



AHIMA LEADERSHIP MODEL

BACKGROUND: Encoded data is essential to all aspects of today’s healthcare system. Classification and coding system standards require health information management (HIM) leaders to evaluate, educate, implement, and maintain ICD-10-CM and/or ICD-10-PCS.

PURPOSE: The challenges associated with maintaining high quality data in electronic information environments require a clear understanding of data content standards and effective coordination and management of the organization’s data requirements. As experts in the management and use of health records and encoded data, HIM professionals should serve as the leaders in healthcare organizations through the transition of ICD-9-CM to ICD-10-CM and/or ICD-10-PCS.

LEADERSHIP GOAL	LEADERSHIP CHARACTERISTICS/BEHAVIORS	SAMPLE MANAGEMENT ACTIVITIES	TOOLS AND RESOURCES
ORGANIZATIONAL LEADERSHIP			
INITIATIVE			
<p>Increase awareness, knowledge and understanding of the ICD-10-CM and ICD-10-PCS coding systems</p>	<p>Seek professional growth opportunities</p>	<p>Educate yourself and others about general structure and use of the code sets</p>	<ul style="list-style-type: none"> ▶ Averill, Richard; Bowman, Sue. “There Are Critical Reasons for Not Further Delaying the Implementation of the New ICD-10 Coding System.” <i>Journal of AHIMA</i> 83, no. 7 (July 2012): 42–48. ▶ Barta, Ann; et al. “ICD-10-CM Primer.” <i>Journal of AHIMA</i> 79, no. 5 (May 2008): 64–66. ▶ Dimick, Chris. “ICD-10 Postcards: Canadians, Australians Share Experiences with ICD-10 Implementation.” <i>Journal of AHIMA</i> 79, no. 3 (March 2008): 33–35. ▶ “US Must Adopt ICD-10-CM and ICD-10-PCS (AHIMA Position Statement).” <i>Journal of AHIMA</i> 76, no. 9 (October 2005): 26, 28. ▶ AHIMA’s Coding Products and Services Team. “Destination 10: Healthcare Organization Preparation for ICD-10-CM and ICD-10-PCS” (AHIMA Practice Brief). <i>Journal of AHIMA</i> 75, no. 3 (March 2004): 56A–D. ▶ Rode, Dan. “AHIMA Testifies in Support of ICD-10.” <i>Journal of AHIMA</i> 72, no. 7 (2001): 16, 18. ▶ Brouch, Kathy. “Where in the World Is ICD-10?” <i>Journal of AHIMA</i> 71, no. 8 (2000): 52–57. ▶ CMS ICD-10 Website ▶ Free Newsletter: <i>ICD-TEN</i>

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ORGANIZATIONAL LEADERSHIP			
INITIATIVE			
<p>Work independently with little or no supervision to advance awareness.</p>	<p>Adaptable</p>	<p>Self-assess for areas of weakness in skill sets</p> <ul style="list-style-type: none"> ▶ Project Manager ▶ HIM Director ▶ Workflow Data Analyst ▶ HIM Systems Administrator ▶ Data Quality Manager ▶ Clinical Vocabulary Manager ▶ Coding Manager 	<ul style="list-style-type: none"> ▶ <i>AHIMA CodeWrite ICD-10 Checkpoints</i> provided monthly in the AHIMA Body of Knowledge
INFLUENCE			
<p>Educate decision makers on need for education and training in the new code sets to influence organization and financial support</p>	<p>Utilize appropriate training designed to lead code assignment and code use activities</p> <p>Facilitates communication</p>	<p>Gather and share :</p> <ul style="list-style-type: none"> ▶ Regulatory requirements ▶ Educational requirements ▶ Evaluation of training needs 	<ul style="list-style-type: none"> ▶ Bryant, Glorlyanne. "Engaging Physicians in ICD-10 Planning: The Documentation Link." <i>Journal of AHIMA</i> 83, no. 5 (May 2012): 54–55. ▶ Stanfill, Mary H. "Preparing for ICD-10-CM in the Emergency Department: Approaches to Improve Emergency Department Documentation." <i>Journal of AHIMA</i> 83, no. 6 (June 2012): 38–41. ▶ AHIMA. "Transitioning to ICD-10-CM/PCS in the Classroom: Countdown to 2014." <i>Journal of AHIMA</i> 83, no. 6 (June 2012): 68–73. ▶ Majerowicz, Anita. "Developing an ICD-10-CM/PCS Coder Training Strategy." <i>Journal of AHIMA</i> 82, no. 4 (April 2011): 58–60. ▶ Dimick, Chris. "Top-10 for ICD-10: Essential Tasks for the First Phase of the Journey." <i>Journal of AHIMA</i> 82, no. 6 (June 2011): 38–41. ▶ Dimick, Chris. "Strategies to Prepare for ICD-10 Transition." <i>ICD-TEN: Top Emerging News</i> (June 2011). ▶ "HIPAA Administrative Simplification: Modifications to Medical Data Code Set Standards To Adopt ICD-10-CM and ICD-10-PCS; Final Rule." <i>Federal Register</i> 74, no. 11 (January 16, 2009): 3328–3362. ▶ "Health Insurance Reform: Modifications to the Health Insurance Portability and Accountability Act Electronic." <i>Federal Register</i> 74, no. 11 (January 16, 2009): 3296–3328. ▶ AHIMA ICD-10-CM/PCS Academic Transition Workgroup. "Transitioning to ICD-10-CM/PCS—An Academic Timeline" <i>Journal of AHIMA</i> 80, no. 4 (April 2009): 59–64.

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ORGANIZATIONAL LEADERSHIP			
INFLUENCE			
<p>Convince others to provide funding and/or support for resources required for education</p>	<ul style="list-style-type: none"> ▶ Identify or conduct programs for organization stakeholders and others impacted by the transition from ICD-9-CM to ICD-10-CM or ICD-10-PCS ▶ Partners with others 	<ul style="list-style-type: none"> ▶ Develop sample budget plans for awareness orientation for stakeholders ▶ Explore funding opportunities to assist in the preparation process ▶ Work alongside and/or volunteer to lead committees for local and state associations 	<ul style="list-style-type: none"> ▶ Coplan-Gould, Wendy; Carolan, Katie; Friedman, Beth. "Re-engineering the Coding Workflow: Assessing Today with an Eye toward Tomorrow." <i>Journal of AHIMA</i> 82, no. 7 (July 2011): 20–24. ▶ Bowman, Sue, and Ann Zeisset. "ICD-10 Preparation Checklist" (Updated Sept 2012) ▶ Sullivan, Tori. "Budgeting for ICD-10: Hardware Costs Should be Peaking Next Year, Contract Support Rising." <i>Journal of AHIMA</i> 81, no. 9 (September 2010): 30–33. ▶ AHIMA. "HIM and Health IT: Discovering Common Ground in an Electronic Healthcare Environment" <i>Journal of AHIMA</i> 79, no. 11 (November–December 2008): 69–74. ▶ Hughes, Gwen. "A Strategic Approach to Requesting Capital." <i>Journal of AHIMA</i> 75, no. 7 (July–August 2004): 52–53.
<p>Emphasize collaboration and inclusion for training plans</p>	<p>Tailor training to meet specific needs of the stakeholder group involved</p>	<p>Conduct a needs assessment of stakeholder groups in the region by partnering with others</p> <p>Examples include:</p> <ul style="list-style-type: none"> ▶ Quality improvement organizations ▶ Regional CMS offices, ▶ State hospital, long-term care, or home care associations ▶ Health insurers ▶ Healthcare finance associations ▶ Medical societies ▶ Health information technology vendors or associations ▶ State government agencies using ICD such as the state departments of health 	<ul style="list-style-type: none"> ▶ Giannangelo, Kathy; Hyde, Linda. "ICD-10's Impact on Quality Measures." <i>Journal of AHIMA</i> 83, no. 4 (April 2012): 46–47. ▶ Piselli, Caroline. "What's Your ICD-10 Plan?: Findings and Recommendations from Research on ICD-10 Implementation." <i>Journal of AHIMA</i> 76, no. 2 (February 2005): 34–37. ▶ AHIMA. <i>Role-based Model for ICD-10 Implementation: Health Plans</i> (2009).

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ORGANIZATIONAL LEADERSHIP			
INFLUENCE			
<p>Act as a diplomat and use political skills to accomplish results</p>	<p>Acquire budgeting or funding for training sessions or courses</p>	<p>Develop and present information to healthcare boards, conferences, or executives in the listing of stakeholders above</p>	<ul style="list-style-type: none"> ▶ Butler, Rhonda. "Bridging the Translation Gap from ICD-9." <i>Journal of AHIMA</i> 79, no. 3 (March 2008): 31. ▶ Kloss, Linda L. "ICD-10 Malaise: A Symptom of US Healthcare's Ills." <i>Journal of AHIMA</i> 79, no. 3 (March 2008): 23. ▶ Rode, Dan. "Why ICD-10 Can't Wait" <i>Journal of AHIMA</i>, no. 10 (October 2008): 18–20.
<p>Facilitate communication about the new code sets</p>	<p>Sharpen presentation and communication skills</p>	<p>Develop communication plans to gauge interest and support for workflow changes required</p>	<ul style="list-style-type: none"> ▶ Fenton, Susan H., Giannangelo, Kathy, Stanfill, Mary. "Essential People Skills for EHR Implementation Success (AHIMA Practice Brief)." <i>Journal of AHIMA</i> 77, no. 6 (June 2006): 60A–D.
		<p>Develop communication plans to gauge interest and support for workflow changes required</p>	<ul style="list-style-type: none"> ▶ Beguelin, J. "Breaking Down Barriers, Boosting Visibility. How to Move Beyond the HIM Department." <i>Journal of AHIMA</i> 74, no. 5 (May 2003): 513
INDEPENDENCE			
	<p>Accountable to self and others</p>	<p>Develop and document project methodology objectives and timelines to keep transition planning moving ahead</p>	<ul style="list-style-type: none"> ▶ Bowman, Sue, and Ann Zeisset. "ICD-10 Preparation Checklist" (Updated Sept 2012)

LEADERSHIP GOAL	LEADERSHIP CHARACTERISTICS/BEHAVIORS	SAMPLE MANAGEMENT ACTIVITIES	TOOLS AND RESOURCES
ORGANIZATIONAL REQUIREMENTS ANALYSIS			
INITIATIVE			
Conduct requirements analysis and risk assessment to assess organizational readiness	Identifies and achieves goals	Utilize and promote effective risk assessment tools and techniques	<ul style="list-style-type: none"> ▶ Carolan, Katie. "An ICD-10 Vendor Checklist: Planning Now Makes for a Smoother Transition." <i>Journal of AHIMA</i> 82, no. 2 (February 2011): 26–28. ▶ AHIMA Top 10 List: Phase 1, ICD-10-CM/PCS Implementation Plan Development and Impact Assessment (2010). ▶ Burrington-Brown, Jill. "Risk Assessment: Doing More with Less." <i>Journal of AHIMA</i> 74, no. 9 (October 2003): 64, 66.
	Position operational problems and needs at the strategic level	Evaluate organizational readiness for transitioning to new code sets using recognized strategic management techniques	▶ Barnhouse, Lou Anne, et al. "ICD-10: Turning Regulatory Compliance into Strategic Compliance." Deloitte Center for Health Solutions.
	Engage and convene stakeholder groups	Conduct a thorough environmental scan	▶ Environmental Scanning (Wikipedia, accessed December 10, 2012)
	Possess vision and foresight	Develop or use a risk assessment tool to facilitate prioritization of activities to meet strategic objectives	▶ Keith, Ron. "Creating the Vision...Facilitating the Results." AHIMA Convention Proceedings, October 2001.
	Seek opportunities for data analysis projects	Identify key stakeholders early in the process to identify change requirements	▶ AHIMA. "HIM and Health IT: Discovering Common Ground in an Electronic Healthcare Environment" <i>Journal of AHIMA</i> 79, no. 11 (November–December 2008): 69–74.
	Share expertise	Mentor others towards leadership within their area of influence	▶ Buck, Stacie L.; et al. "The Value of Mentoring" <i>Journal of AHIMA</i> 79, no. 9 (September 2008): 38–40.
	Pioneering	<ul style="list-style-type: none"> ▶ Introduce ideas for workflow innovation ▶ Understand transition from ICD-9-CM to ICD-10-CM/PCS requirements specific to organization's needs ▶ Inventory existing code set and data requirements and perform gap analysis between what is currently available versus what is needed 	

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ORGANIZATIONAL REQUIREMENTS ANALYSIS			
INITIATIVE			
		<p>Gain access to recognized standards directories that interface with the code set(s)</p>	<ul style="list-style-type: none"> ▶ Rhodes, Harry B., Scichilone, Rita A. "The US Health Information Knowledgebase: A Metadata Registry that Makes Sense of the Myriad Standards" <i>Journal of AHIMA</i> 80, no. 5 (May 2009): 52–53. ▶ AHIMA. "Recommended Regulations and Standards for Specific Healthcare Settings (Updated)" <i>Journal of AHIMA</i> 80, no. 1 (January 2009): 61–67. ▶ USHIK Website
INFLUENCE			
<p>Stay cognizant of organizational culture for coded data use for decision making</p>	<p>Identify common ground with other departments</p>	<p>Establish a forum for discussion about data sources and data integrity management</p>	<ul style="list-style-type: none"> ▶ Fernandes, Lorraine; O'Connor, Michele. "Data Governance and Data Stewardship: Critical Issues in the Move toward EHRs and HIE" <i>Journal of AHIMA</i> 80, no. 5 (May 2009): 36–39.
	<p>Possess credibility—is trusted by others</p>	<p>Recognize challenges and barriers as well as benefits of the transition process</p>	<ul style="list-style-type: none"> ▶ Butler, Rhonda. "When to Use the GEMs, When Not to Use the GEMs: A Common Sense Approach." 2011 AHIMA Convention Proceedings, October 2011. ▶ AHIMA House of Delegates. "AHIMA Standards of Ethical Coding." (September 2008). ▶ Harman, Laurinda. "HIM and Ethical Decision Making: Complex Challenges." AHIMA Convention Proceedings, October 2001.
	<p>Knowledgeable; serve as an expert in coded data usage</p>		<ul style="list-style-type: none"> ▶ Fernandes, Lorraine; O'Connor, Michele. "Data Governance and Data Stewardship: Critical Issues in the Move toward EHRs and HIE" <i>Journal of AHIMA</i> 80, no. 5 (May 2009): 36–39.
	<ul style="list-style-type: none"> ▶ Identify and bridge gaps ▶ Emphasize collaboration and inclusion 	<ul style="list-style-type: none"> ▶ Identify gaps in requirements and code set content standards defined to date ▶ Establish an interdisciplinary steering committee to guide and inform organizational steps towards implementation ▶ Identify and engage decision makers, subject matter experts and stakeholders to support the implementation process 	

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ORGANIZATIONAL REQUIREMENTS ANALYSIS			
INFLUENCE			
	Team leadership	Guide research and recommend implementation tactics and procedures	<ul style="list-style-type: none"> ▶ Piselli, Caroline. "What's Your ICD-10 Plan?: Findings and Recommendations from Research on ICD-10 Implementation." <i>Journal of AHIMA</i> 76, no. 2 (February 2005): 34–37. ▶ Dimick, Chris. "Top-10 for ICD-10: Essential Tasks for the First Phase of the Journey." <i>Journal of AHIMA</i> 82, no. 6 (June 2011): 38–41.
		Establish a team to research, monitor and recommend an approach and process to transition from ICD-9-CM to ICD-10-CM/PCS	<ul style="list-style-type: none"> ▶ Bryant, Gloryanne H. "Planning and Implementing ICD-10, Using a Team Approach." 2004 IFHRO Congress & AHIMA Convention Proceedings, October 2004.
Lead evaluation and analysis for data migration approaches	Decide if legacy data should be standardized or the organization will code data from a specified date forward	<ul style="list-style-type: none"> ▶ Evaluate the stability and current industry use of ICD-10-CM/PCS (e.g. proving illustrative examples) along with other code sets. ▶ Evaluate and understand the benefits and challenges of implementing the code set and determine any issues related to interoperability ▶ Assess the scale of the code set implementation based on organizational needs/requirements (e.g., process to fully implement the code set map to the code set , etc.) ▶ Establish a single, uniform process for reviewing, approving and implementing code set standards in your organization ▶ Monitor code set development activities to evaluate applicability to new or updated standards 	<ul style="list-style-type: none"> ▶ Rihaneck, Theresa. "Nuances in ICD-10-CM Will Affect Some MS-DRG Assignments." <i>Codewrite</i> (January 2012) ▶ Rihaneck, Theresa; DeVault, Kathy. "Converting Data to ICD-10 with GEMs: Reference Mapping Tools Will Aid in System Transition." <i>Journal of AHIMA</i> 83, no. 5 (May 2012): 42–43. ▶ Long, Peri L. "The DRG Shift: A New Twist for ICD-10 Preparation." <i>Journal of AHIMA</i> 83, no. 6 (June 2012): 76–78. ▶ Butler, Rhonda; Mills, Ron; Averill, Rich. "Reading the Fine Print on ICD-10 Conversions: Even Highly Automated Conversions Require Review." <i>Journal of AHIMA</i> 82, no. 6 (June 2011): 28–31.

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ORGANIZATIONAL REQUIREMENTS ANALYSIS			
INDEPENDENCE			
Achieve successful transition results for all parties involved	Maintain a balance between competing interests	Provide guidance and support for decision making that serves organizational data management interests	▶ Harman, Laurinda. "HIM and Ethical Decision Making: Complex Challenges." AHIMA Convention Proceedings, October 2001.
	Risk taker	Gather business intelligence related to ICD-10-CM or ICD-10-PCS and share with planning teams	

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ORGANIZATIONAL CHANGE MANAGEMENT			
INITIATIVE			
<p>Embrace change for the opportunities it brings for improvement and efficiency</p>	<p>Courage to change the status quo</p>	<p>Create a program describing strategic advantages</p>	<ul style="list-style-type: none"> ▶ “Transforming the Healthcare Delivery System; Proposals to Improve Care and Reduce Health Care Costs.” Senate Finance Committee, April 29, 2009.
	<p>Identifies gaps</p>	<p>Identify, develop, and utilize capabilities and strengths of individuals</p>	<ul style="list-style-type: none"> ▶ Fox, Leslie Ann; Clark, Jean; Bowen, Rita; Postal, Susan. “Using Systems-based Leadership to Advance the Future State of HIM.” AHIMA’s 79th Convention and Exhibit Proceedings, October 2007. ▶ Johnson, Spencer and Blanchard, Kenneth. <i>Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life</i>. New York: G.P. Putnam’s Sons, 2002. ▶ Kotter, John P. <i>Leading Change</i>. Boston: Harvard Business School Press. 1996.
	<p>Bridge the past and future</p>	<p>Reengineer workflow, re-imagine roles</p>	<ul style="list-style-type: none"> ▶ Dimick, Chris. “Change is the Constant: HIM Directors Must Bridge Past and Future.” <i>Journal of AHIMA</i> 78, no. 9 (October 2007): 88.
	<p>Seek opportunities for improvement in electronic health records workflow associated with data capture using codes for storage</p>	<p>Anticipate potential stakeholder conflict, struggles or disagreements</p>	<ul style="list-style-type: none"> ▶ Bryant, Gloryanne. <i>Managing Change and Embracing ICD-10</i> <i>ICD-10 Monitor</i>, July 17, 2012. ▶ AHIMA e-HIM Workgroup on the Transition to ICD-10-CM/PCS. “Planning Organizational Transition to ICD-10-CM/PCS.” <i>Journal of AHIMA</i> 80, no. 10 (October 2009): 72–77. ▶ Butler, Rhonda. “Crossing the Bridge to ICD-10: Using the General Equivalence Mappings (GEMs) to Create a ICD-10 Ready Workplace.” 2008 AHIMA Convention Proceedings, October 2008. ▶ Cassidy, Bonnie S. “Embracing the ICD-10 Transition.” <i>Journal of AHIMA</i> 82, no. 6 (June 2011): 10. ▶ Weiss, Alan. <i>Organizational Consulting: How to be an Effective Internal Change Agent</i>. Hoboken, NJ: John Wiley, 2003. ▶ Wilson, P.S. “What Mapping and Modeling Means to the HIM Professional” <i>Perspectives in Health Information Management</i> (2007)

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ORGANIZATIONAL CHANGE MANAGEMENT			
INFLUENCE			
Position change requirements at the strategic level	Act as a diplomat, possess political skills	Engage and convene stakeholders to obtain buy-in for changes important for strategic advantage. Keeps an eye on the big picture.	
Maintain a balance between what has worked in the past and what may improve efficiency in the future	Ask questions about inadequacy of current system to manage uniform release and update cycles for code sets	Periodically survey stakeholders on adequacy of communication process and use feedback to modify change strategies related to update cycles and system updates	
Communicate the value of HIM involvement in transition and implementation activities	Remain flexible, open to alternatives, identify gaps	Support and encourage HIM representation for all ICD-10-CM or ICD-10-PCS transition activities	
INDEPENDENCE			
	Ability to see a business problem from many different perspectives	Identify the best mode(s) and frequency of communication	
	Naturally inquisitive	Anticipate tough questions and create a document with possible answers to find out all of the issues have been identified	

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ORGANIZATIONAL SYSTEMS INTEGRATION, PLANNING AND DATA MIGRATION			
INITIATIVE			
<p>Advance development of a graceful evolution of code sets to avoid high cost and organizational workflow disruption and data loss</p>	<p>Use vision and foresight to challenge the current process</p>	<p>Incorporate code set transition-related activities into the organizational project life-cycle; Exploit the benefits of the new code sets as required to meet both clinical and business needs</p>	<ul style="list-style-type: none"> ▶ ICD-10-CM/PCS Implementation Toolkit—February 2012 ▶ “Electronic Documentation Templates Support ICD-10-CM/PCS Implementation.” <i>Journal of AHIMA</i> 83, no. 10 (October 2012): 66–71. ▶ AHIMA. Top 10 List Phase 2: ICD-10-CM/PCS Implementation Preparation. July 2011.
<p>Position operational problems related to electronic systems and requirements at the strategic level</p>	<p>Knowledgeable, serves as an expert; Makes decisions where consensus is not appropriate or possible</p>	<p>Develop a strategy for ICD-10-CM/PCS implementation and maintenance; Select or lead a task force to identify functionality requirements</p>	<ul style="list-style-type: none"> ▶ ICD-10-CM/PCS Implementation Toolkit—February 2012 ▶ “Electronic Documentation Templates Support ICD-10-CM/PCS Implementation.” <i>Journal of AHIMA</i> 83, no. 10 (October 2012): 66–71. ▶ AHIMA. Top 10 List Phase 2: ICD-10-CM/PCS Implementation Preparation. July 2011. ▶ AHIMA ICD-10-CM/PCS Readiness Assessment and Prioritization Tool Kit ▶ AHIMA. ICD-10 Vendor Readiness Assessment Questionnaire ▶ CMS. Assembling an ICD-10 Project Team (August 2012) ▶ HIPAA Administrative Simplification: Modifications to Medical Data Code Set Standards To Adopt ICD-10-CM and ICD-10-PCS: Final Rule (HHS Final Rule for ICD-10-CM/PCS Implementation) ▶ CMS. ICD-10 Implementation Guide for Large Practices (September 2012) ▶ CMS. ICD-10 Implementation Timelines (August 2012) ▶ CMS Implementation planning—including transition to ICD-10 (July 2012) ▶ CMS. ICD-10 Website (main website for ICD-10 and ICD-10 transition)
<p>Select appropriate software to aid in code selection, mapping, and reimbursement</p>	<p>Ability to engage and convene project groups</p>	<p>Communicate the value of HIM perspectives towards implementation (including design of a program budget)</p>	<ul style="list-style-type: none"> ▶ CMS. The ICD-10 Transition: An Introduction (September 2012) ▶ CMS. FAQs: ICD-10 Transition Basics (July 2012)

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ORGANIZATIONAL REQUIREMENTS ANALYSIS			
INFLUENCE			
	Knowledgeable, serves as an expert	Develop resources and tools that work with existing systems; Fosters vendor relationships;	<ul style="list-style-type: none"> ▶ CMS. Version 5010 Industry Resources (July 2012) ▶ AHIMA. ICD-10-FAQs
	Negotiation skills, articulate, facilitates communication	Collaborate for interoperability to enable health information exchange; Present arguments succinctly	<ul style="list-style-type: none"> ▶ CDC—International Classification of Diseases, Tenth Revision, Clinical Modification (ICD-10-CM) ▶ AHIMA. “HIM and Health IT: Discovering Common Ground in an Electronic Healthcare Environment” <i>Journal of AHIMA</i> 79, no. 11 (November–December 2008): 69–74.
	Team Leadership	Facilitate communication between systems support and users of software programs or tools related to the new code sets; Keep stakeholders informed of system selection, development and deployment status	<ul style="list-style-type: none"> ▶ Bradley, Philip; Rich, Mark; Isaacson, Allen. <i>ICD-10 Conversation: Planning Ahead</i>. Presented in Collaboration with HIMSS Financial Systems Steering Committee, December 3, 2008. ▶ Bowman, Sue. “Coordination of SNOMED-CT and ICD-10: Getting the Most out of Electronic Health Record Systems.” <i>Perspectives in Health Information Management</i> Spring 2005 (May 25, 2005). ▶ Bryant, Gloryanne H. “Planning and Implementing ICD-10, Using a Team Approach.” 2004 IFHRO Congress & AHIMA Convention Proceedings, October 2004. ▶ CMS. <i>Transaction & Code Set Standards</i> (March 2012)
INDEPENDENCE			
	Asks tough questions related to the information systems or technology changes related to ICD-10-CM/PCS.		

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ORGANIZATIONAL DATA STANDARDS ADVOCACY			
INITIATIVE			
	<p>Knowledgeable, serve as an expert; Partner with other</p>	<p>Leverage membership in professional associations and industry groups to inform organizational policies and procedures</p>	<ul style="list-style-type: none"> ▶ Rode, Dan. "AHIMA's 2012 Advocacy Goals: An Agenda for the Knowns and Unknowns in the Year Ahead." <i>Journal of AHIMA</i> 83, no. 1 (January 2012): 16–18. ▶ Leadership in Action: HIM's Role in Healthcare Transformation: HIM Core Model Extended (AHIMA Winter Team Talks, 2011) ▶ Yount, Shane. "Leadership GPS—Growth, Performance, Sustainment." 2011 AHIMA Convention Proceedings, October 2011. ▶ Mangin, W. "Getting Engaged for Life" <i>Journal of AHIMA</i> 79, no. 11 (November–December 2008): 8.
<p>Contribute to domain knowledge by participating in relevant professional association work and mentoring others</p>	<p>Possess vision foresight and courage to challenge the status quo</p>	<p>Share experiences regarding ICD-10-CM or ICD-10-PCS standards implementation and use.</p>	
	<p>Seek opportunities</p>	<p>Submission of abstracts and/or papers describing benefits of HIM leadership</p>	
	<p>Possesses credibility, is trustworthy</p>	<p>Article submission to professional associations or trade newsletters</p>	<ul style="list-style-type: none"> ▶ Guidelines for Submitting Manuscripts for the <i>Journal of AHIMA</i>
	<p>Empathize with people and understand their challenges</p>	<p>Serve as a mentor to other professionals seeking ICD-10-CM or ICD-10-PCS expertise</p>	<ul style="list-style-type: none"> ▶ Buck, Stacie L.; et al. "The Value of Mentoring" <i>Journal of AHIMA</i> 79, no.9 (September 2008): 38–40. ▶ "Mentoring with Passion: ACE Member Hands Down HIM Knowledge" <i>AHIMA Advantage</i> 12:2 (March 2008).
	<p>Pioneering</p>	<p>Nominate yourself or others for the AHIMA ACE program (AHIMA Action Community for e-HIM® Excellence.</p>	<ul style="list-style-type: none"> ▶ AHIMA Action Community for e-HIM® Excellence (ACE) ▶ "ACE Member Shares Her Passion for HIM" <i>AHIMA Advantage</i> 12:2 (February 2008).
		<p>Follow the development and progress of the next version of ICD</p>	
	<p>Serve as an HIM domain expert</p>	<p>Review or provide feedback to professional groups or standards development organization on proposed regulations, mandates or standards involving the code sets.</p>	

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ORGANIZATIONAL DATA STANDARDS ADVOCACY			
INFLUENCE			
	Communicate effectively with diverse groups and organizational levels	Volunteer for local, regional, or national committees working on coding related standards or issues.	▶ AHIMA Application to Serve
	Partner with Others	Participate in standards development activities including the Health Information Technology Standards Panel volunteer work groups.	
INDEPENDENCE			
Contribute to the development and harmonization of industry and professional standards.	Possess the ability to see a business problem from many different angles	Write articles, offer to deliver presentations, consider joining standards development work groups	▶ Guidelines for Submitting Manuscripts for the Journal of AHIMA