assignment.

In this assignment, you will assume the role of a mid-level operations manager at Vila Health's main hospital. Your superior has asked you to communicate with the vendor of the organization's billing software. Several key employees and end users are complaining that the software is frequently updating during busy times and that several bugs in the software are slowing down the billing process or causing the staff to have to frequently restart, causing them to lose work. Your first task is to speak with the end users and get some of the specifics, call the vendor's account representative, and discuss a possible solution. Your superior has cautioned you not strain relations with this vendor, however, as they have been very accommodating in the past.

Assignment Instructions

After examining the situation in Vila Health, prepare an executive summary in which you:

- Develop ongoing strategies for communicating about updates and changes to the system.
- Demonstrate ways to manage relationships with vendors and support organizational growth.
- Design ways to meet new challenges, considerations, and risks of the technology environment using sound management principles.
- Identify opportunities to act in a leadership capacity in the implementation and use of health care technology and solutions.

Submission Requirements

- **Length**: 3 to 4 pages in length (not including title and reference page). Your explanation of the workflow plan should be done in narrative format with a workflow attached as an appendix.
- **References**: At least three peer-reviewed resources to support the best practices you are presenting.
- **Formatting**: Use correct APA style and formatting, paying particular attention to citations and references.
- **Font size and type**: 12-point, Times New Roman.

Make sure you write clearly and logically, with correct use of spelling, grammar, punctuation, and mechanics, and correctly format the paper and citations using APA sixth edition style.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Be sure to review the Vila Health: Effective Leadership and Communication Scoring Guide to understand how your assignment will be graded.

Course Resources
[Vila Health: Effective Leadership and Communication](#)	Transcript
[APA Style and Format](#)
[Writing Feedback Tool](#)

Unit 6 ⟫ Upper Management, Administrators, Vendors, and External Stakeholders

Introduction

Ongoing issues with health information systems can slow down operations and put an organization at risk. Often, it is the administrators, health information managers, and mid-level managers who are tasked with ensuring that end users are effectively and efficiently utilizing the system. Upper management needs to have an understanding of the issues related to health informatics. Administrators must have the skills and ability to communicate effectively with upper management to

ensure that they understand what resources need to be allocated to ensure effective use of health informatics systems. Often, upper management needs to communicate what is going on at the organization with external stakeholders such as a board of directors or private ownership group. Frequently, administrators will have to communicate a rationale for why specific situations are occurring. For example, if resources need to be allocated for new training or downtime accounted for during system updates, administrators need to explain why this is the case. Having the skills to bridge the gaps between upper management and end users can greatly help resolve problems quickly and is an attribute that a good administrator must possess.

In this unit, you will reflect on your previous experience at Vila Health. You will then discuss with your peers how you would effectively communicate with upper management about the issues that you experienced and your solutions. You will also discuss the best practices in communication related to health informatics. Finally, you will have the opportunity to share your strategy for effective communication with vendors and external stakeholders.

Learning Activities

u06s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Establish effective communication strategies for health information technology vendors and employees regarding developments and changes to support daily clinical operations.

Readings

Use the Capella University Library to complete the following:

- In *Clinical Decision Support: The Road to Broad Adoption,* review the following:
    - Chapter 25, "A Clinical Decision Support Implementation Guide: Practical Considerations," pages 689–708.

- Acharya, S., & Werts, N. (2019). Toward the design of an engagement tool for effective electronic health record adoption. *Perspectives in Health Information Management, 16*(Winter), 1–15.
- O'Donnell, A., Kaner, E., Shaw, C., & Haighton, C. (2018). Primary care physicians' attitudes to the adoption of electronic medical records: A systematic review and evidence synthesis using the clinical adoption framework [PDF]. *BMC Medical Informatics and Decision Making, 18*.

Think about the simulation at Vila Health from Unit 5. Discuss the various strategies you would consider applying when communicating updates and changes to the billing system. How would you ensure end users are able to implement changes and updates quickly and properly channel their concerns to the appropriate source?

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u06d2 - Promoting Stakeholders' Understanding of Information

Imagine a scenario in which upper management at Vila Health is very concerned about the billing software issues from Unit 5's scenario. Discuss your approach in communicating with upper management and how you would ensure all stakeholders understand the rationale for specific updates as well as your strategy for working with the vendors.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

Unit 7 ≫ Strategic Planning and Goal Setting

Introduction

Strategic planning and goal setting are common aspects of any organization. Health care organizations are no exception. Today's health care organizations frequently have in-depth strategic plans. Administrators and mid-level managers are often involved in the strategic planning process. Updates to strategic plans and health care organizations now include the implementation and

utilization of the latest technology. Part of strategic planning means considering what technology will give the organization the best return on investment and help the organization meet required compliance issues; therefore, organizations must consider technology when setting goals and objectives. When strategic planning takes place, it is crucial that organizations harness their large amounts of data through the help of health care technology in order to appropriately utilize the information gathered and make decisions that are part of the strategic planning process.

In this unit, you will select a setting at an organization that is of special interest to you and consider a specific strategic plan you feel this organization would need to have for the future. You will have the opportunity to discuss with your peers the strategic planning process and how it should include health care technology. Also, you will discuss how health care technology influences the decisions made by leaders in the specific setting of your choice. Finally, you will look at how data is incorporated into the decision-making process and what best practices exist for ensuring that data is properly organized and utilized in a manner that benefits the growth of the organization.

Learning Activities

u07s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Integrate health care information technology system elements, such as workflow analysis and system design, into strategic planning for health care administrators.

Readings

Use the Capella University Library to complete the following:

- Use *Clinical Decision Support: The Road to Broad Adoption* to read the following:
    - Chapter 5, "Regenstrief Medical Informatics," pages 183–184 only.
    - Chapter 16, "Guidelines and Workflow Models," pages 447–448 only.
    - Chapter 16, "Guidelines and Workflow Models," pages 437–438 only.
    - Chapter 25, "A Clinical Decision Support Implementation Guide: Practical Considerations," pages 702–704 only.
- Aguirre, R. R., Suarez, O., Fuentes, M., & Sanchez-Gonzalez, M. A. (2019). Electronic health record implementation: A review of resources and tools. *Cureus*, *11*(9), 1–11.

- Rasooly, I., Orenstein, E., Grundmeier, R., & Muthu, N. (2019). [Measuring performance in an electronic health record (EHR) based simulation using the situation awareness global assessment technique [PDF]](). *Proceedings of the International Symposium of Human Factors and Ergonomics in Healthcare, 8*(1), 92–95.

u07s2 - Assignment Preparation

Your final assignment is due at the end of the next unit. The assignment requires you to communicate with the vendor of the health care organization's billing software.

Multimedia

Click [Vila Health: Informatics Infrastructure]() to view the simulation and begin collecting the information you will need to complete the assignment in Unit 8.

Make sure you read the assignment guidelines and the scoring guide to ensure you understand the criteria and grading requirements. Contact your instructor with any questions or concerns.

u07d1 - Strategic Planning

Take the time to research a health care setting of your interest; this could be a hospital system, homecare agency, rehab center, and so on. Consider what strategic goals organizations in this setting would have (you may need to view some actual organizations). Next, discuss how health information technology aligns with the strategy of the specific settings. Discuss how goals and plans of organizations in this setting would influence decisions related to health information implementation and design.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u07d2 - Helping the Organization Grow

Now that you have researched how the strategy of a specific setting impacts the implementation of health informatics, discuss how the informatics systems can facilitate future strategic planning of an organization and the ways in which it can help the organization to thrive. In your response, consider the role of data collection, data management, and client satisfaction and outcome measures.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

Unit 8 ≫ Appropriate Evaluation Tools

Introduction

In order to develop a successful strategic plan, an organization must have the ability to properly evaluate and analyze current systems. This also includes the analysis and evaluation of health information systems and other technology to determine the effect these systems have on workflow. Managers must possess the skills to implement successful evaluation plans prior to and during strategic planning processes. A good manager has the ability to align organizational goals and objectives with the outcomes of the systems evaluation. Ensuring that workflow is being optimized should be a key aspect of strategic plans related to health information technology.

In this unit, you will return to Vila Health and simulate a scenario where you are tasked with analyzing and evaluating the current health informatics system. Your goal will be to analyze and present the appropriate evaluation tools to help the organization's team develop a successful strategic plan. You will have the opportunity to interview staff at Vila Health and research the workflow process as well as make determinations on how to best evaluate Vila Health's informatics system. You will also have the opportunity to share your understanding, research, and views on the importance of ensuring that health care technology is included in strategic planning.

Learning Activities

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Integrate health care information technology system elements, such as workflow analysis and system design, into strategic planning for health care administrators.

Readings

Use the Capella University Library to complete the following:

- Use *Clinical Decision Support: The Road to Broad Adoption* to read the following:
  - Chapter 23, "Organizational and Cultural Change," pages 652–662 only.

- Dorr, D. A., Cohen, D. J., & Adler-Milstein, J. (2018). Data-driven diffusion of innovations: Successes and challenges in 3 large-scale innovative delivery models. *Health Affairs, 37*(2), 257–265.
- Yadav, P., Steinbach, M., Kumar, V., & Simon, G. (2018). Mining electronic health records (EHRs): A survey. *ACM Computing Surveys, 50*(6), 1–40.

Multimedia

To prepare for this week's assignment, make sure you have completed the activity, Vila Health: Informatics Infrastructure.

Discuss the importance of evaluating health informatics systems and why it is important for health care organizations to ensure their systems align with their strategic goals. Consider the growing importance of health informatics in the day-to-day operations in most health care organizations.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u08a1 - Vila Health: Informatics Infrastructure

Note: Be sure to complete the Unit 8 discussion before this assignment.

In this assignment, you will assume the role of a member of the Vila Health's leadership team who is planning a full evaluation of the recently acquired two rural hospitals' health information systems. You will interview various department heads and some end users at the two hospitals in order to examine performance, workflow, technology, and lifespan along with any issues, bugs, or concerns of various components. The goal is to ensure the two hospitals have the health informatics infrastructure to meet the strategic goals of the organization as it grows.

Assignment Instructions

- Create an executive summary detailing the specific analytical tools you would recommend to evaluate the health informatics systems at these hospitals. Be sure to include evaluation tools for performance, workflow analysis, and system design.

- Assess how the strategic plans and goals of hospitals should influence health care information technology selection, design, build, and implementation.
- Describe relevant legal or ethical business principles and industry best practices and their impact on the use of health care information technology for the hospitals.
- Conclude with an explanation of how these specific analytical tools will show whether the systems align with the organization's strategic goals or not.

Submission Requirements

- **Length**: 6 to 8 pages in length (not including title and reference pages). Your explanation of the workflow plan should be done in narrative format with a workflow attached as an appendix.
- **References**: At least five peer-reviewed resources to support the best practices you are presenting.
- **Formatting**: Use correct APA style and formatting, paying particular attention to citations and references.
- **Font size and type**: 12-point, Times New Roman.

Make sure you write clearly and logically, with correct use of spelling, grammar, punctuation, and mechanics, and correctly format the paper and citations using APA sixth edition style.

Note: Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

Be sure to review the Vila Health: Informatics Infrastructure Scoring Guide to understand how your assignment will be graded.

Course Resources
[Vila Health: Informatics Infrastructure](#)	Transcript
[APA Style and Format](#)
[Writing Feedback Tool](#)

Unit 9 ≫ Patient Privacy and Legal and Ethical Challenges

Introduction

The ability for health information technology to improve the efficiency and effectiveness of day-to-day operations is continuing to grow. Many in the field are excited about new technologies and the opportunities that exist to share information better and improve upon the patient experience. Administrators should see the potential that health information has on improving revenue collection, billing and coding, workflow analysis, and in gathering patient information. However, all professionals in the field must understand that legal and ethical challenges also are presented because of this new technology. Patient privacy must continue to be a high priority at all health organizations. Managers must have an understanding of how to ensure ethical standards are not breached and regulations are complied with at all times.

In this unit, you will have the opportunity to share the best practices that you uncover for ensuring that managers and administrators do not breach ethical standards when working with health information technology. You will also discuss how organizations can protect private patient data and ensure secure and safe sharing of patient information when needed.

Learning Activities

u09s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Articulate ethical and legal policies that affect end-user procedures related to the delivery of quality health care using technology in various environments.

Readings

Use the Capella University Library to complete the following:

- Use *Clinical Decision Support: The Road to Broad Adoption* to read the following:
    - Chapter 26, "Legal and Regulatory Issues Related to the Use of Clinical Software in Health Care Delivery," pages 711–739.
        - Upon completion of this chapter you should be able to describe the individual institution's responsibilities and legal obligations regarding various forms of clinical software systems.

- Dickson, V. (2018). CMS study to assess MIPS burden on clinicians. *Modern Healthcare, 48*(9), 2.
- Witjas-Paalberends, E. R., van Laarhoven, L. P. M, van de Burgwal, L. H. M, Feilzer, J., de Swart, J., Claassen, E., & Jansen, W. T. M. (2018). Challenges and best practices for big data-driven healthcare innovations conducted by profit-non-profit partnerships - a quantitative prioritization. *International Journal of Healthcare Management, 11*(3), 171–181.

Use the Internet to complete the following:

- Johnston, C., & Gillam, L. (2019). Legal and ethical issues arising from the use of emerging technologies in paediatric type 1 diabetes. *QUT Law Review, 18*(2), 93.

u09d1 - Legal and Ethical Polices

Research in the Capella University Library or the Internet and find an article that discusses a legal case where a health care organization breached either legal or ethical polices related to patient information or protected data. Discuss how health care information technology may have either a role in both causing this breach or preventing it.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources

Graduate Discussion Participation Scoring Guide

[APA Style and Format](#)

[Legal Research Library Guide](#)

u09d2 - Preventing Breaches in Ethical and Legal Policies

Discuss two or three best practices for ensuring that health information systems do not breach ethical or legal policies. Support your answer with scholarly literature.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources

Graduate Discussion Participation Scoring Guide

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Introduction

As we wrap up this course, it is important to reflect back on all of the concepts that have been discussed. Health care information technology will continue to grow as a part of health care operations. The future of health care operations will become more and more dependent on health care information technology. In this unit, you will have the opportunity to reflect on the course competencies and share with your peers some of the competencies that stood out to you. You will also have the opportunity to share your vision for the future of health care technology and the impact of merit-based incentives and other incentive or regulatory initiatives.

Learning Activities

u10s1 - Studies

Competency Alignment

The activities in this unit have been designed to facilitate your understanding of the following course competency:

- Articulate the concept and framework of merit-based incentives and its impact on end users of health information technology and daily operations.

Readings

Use the Capella University Library to complete the following:

- Use *Clinical Decision Support: The Road to Broad Adoption* to read the following:
  - Chapter 30, "Looking Ahead: the Road to Broad Adoption," pages 851–863.
    - Upon completion of this chapter, you should be able to consider clinical decision support as an external capability.
- Anderson, A. C., O'Rourke, E., Chin, M. H., Ponce, N. A., Bernheim, S. M., & Burstin, H. (2018). Promoting health equity and eliminating disparities through performance measurement and payment. *Health Affairs (Project Hope), 37*(3), 371–377.

u10d1 - Reflecting on Course Competencies

Take a moment to reflect on the competencies of the course. Discuss two or three important takeaways from the course that you found to be most helpful.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
Graduate Discussion Participation Scoring Guide
[APA Style and Format](#)

u10d2 - Future of Health Care Informatics

Now that you have had time to reflect on the course, discuss your vision on the future of health care informatics and its impact on daily operations. Be sure to include the role that merit-based incentives use and other important policies such as the Health Information Technology for Economic and Clinical

Health Act (HITECH) and the Health Insurance Portability and Accountability Act of 1996 (HIPAA) have in the development and implementation of health informatics systems.

Response Guidelines

Review your classmates' posts and respond to your fellow learners according to the Faculty Expectations Response Guidelines, using one of the following approaches:

- Identify knowledge gaps or unknowns that were not considered in your classmate'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.

If you are responding with a personal perspective or an example from your workplace experience, you are not required to cite a source. However, if you offer an alternative viewpoint or refer to the ideas or work of others in response to your classmate, you must support your response with an outside source, which you must cite using APA style.

Course Resources
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