

**2011 AHIMA Curriculum Competencies and Knowledge Clusters – Health Information Management  
Baccalaureate Degree  
Approved by AHIMA Education Strategy Committee**

<b>HIM Baccalaureate Degree Entry-Level Competencies (Student Learning Outcomes)</b>	<b>Knowledge Clusters (Curriculum Components)</b>	<b>Notes</b>
<p><b>I. Domain: Health Data Management</b></p> <p><b>I. A. Subdomain: Health Data Structure, Content and Standards</b></p> <p><b>1. Manage health data (such as data elements, data sets and databases).</b></p> <p><b>2. Ensure that documentation in the health record supports the diagnosis and reflects the patient’s progress, clinical findings and discharge status.</b></p>	<p><b>Health Data Structure, Content, and Acquisition</b></p> <ul style="list-style-type: none"> <li>• <b>Capture, structure and use of health information (5)</b></li> <li>• <b>Health information (paper, electronic) (5)</b></li> <li>• <b>Data quality assessment and integrity (5)</b></li> <li>• <b>Secondary data sources registries and indexes (3)</b></li> <li>• <b>Healthcare data sets (such as HEDIS, UHDDS, OASIS) (4)</b></li> <li>• <b>Health information archival and retrieval systems (5)</b></li> <li>• <b>Data capture tools and technologies (such as forms; data input screens; templates, other health record documentation tools) (5)</b></li> </ul>	

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<p><b>I.B. Subdomain: Healthcare Information Requirements and Standards</b></p> <p>1. Develop organization-wide health record documentation guidelines.</p> <p>2. Maintain organizational compliance with regulations and standards.</p> <p>3. Ensure organizational survey readiness for accreditation, licensing and/or certification processes.</p> <p>4. Design and implement clinical documentation initiatives</p>	<p><b>Healthcare Information Requirements and Standards</b></p> <ul style="list-style-type: none"> <li>• Standards and regulations for documentation (such as Joint Commission, CARF, COP) (5)</li> <li>• Health information standards (such as HIPAA, ANSI, LOINC, HL-7, UMLS, ASTM ) (3)</li> <li>• Patient Identity Management Policies ( MPI) (3)</li> </ul>	
<p><b>I.C. Subdomain: Clinical Classification Systems</b></p> <p>1. Select electronic applications for clinical classification and coding.</p> <p>2. Implement and manage applications and processes for clinical classification and coding.</p> <p>3. Maintain processes, policies, and procedures to ensure the accuracy of coded data.</p>	<p><b>Clinical Classification Systems</b></p> <ul style="list-style-type: none"> <li>• Healthcare taxonomies, clinical vocabularies nomenclatures (such as ICD-9-CM, ICD-10-CM/PCS, CPT, SNOMED-CT, DSM-IV) (2)</li> <li>• Severity of illness systems (4)</li> <li>• Data integrity, coding audits (4)</li> <li>• CCI, Electronic billing, X12N, (4)</li> </ul>	

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<p><b>I.D. Subdomain: Reimbursement Methodologies</b></p> <ol style="list-style-type: none"> <li>1. Manage the use of clinical data required in prospective payment systems (PPS) in healthcare delivery.</li> <li>2. Manage the use of clinical data required in other reimbursement systems in healthcare delivery.</li> <li>3. Participate in selection and development of applications and processes for chargemaster and claims management.</li> <li>4. Implement and manage processes for compliance and reporting-</li> <li>5. Participate in revenue cycle management</li> </ol>	<p><b>Reimbursement Methodologies</b></p> <ul style="list-style-type: none"> <li>• Clinical data and reimbursement management (5)</li> <li>• Compliance strategies and reporting (4)</li> <li>• Charge-master management (4)</li> <li>• Casemix management (4)</li> <li>• Audit process such as compliance and reimbursement (5)</li> <li>• Payment systems (such as PPS, DRGs, APCs, RBRVS, RUGs, MSDRGs)(4)</li> <li>• Commercial, managed care and federal insurance plans(4)</li> <li>• Revenue cycle process (4)</li> </ul>	
<p><b>II. Domain: Health Statistics, Biomedical Research and Quality Management</b></p> <p><b>II.A. Subdomain: Healthcare Statistics and Research</b></p>	<p><b>Healthcare Statistics and Research</b></p> <ul style="list-style-type: none"> <li>• Statistical analysis on healthcare data (2)</li> <li>• Descriptive statistics (such as means, standard deviations, frequencies,</li> </ul>	

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<p>1. Analyze and present data for quality management, utilization management, risk management, and other patient care related studies.</p> <p>2. Utilize statistical software.</p> <p>3. Ensure adherence to Institutional Review Board (IRB) processes and policies.</p>	<p>ranges, percentiles)(4)</p> <ul style="list-style-type: none"> <li>• Inferential statistics (such as t-tests, ANOVAs, regression analysis, reliability, validity) (2)</li> <li>• Vital statistics (5)</li> <li>• Epidemiology (2)</li> <li>• Data reporting and presentation techniques (5)</li> <li>• Computerized statistical packages (2)</li> <li>• Research design/methods (such as quantitative, qualitative, evaluative, outcomes)(3)</li> <li>• Knowledge-based research techniques (such as Medline, CMS, libraries, web sites) (3)</li> <li>• National guidelines regarding human subjects' research (4)</li> <li>• Institutional review board process (2)</li> <li>• Research protocol data management (4)</li> </ul>	
<p><b>II. B. Subdomain: Quality Management and Performance Improvement</b></p> <p>1. Provide support for facility-wide quality management and performance improvement programs.</p>	<p><b>Quality Management and Performance Improvement</b></p> <ul style="list-style-type: none"> <li>• Quality assessment, and management tools (such as benchmarking, Statistical Quality Control and Risk Management) (4)</li> </ul>	

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<p>2. Analyze clinical data to identify trends that demonstrate quality, safety and effectiveness of healthcare.</p>	<ul style="list-style-type: none"> <li>• Utilization and resource management (4)</li> <li>• Disease management process (such as case management, critical paths) (4)</li> <li>• Outcomes measurement (such as patient, customer satisfaction, disease specific) (5)</li> <li>• Benchmarking techniques (4)</li> <li>• Patient and organization safety initiatives (3)</li> </ul>	
<p><b>III. Domain: Health Services Organization and Delivery</b></p> <p><b>III.A. Subdomain: Healthcare Delivery Systems</b></p> <p>1. Evaluate and implement national health information initiatives in the healthcare delivery system for application to information system policies and procedures.</p> <p>2. Interpret, communicate, and apply current laws, accreditation, licensure and certification standards related to health information initiatives at the national, state, local and facility levels.</p>	<p><b>Healthcare Delivery Systems</b></p> <ul style="list-style-type: none"> <li>• Organization and delivery of healthcare systems (4)</li> <li>• Structure and operation of healthcare organizations including e-health delivery (5)</li> <li>• Accreditation standards (such as Joint Commission, NCQA, CARF, CHAP, URAC) (5)</li> <li>• Regulatory and licensure requirements</li> <li>• Federal initiatives: ONC, CCHIT (5)</li> </ul>	

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<p>3. Analyze and respond to the information needs of internal and external customers throughout the continuum of healthcare services.</p> <p>4. Revise policies and procedures to comply with the changing health information regulations.</p> <p>5. Translate and interpret health information for consumers and their caregivers.</p>		
<p><b>III.B. Subdomain: Healthcare Privacy, Confidentiality, Legal, and Ethical Issues</b></p> <p>1. Coordinate the implementation of legal and regulatory requirements related to the health information infrastructure.</p> <p>2. Manage access and disclosure of personal health information.</p> <p>3. Develop and implement organization-wide confidentiality policies and procedures.</p> <p>4. Develop and implement privacy training programs.</p>	<p><b>Healthcare Privacy, Confidentiality, Legal and Ethical Issues</b></p> <ul style="list-style-type: none"> <li>• Legislative and legal system (4)</li> <li>• Privacy, confidentiality, security principles, policies and procedures (5)</li> <li>• Health information laws, regulations, and standards (such as HIPAA, Joint Commission, State laws) (5)</li> <li>• Elements of compliance programs (5)</li> <li>• Professional ethical issues (5)</li> <li>• Legal Health Record, e-Discovery guidelines (5)</li> </ul>	

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<p>5. Resolve privacy issues/problems.</p> <p>6. Apply and promote ethical standards of practice.</p> <p>7. Define and maintain elements of the legal health record.</p> <p>8. Establish and maintain e-Discovery guidelines.</p>		
<p><b>IV. Information Technology and Systems</b></p> <p><b>IV.A. Subdomain: Information and Communication Technologies</b></p> <p>1. Implement and manage use of technology; including hardware and software to ensure data collection, storage, analysis and reporting of information.</p> <p>2. Contribute to the development of networks, including intranet and Internet applications to facilitate the electronic health record (EHR), personal health record (PHR), public health, and other administrative systems.</p> <p>3. Interpret the derivation and use of standards to achieve interoperability of</p>	<p><b>Information and Communication Technologies</b></p> <ul style="list-style-type: none"> <li>• Computer concepts (hardware components, network systems architectures, operating systems and languages, and software packages and tools) (4)</li> <li>• Communications technologies (networks—LANS, WANS, WLANS, VPNs)</li> <li>• Data interchange standards (such as : X9, NIST,HL7, Reference Information Modeling ( RIM) (4)</li> <li>• Internet technologies (Intranet, web-based systems, standards – SGML, XML) (4)</li> <li>• Data, information and file structures (data administration, data</li> </ul>	

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healthcare information systems.	<p>definitions, data dictionary, data modeling, data structures, data warehousing, database management systems) (5)</p> <ul style="list-style-type: none"> <li>• Indices and registry polices (4)</li> <li>• System interoperability, data sharing (5)</li> <li>• National Healthcare Information Infrastructure NHIN (3)</li> </ul>	
<p><b>IV. B. Subdomain: Information Systems</b></p> <p>1. Apply knowledge of data base architecture and design (such as data dictionary, data modeling, data warehousing and so on) to meet organizational needs.</p> <p>2. Monitor use of clinical vocabularies and terminologies used in the organization’s health information systems.</p> <p>3. Manage clinical indices/databases/registries.</p> <p>4. Apply appropriate electronic or imaging technology for data/record storage.</p> <p>5. Apply knowledge of database querying and data mining techniques to facilitate information retrieval.</p>	<p style="text-align: center;"><b>Information Systems</b></p> <ul style="list-style-type: none"> <li>• Leading development of health information resources &amp; systems (4)</li> <li>• Database Architecture and Design (5)</li> <li>• Human factors and user interface design (4)</li> <li>• Systems Development Life Cycle (systems analysis, design, implementation, evaluation, and maintenance) (5)</li> <li>• Clinical, business and specialty systems applications (administrative, clinical decision support systems, electronic health record and computer-based health record systems, nursing, ancillary service systems, patient numbering systems at master and enterprise levels) (5)</li> </ul>	



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<p>6. Implement and manage knowledge-based applications to meet end-user information requirements.</p> <p>7. Design and generate administrative reports using appropriate software.</p> <p>8. Participate in system selection processes (RFI and RFP).</p> <p>9. Evaluate and recommend clinical administrative, and specialty service applications ( RFP vender selection, electronic record, clinical coding)</p> <p>10. Apply appropriate systems life cycle concepts, including systems analysis, design, implementation, evaluation, and maintenance to the selection of healthcare information systems.</p>	<ul style="list-style-type: none"> <li>• RHIO, HIE, RHEC (5)</li> <li>• Project management (5)</li> </ul>	
<p><b>IV.C. Subdomain: Data Security</b></p> <p>1. Protect electronic health information through confidentiality and security measures.</p>	<p><b>Data Security</b></p> <ul style="list-style-type: none"> <li>• Data security protection methods ( such as authentication encryption, decryption, firewalls) ( 4)</li> </ul>	

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<p>2. Protect data integrity and validity using software or hardware technology.</p> <p>3. Implement and monitor department and organizational data and information system security policies.</p> <p>4. Recommend elements that must be included in the design of audit trails and data quality monitoring programs.</p>	<ul style="list-style-type: none"> <li>• Data security (audits ,controls, data recovery e-security (5)</li> </ul>	
<p><b>V. Organization and Management</b></p> <p><b>V.A. Subdomain: Human Resources Management</b></p> <p>1. Manage human resources to facilitate staff recruitment, retention, and supervision.</p> <p>2. Ensure compliance with employment laws</p> <p>3. Develop and implement staff orientation and training programs.</p> <p>4. Develop productivity standards for health information functions.</p> <p>5. Monitor staffing levels and productivity and provide feedback to staff regarding</p>	<p><b>Human Resources Management</b></p> <ul style="list-style-type: none"> <li>• Employment laws (4)</li> <li>• Principles of human resources management (recruitment, supervision, retention, counseling, disciplinary action) (5)</li> <li>• Workforce education and training (4)</li> <li>• Performance standards (5)</li> <li>• Labor trends, market analysis (4)</li> </ul>	

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<p>performance.</p> <p>6. Benchmark staff performance data incorporating labor analytics.</p> <p>7. Apply Quality Management tools.</p> <p>8. Develop, motivate, and support work teams.</p>		
<p><b>B. Subdomain: Financial and Resource Management</b></p> <p>1. Demonstrate knowledge of financial management and accounting principles.</p> <p>2. Prepare and monitor budgets and contracts.</p> <p>3. Demonstrate and apply knowledge of cost-benefit analysis techniques to justify resource needs.</p> <p>4. Manage organization-wide coding and revenue cycle processes.</p>	<p><b>Financial and Resource Management</b></p> <ul style="list-style-type: none"> <li>• Healthcare finance (payer mix, bond rating, investment, capitalization) (3)</li> <li>• Accounting principles (4)</li> <li>• Budget process (capital and operating) (5)</li> <li>• Cost/benefit analysis (5)</li> </ul>	
<p><b>V. C. Subdomain: Strategic Planning and</b></p>	<p><b>Strategic Planning and Organizational</b></p>	

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<p style="text-align: center;"><b>Organizational Development</b></p> <ol style="list-style-type: none"> <li>1. Apply general principles of management in the administration of health information services.</li> <li>2. Assign projects and tasks to appropriate staff.</li> <li>3. Apply project management techniques to ensure efficient workflow and appropriate outcomes.</li> <li>4. Demonstrate leadership skills.</li> <li>5. Apply general principles of management in the administration of health information services.</li> <li>6. Assign projects and tasks to appropriate staff.</li> </ol>	<p style="text-align: center;"><b>Development</b></p> <ul style="list-style-type: none"> <li>• Organizational assessment and benchmarking (4)</li> <li>• Critical thinking skills, emotional intelligence, employee engagement (4)</li> <li>• Project management (5)</li> </ul>	
<p style="text-align: center;"><b>V. D. Subdomain—Problem Solving and Leadership</b></p> <ol style="list-style-type: none"> <li>1. Apply project management techniques to ensure efficient workflow and appropriate outcomes.</li> <li>2. Facilitate project management by integrating work efforts, as well as planning and executing project tasks and activities.</li> </ol>	<p style="text-align: center;"><b>Problem Solving and Leadership</b></p> <ul style="list-style-type: none"> <li>• Process reengineering and work redesign (4)</li> <li>• Change management (4)</li> <li>• Facilitation of teams and meetings (3)</li> <li>• Principles of management (5)</li> <li>• Negotiation techniques (4)</li> <li>• Communication and interpersonal</li> </ul>	

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	skills (5) <ul style="list-style-type: none"> <li>• Team/consensus building (5)</li> <li>• Professional development for self and staff (4)</li> <li>• Problem solving and decision making processes (5)</li> </ul>	
	<b>Biomedical Sciences</b>	
	Anatomy (3) Physiology (3) Medical Terminology (5) Pathophysiology (4) Pharmacotherapy (4)	

**Bloom's Taxonomy: Revised Version**

1 = Remembering: Can the student recall or remember the information?

2 = Understanding: Can the student explain ideas or concepts, and grasp the meaning of information?

3 = Applying: Can the student use the information in a new way?

4 = Analyzing: Can the student distinguish between the different parts, break down information, and infer to support conclusions?

5 = Evaluating: Can the student justify a stand or decision, or judge the value of?

**1 = Knowledge: The remembering (or recalling) of appropriate, and previously learned information**

**2 = Comprehension: Grasping the meaning of information**

**3 = Application: Applying previously learned information to new situations to solve problems**

**4 = Analysis: Breaking down information and inferring (or finding evidence) to support divergent conclusions**

**5 = Synthesis: Applying prior knowledge and skills to create a new or original whole**