Legend for marks: K = Knows, S = Shows, D = Does

Column group key:

Pre-HIM Program: P1 = AHS 1023 Basic Pharmacology · P2 = AHS 2013 Medical Terminology · P3 = BIOL 2004 Basic Anatomy & Physiology · P4 = CDMS 2233 Introduction to Databases

Semester 1 (Fall Jr Year): S1a = HIM 3023 Introduction to Health Information Management · S1b = HIM 3153 Current Issues in Health Information Management · S1c = HIM 4153 Principles of Disease · S1d = MGMT 3003 Principles of Management · S1e = PSY/SOC 2053 or STAT 2163 (statistics)

Semester 2 (Spring Jr Year): S2a = HIM 3033 Basic Coding Principles · S2b = HIM 3063 Advanced Concepts in Health Information Management · S2c = HIM 3132 Health Data and Statistics · S2d = HIM 3133 Alternative Health Records · S2e = MGMT 3023 (Prin/HR MGMT or HA 3113)

Semester 3 (Fall Sr Year): S3a = HIM 4034 Advanced Coding Principles · S3b = HIM 4063 Organization and Administration · S3c = HIM 4093 Research in Health Information Management · S3d = HIM 4182 Professional Practice Experience I · S3e = HIM 4083 Systems Analysis in HIM

Semester 4 (Spring Sr Year): S4a = MGMT 4013 Management Information Systems · S4b = HIM 4073 Legal Concepts for the Health Fields · S4c = HIM 4083 Health Organization Trends · S4d = HIM 4203 Healthcare Reimbursement · S4e = HIM 4292 Professional Practice Experience II

Summer after Senior Year: Su1 = HIM 4892 Seminar in Health Information Management · Su2 = HIM 4895 Affiliation

Category	Performance Indicator	P1	P2	P3	P4	S1a	S1b	S1c	S1d	S1e	S2a	S2b	S2c	S2d	S2e	S3a	S3b	S3c	S3d	S3e	S4a	S4b	S4c	S4d	S4e	Su1	Su2	#Knows	#Shows	#Does
1.1 Written and Oral Communications	1.1.1 Use proper grammar and spelling in written communications. (does)							D																				0	0	1
	1.1.2 Ensure thorough and logical explanations are founded on evidence-based information and written reports include proper scholarly or professional literature citations. (does)							D																				0	0	1
	1.1.3 Select or develop graphical representations and images to enhance communications and demonstrate appropriate understanding. (does)							D																				0	0	1
1.2 Technology Competence	1.2.1 Use digital technology, networks, and communication tools to find, evaluate, and communicate information. (does)							D																				0	0	1
	1.2.2 Use software packages that allow for the analysis and presentation of the data. (does)							D																				0	0	1
1.3 Anatomy and Physiology	1.3.1 Identify musculoskeletal and physiological body systems and functions. (knows)			K																								1	0	0
	1.3.2 Integrate knowledge of body systems and functions in decision-making. (shows)							S																				0	1	0
1.4 Medical Terminology	1.4.1 Integrate prefixes, suffixes, word roots, and combining forms of medical terms. (does)		D																									0	0	1
	1.4.2 Interpret proper phrases and terms of diseases, pathological conditions, and systems of the body. (knows)							K																				1	0	0
	1.4.3 Use medical terminology and abbreviations within the correct context. (does)							D																				0	0	1
1.5 Pathophysiology and Pharmacology	1.5.1 Recognize the physical and functional changes that occur with disease, injury, and the human life cycle. (knows)							K																				1	0	0
	1.5.2 Describe diagnostic and therapeutic tests and procedures in disease processes and interventions. (knows)							K																				1	0	0
	1.5.3 Identify generic and brand names and the indications for commonly prescribed drugs and agents. (knows)	K																										1	0	0
	1.5.4 Identify contraindications and side effects associated with drug therapies. (knows)	K																										1	0	0
1.6 Healthcare Service Delivery	1.6.1 Identify types of healthcare organizations and systems. (knows)										K																	1	0	0
	1.6.2 Recognize the scope of healthcare services in various settings. (knows)																K											1	0	0
	1.6.3 Differentiate the scope of practice of health professionals and healthcare services in various settings. (knows)																K											1	0	0
1.7 Statistical Concepts and Analytical Tools	1.7.1 Apply knowledge of descriptive statistical methods for continuous and categorical data. (knows)									K																		1	0	0
	1.7.2 Choose the appropriate statistical method and perform statistical analysis. (shows)									S																				
	1.7.3 Calculate differential (descriptive) and inferential statistics and solve fundamental statistical problems. (does)									D																				
	1.7.4 Interpret data and communicate results to various audiences. (does)																	D										0	0	1
1.8 Population Health	1.8.1 Apply knowledge of epidemiology, human and environmental biology and behavioral sciences when collecting and analyzing data. (shows)																						S					0	1	0
	1.8.2 Examine how the determinants of health influence population health and well-being of individuals, groups, communities, and populations. (knows)																						K							
	1.8.3 Articulate factors that influence local, state, and national health and social legislation and policy. (knows)																						K							
	1.8.4 Examine patterns of illness and injury in populations to prevent and control health problems. (shows)																						S							
	1.8.5 Identify optimal ways to capture determinants of health from the documentation. (knows)																						K							
	1.8.6 Examine the trends and current issues that impact community, population and global health, such as new and reemerging diseases that spread through immigration, travel and international trade. (Show)																						S					0	1	0
2.1 Advocacy Efforts	2.1.1 Advocate for health information services and resources that benefit patients, the organization and the population. (shows)					S																						0	1	0
	2.1.2 Educate others on the scope of practice and role of health information management professions. (shows)					S																						0	1	0
	2.1.3 Write proposals for equipment, resources, and new technologies. (shows)																							S				0	1	0
	2.1.4 Engage in policy advocacy efforts. (Shows)					S																						0	1	0
2.2 Self-Reflection	2.2.1 Self-reflect on experiences and personal opinions, learn from others, and identify growth areas. (does)																D											0	0	1
	2.2.2 Recognize when services are beyond personal competence and consult or refer services to others. (does)																D											0	0	1
	2.2.3 Consider the relationship between the health information management role and the responsibilities of other team members. (knows)																K											1	0	0
	2.2.4 Engage in continuing education and professional development. (does)																								D			0	0	1

Legend: **Knows** (K, blue) · **Shows** (S, yellow) · **Does** (D, green)

Performance Indicator	AHS 1023 Basic Pharmacology	AHS 2013 Medical Terminology	BIOL 2004 Basic Anatomy & Physiology	CDMS 2233 Intro to Databases	HIM 3023 Intro to HIM	HIM 3153 Current Issues in HIM	HIM 4153 Principles of Disease	MGMT 3003 Principles of Mgmt	PSY/SOC 2053 or STAT 2163	HIM 3033 Basic Coding Principles	HIM 3043 Advanced Concepts in HIM	HIM 3132 Health Data and Statistics	HIM 3133 Alternative Health Records	MGMT 3023 (Priv/HR MGMT or HA 3113)	HIM 4094 Advanced Coding Principles	HIM 4063 Organization and Administration	HIM 4093 Research in HIM	HIM 4182 Prof Practice Exp I	HIM 4083 Systems Analysis in HIM	MGMT 4013 Mgmt Information Systems	HIM 4073 Legal Concepts for the Health Fields	HIM 4083 Health Organization Trends	HIM 4203 Healthcare Reimbursement	HIM 4292 Prof Practice Exp II	HIM 4892 Seminar in HIM	HIM 4895 Affiliation	#Knows	#Shows	#Does
2.3 Professional Behaviors																													
2.3.1 Recognize ethical issues and identify potential actions that support a positive outcome. (shows)																					S						0	1	0
2.3.2 Identify and manage potential and actual conflicts of interest. (shows)																					S						0	1	0
2.4 Ethical Framework and Decision Making																													
2.4.1 Evaluate and apply ethical frameworks to provide professional guidance. (Shows)																					S						0	1	0
2.4.2 Apply bioethics to identify and critically analyze moral questions and to manage ethical dilemmas. (Shows)																					S						0	1	0
3.1 Health Information Legislation, Regulations and Policy																													
3.1.1 Apply knowledge of the US legal system and legislative process. (knows)																					K						1	0	0
3.1.2 Interpret legislation, regulation and judicial processes that impact health information management. (does)																							D				0	0	1
3.1.3 Identify licensure and accreditation standards that impact health information management. (knows)											K																1	0	0
3.1.4 Modify or develop policies and procedures citing legislation and regulations. (does)																				D							0	0	1
3.2 Privacy, Security and Confidentiality																													
3.2.1 Apply privacy and security legislation when collecting, retaining, using, releasing, and destroying personal and health information. (shows)																					S						0	1	0
3.2.2 Compare federal, state, and local privacy and security legislation and recommend actions to address discrepancies. (does)																					D						0	0	1
3.2.3 Use physical, technical, and administrative controls to ensure safeguards are in place to protect assets. (shows)																					S						0	1	0
3.2.4 Identify the vulnerabilities and the risk of unauthorized access. (knows)																					K						1	0	0
3.2.5 Investigate privacy breaches and communicate findings to mitigate future risks and support transparency. (shows)																					S						0	1	0
3.2.6 Evaluate health information management policies and procedures and recommend changes to ensure compliance with legal requirements. (does)																					D						0	0	1
3.2.7 Identify potential and real cyber risks and define processes to mitigate and manage risks. (shows)																					S						0	1	0
3.2.8 Validate legal documents to protect patients and the organization. (shows)																					S						0	1	0
3.2.9 Participate in a review of a health information compliance plan to assess the level of compliance within the health system. (does)																					D						0	0	1
3.3 Healthcare Fraud and Abuse																													
3.3.1 Differentiate between healthcare fraud and abuse as defined in legislation. (knows)												K															1	0	0
3.3.2 Identify the reporting requirements associated with healthcare fraud and abuse. (knows)												K															1	0	0
3.3.3 Create documentation integrity metrics to monitor coding activities. (shows)																							S				0	1	0
3.3.4 Analyze data to identify trends and patterns of intentional or unintentional financial abuse and fraud. (does)																							D						
3.3.5 Create reports that justify concerns and allegations of intentional or unintentional healthcare fraud and abuse. (does)																							D				0	0	1
3.4 State and Federal Reporting																													
3.4.1 Identify required elements for reporting vital statistics and notifiable diseases, abuse, and deaths. (knows)												K															1	0	0
3.4.2 Analyze physician and practitioner-compliant data to evaluate compliance with state regulatory, credentialing, and licensure requirements and recommend an improvement compliance plan. (does)											D																0	0	1
4.1 Health Record Life Cycle																													
4.1.1 Identify the content of the health record and documentation. (knows)					K																						1	0	0
4.1.2 Apply understanding of the health record life cycle. (shows)					S																						0	1	0
4.1.3 Enter, export and sort health records data. (does)																						D							
4.1.4 Analyze workflow within an electronic health record. (does)						D																					0	0	1
4.1.5 Identify components and interactions of software applications in the electronic health record. (shows)																			S								0	1	0
4.2 Technology Procurement and Evaluation																													
4.2.1 Identify health record requirements for various health organizations, including virtual environments. (knows)													K														1	0	0
4.2.2 Participate in interoperability needs analysis. (shows)						S																					0	1	0
4.2.3 Evaluate various systems to identify the potential impact of interoperability, data exchange, data integrity and compliance with regulatory requirements and processes. (shows)						S																					0	1	0
4.2.4 Map electronic health record components and software integration data elements to ensure seamless data exchange. (does)						D																					0	0	1
4.3 Data Configuration																													
4.3.1 Follow interoperability standards to ensure data sharing across systems. (knows)				K																							1	0	0
4.3.2 Create a dictionary with referential integrity requirements and parameters. (does)				D																							0	0	1
4.3.3 Explore data collection templates, flow sheets and forms, and identify purposes for collecting data and the required data elements. (does)				D																							0	0	1

Knows / Shows / Does

Performance Indicator	AHS 1023 Basic Pharmacology	AHS 2013 Medical Terminology	BIOL 2004 Basic Anatomy & Physiology	CDMS 2233 Intro to Databases	HIM 3023 Intro to HIM	HIM 3153 Current Issues in HIM	HIM 4153 Principles of Disease	MGMT 3003 Principles of Management	PSY/SOC 2053 or STAT 2163	HIM 3033 Basic Coding Principles	HIM 3043 Advanced Concepts in HIM	HIM 3132 Health Data and Statistics	HIM 3133 Alternative Health Records	MGMT 3023 (Priv/HR MGMT or HA 3113)	HIM 4034 Advanced Coding Principles	HIM 4063 Organization and Administration	HIM 4093 Research in HIM	HIM 4182 Professional Practice Experience I	HIM 4083 Systems Analysis in HIM	MGMT 4013 Management Information Systems	HIM 4073 Legal Concepts for the Health Fields	HIM 4083 Health Organization Trends	HIM 4203 Healthcare Reimbursement	HIM 4292 Professional Practice Experience II	HIM 4892 Seminar in HIM	HIM 4895 Affiliation	#Knows	#Shows	#Does
4.4 Advanced Digital Applications																													
4.4.1 Examine the trends, applications, benefits, and risks of AI and machine learning. (knows)						K																					1	0	0
4.4.2 Identify various artificial intelligence applications and other advanced technologies used in healthcare operations. (knows)						K																					1	0	0
4.4.3 Identify the ethical implications of using artificial intelligence in healthcare operations. (shows)						S																					0	1	0
4.4.4 Analyze the credibility and reliability of the data generated by advanced technologies. (does)						D																					0	0	1
4.4.5 Audit data generated from artificial intelligence and advanced technologies. (does)						D																					0	0	1
4.5 System Configuration and Interoperability																													
4.5.1 Apply system configuration practices to optimize the safe use of electronic health records. (knows)																				K							1	0	0
4.5.2 Complete interoperability needs analysis to ensure data integration is seamless. (shows)																				S							0	1	0
4.5.3 Anticipate and plan for changes in policies and procedures related to implementing a new system. (knows)																				K							1	0	0
4.5.4 Engage in the reconciliation of data to ensure accurate data sharing. (shows)																				S							0	1	0
5.1 Data Collection and Databases																													
5.1.1 Determine appropriate data collection methods considering end-user perspectives and needs. (shows)																				S							0	1	0
5.1.2 Acquire data from databases and different data sources through a single query and reporting interface. (does)																				D							0	0	1
5.1.3 Conduct queries with database management technology, including views, transactions, stored procedures, and joins. (does)																				S							0	1	0
5.2 Database Architecture and Design																													
5.2.1 Create physical and logical relationship diagrams for the EHR database function. (does)																				D							0	0	1
5.2.2 Create relational databases and construct database commands. (does)																				D							0	0	1
5.2.3 Query databases to search for, compile and modify data sets. (does)																				D							0	0	1
5.2.4 Write rules for queries defining data elements and parameters for running the queries. (does)																				D							0	0	1
5.3 Descriptive, Diagnostic and Predictive Analytics																													
5.3.1 Evaluate data to ensure the application of statistical formulas in computing healthcare statistics. (does)																				D							0	0	1
5.3.2 Identify data type and appropriate statistical application for the analysis. (shows)																				S							0	1	0
5.3.3 Use software and digital applications to perform a variety of data analyses. (does)																				D							0	0	1
5.3.4 Interpret, calculate, and summarize data using various analytic and digital applications. (does)																				D							0	0	1
5.3.5 Use data mining and predictive modelling. (does)																				D							0	0	1
5.3.6 Interpret, calculate, and summarize data for benchmarking, consumer, or research purposes. (does)																				D							0	0	1
5.4 Data Use and Visualization																													
5.4.1 Choose the type of visualization based on the audience and data set. (does)																				D							0	0	1
5.4.2 Ensure correct data presentation to support accurate conclusions. (does)																				D							0	0	1
5.4.3 Use various data analytic tools to create a visual display of data. (does)																				D							0	0	1
5.4.4 Write a comprehensive report to inform decisions. (does)																				D							0	0	1
6.1 Classification Systems, Nomenclature and Terminology																													
6.1.1 Assess the appropriateness of coding selection utilizing various classification systems. (does)										D																	0	0	1
6.1.2 Develop support for code assignment. (does)										D																	0	0	1
6.1.3 Apply classification systems, methodologies, and approaches to assess data to identify patterns, trends, or differences. (does)										D																	0	0	1
6.2 Payer Transmittals, Coding and Payment Procedures																													
6.2.1 Manage coding activities to facilitate optimal financial reimbursement. (does)																							D				0	0	1
6.2.2 Identify and report required changes to the revenue cycle based on payor requirements. (shows)																							S				0	1	0
6.2.3 Locate and navigate the CMS transmittal and other payor portals. (does)																							D				0	0	1
6.3 Coding Technological Resources																													
6.3.1 Recommend elements included in the design of audit trails and data quality monitoring programs. (does)															D												0	0	1
6.3.2 Identify discrepancies, potential quality of care, and billing issues. (shows)																							S				0	1	0
6.3.3 Select optimal systems to improve coding efficiency, compliance, and accuracy. (shows)																							S				0	1	0
6.3.4 Identify and correct problems with billing, coding, and documentation to improve accepted claims. (does)																							D				0	0	1
6.3.5 Identify opportunities to improve workflow efficiency and effectiveness. (does)																	D										0	0	1
7.1 Revenue Cycle Management																													
7.1.1 Analyze revenue life-cycle management processes from the initial patient contact through billing, payment adjudication, and cash posting. (does)																							D				0	0	1
7.1.2 Apply reimbursement methodologies and use payment systems for the continuum of care. (does)																							D				0	0	1
7.1.3 Apply regulatory requirements for patient billing data collection, claim generation, and adjudication for reimbursement and compliance. (does)																							D				0	0	1

Key: Knows (K), Shows (S), Does (D)

Course column codes:
- Pre-HIM Program: AHS 1023 Basic Pharmacology; AHS 2013 Medical Terminology; BIOL 2004 Basic Anatomy & Physiology; CDM1 2233 Introduction to Databases
- Semester 1 (Fall Jr Year): HIM 3023 Introduction to Health Information Management; HIM 3153 Current Issues in Health Information Management; HIM 4153 Principles of Disease; MGMT 3033 Principles of Management; PSY/SOC 2053 or STAT 2163 (statistics)
- Semester 2 (Spring Jr Year): HIM 3033 Basic Coding Principles; HIM 3063 Advanced Concepts in Health Information Management; HIM 3132 Health Data and Statistics; HIM 3133 Alternative Health Records; MGMT 3023 (Priv/HR MGMT or HA 3113)
- Semester 3 (Fall Sr Year): HIM 4034 Advanced Coding Principles; HIM 4063 Organization and Administration; HIM 4093 Research in Health Information Management; HIM 4182 Professional Practice Experience I; HIM 4083 Systems Analysis in HIM
- Semester 4 (Spring Sr Year): MGMT 4013 Management Information Systems; HIM 4073 Legal Concepts for the Health Fields; HIM 4083 Health Organization Trends; HIM 4203 Healthcare Reimbursement; HIM 4292 Professional Practice Experience II
- Summer after Senior Year: HIM 4892 Seminar in Health Information Management; HIM 4895 Affiliation

Category	Performance Indicator	Course (mark)	#Knows	#Shows	#Does
7.1 Revenue	7.1.4 Evaluate code assignment for accurate reimbursement from payer sources. (does)	HIM 4203 = D	0	0	1
	7.1.5 Incorporate best practices in case mix management into the revenue cycle management process. (does)	HIM 4203 = D	0	0	1
	7.1.6 Manage payer contracts agreements, including health insurance, managed care organizations, and government-sponsored healthcare programs. (shows)	HIM 4203 = S	0	1	0
7.2 Patient Encounters and Payer Responsibilities	7.2.1 Facilitate prior authorization and insurance eligibility activities. (shows)	HIM 4203 = S	0	1	0
	7.2.2 Document patient encounters and data collection, including charge capture, coding, and charge entry. (does)	HIM 3132 = D	0	0	1
	7.2.3 Follow an established pricing estimate protocol to generate a transparent and compliant patient estimate of proposed services. (knows)	HIM 4203 = K			
	7.2.4 Identify underpayments by payors or failure to capture revenue. (shows)	HIM 4203 = S	0	1	0
	7.2.5 Facilitate resolution of billing denials and appeals. (shows)	HIM 4203 = S	0	1	0
7.3 Charge Capture, Coding, and Documentation	7.3.1 Conduct third-party payer reviews related to billing, eligibility, and enrollment. (does)	HIM 4203 = D	0	0	1
	7.3.2 Perform queries and analyze financial and administrative data to identify over- or inappropriate utilization of services and recommend solutions. (does)	HIM 4203 = D	0	0	1
	7.3.3 Analyze claims and appeals data to identify frequency, patterns and trends and create strategies to mitigate loss and identify opportunities. (does)	HIM 4203 = D	0	0	1
	7.3.4 Monitor financial and administrative data to identify trends and omissions and recommend mitigation strategies. (shows)	HIM 4203 = S	0	1	0
	7.3.5 Reconcile remittance advice and payment documentation for revenue cycle management. (shows)	HIM 4203 = S	0	1	0
	7.3.6 Develop payor report cards presenting data to justify conclusions and propose solutions to mitigate risks and loss. (does)	HIM 4203 = D	0	0	1
8.1 Continuous Quality Improvement and Total Quality Management	8.1.1 Identify performance monitoring needs to support total quality management and continuous quality improvement initiatives. (does)	HIM 3132 = D	0	0	1
	8.1.2 Identify performance measures to track and analyze trends and areas of improvement. (knows)	HIM 3132 = K			
	8.1.3 Retrieve and analyze clinical quality measures to assess patient treatment quality and drive clinical action. (does)	HIM 4083 Systems Analysis = D			
	8.1.4 Audit the quality of patient records and report on issues and trends. (does)	HIM 3023 = D			
	8.1.5 Retrieve and analyze patient record compliance data and report on findings. (does)	HIM 4083 Systems Analysis = D	0	0	1
8.2 Risk Management	8.2.1 Analyze risk reduction performance measures used to identify system errors. (shows)	HIM 3033 = S	0	1	0
	8.2.2 Measure, analyze and report data to monitor adverse events, errors, and accidents. (does)	HIM 3033 = D	0	0	1
8.3 Compliance Audits	8.3.1 Examine the accuracy of coding technological resources to validate accurate code selection. (shows)	HIM 4063 = S	0	1	0
	8.3.2 Recommend elements included in the design of audit trails and quality monitoring programs. (does)	HIM 4083 Health Organization Trends = D			
	8.3.3 Conduct an audit of health record data requirements and report on findings to promote workforce compliance with legal, regulatory, and accreditation requirements. (does)	HIM 3063 = D			
	8.3.4 Evaluate the organization's preparedness for accreditation agency surveys relative to health information standards. (does)	HIM 3063 = D			
	8.3.5 Compile and generate an audit report aligned with accreditation standards. (does)	HIM 3063 = D			
	8.3.6 Make recommendations to resolve noncompliance issues. (does)	HIM 3063 = D			
	8.3.7 Educate the workforce on accreditation agency requirements. (does)	HIM 3063 = D	0	0	1
9.1 Virtual Business Operations	9.1.1 Interact with people virtually in their communities and other regions, states, or nations. (does)	HIM 4182 = D	0	0	1
	9.1.2 Apply advanced communication skills, including creating and using visuals to support transparent, engaging, and accessible interactions. (does)	HIM 4292 = D	0	0	1
	9.1.3 Apply time management skills and productivity principles to ensure a conducive virtual environment. (does)	HIM 4182 = D			
9.2 Budget Management	9.2.1 Identify the broad financial imperatives facing the health systems and the basics of good financial stewardship. (knows)	HIM 4063 = K	1	0	0
	9.2.2 Apply knowledge of various financial statements such as balance sheets, profit and loss statements and cost reports. (knows)	HIM 4063 = K			
	9.2.3 Compare capital budgeting models and the long-term benefits to health systems. (shows)	HIM 3063 = S			
	9.2.4 Prepare budgets to determine expenses, set spending limits and create a tracking system. (does)	HIM 3063 = D	0	0	1
9.3	9.3.1 Apply time management principles to monitor and enhance personal productivity and the productivity of others. (shows)	PSY/SOC 2053 or STAT 2163 = S	0	1	0

4

Legend: Knows / Shows / Does

Competency	Indicator	Pre-HIM: AHS 1023	AHS 2013	BIOL 2004	CDMI 2233	S1: HIM 3023	HIM 3153	HIM 4153	MGMT 3003	PSY/SOC 2053 or STAT 2163	S2: HIM 3033	HIM 3063	HIM 3132	HIM 3133	MGMT 3023	S3: HIM 4034	HIM 4063	HIM 4093	HIM 4182	HIM 4083 (Sys Analysis)	S4: MGMT 4013	HIM 4073	HIM 4083 (Org Trends)	HIM 4203	HIM 4292	Sum: HIM 4892	HIM 4895	#Knows	#Shows	#Does
9.3 Human Resource	9.3.2 Sets and monitors clear targets for team members, departments and the organization aligned with common objectives and goals. (shows)														S															
	9.3.3 Apply employment legislation and articulate risks associated with noncompliance. (shows)														S															
	9.3.4 Assign responsibilities to various team members according to the scope of practice and competence. (shows)														S													0	1	0
10.1 Leadership Principles	10.1.1 Apply leadership skills to foster a sense of belonging, trust, transparency, connection, and empowerment. (does)																D											0	0	1
	10.1.2 Practice shared decision-making and understand its impacts on internal and external partners. (does)																D											0	0	1
	10.1.3 Build confidence and capacity in individuals and team members through leadership, coaching and mentoring. (does)																D											0	0	1
10.2 Interprofessional Collaboration	10.2.1 Identify professionals with legal authority to access electronic health records and their professional obligations to document patient care services. (knows)																									K		1	0	0
	10.2.2 Seek and incorporate different perspectives to co-create goals and objectives. (does)																									D		0	0	1
	10.2.3 Develop health information management training for various individuals, groups, and populations. (does)																									D				
	10.2.4 Serve as a resource and subject matter expert to the inter and intra-disciplinary team. (does)																									D				
	10.2.5 Recognize interprofessional dynamics and their influence on HIM processes. (shows)																									S		0	1	0
10.3 Project Management	10.3.1 Engage in strategic planning and goal and object setting. (does)																			D								0	0	1
	10.3.2 Create a project Charter outlining the project scope. (does)																			D								0	0	1
	10.3.3 Develop a detailed project plan, including budgets, schedules, and timelines. (does)																			D										
	10.3.4 Use predictive, agile and hybrid approaches to meet project requirements and goals. (does)																			D										
	10.3.5 Identify and track potential and actual risks to the project and organization. (does)																			D										
	10.3.6 Prepare and deliver business communications such as meeting agendas, presentations, business reports and project communication plans. (does)																			D								0	0	1
10.4 Critical Thinking	10.4.1 Apply innovative problem-solving methods and approaches drawn from knowledge of available resources, the body of knowledge and content. (does)																									D		0	0	1
	10.4.2 Apply conflict resolution practices during difficult situations or conversations. (does)																D											0	0	1
	10.4.3 Analyze problems, promote solutions, and encourage decision-making. (does)																									D				
	10.4.4 Integrate evidence-informed practice, research principles and critical thinking into practice. (does)																									D				
	10.4.5 Articulate situational and emotional awareness when critically analyzing individual, team, and organizational functioning. (does)																									D				
11.1 Research and Evidence-based	11.1.1 Determine the validity, reliability, and credibility of the information and research. (does)																	D										0	0	1
	11.1.2 Analyze the research studies to determine the accuracy of the data analytics. (does)																	D										0	0	1
11.2 Knowledge Translation	11.2.1 Assess the audience's readiness to learn and identify barriers to learning. (does)																					D						0	0	1
	11.2.2 Apply adult learning pedagogy and education principles when developing, modifying and delivering training materials. (does)																					D						0	0	1
	11.2.3 Use digital modes and mediums and technology to create and deliver training material. (does)																					D								
11.3 Research	11.3.1 Identify types of research and appropriate data analysis methodology based on the data type. (knows)																	K										1	0	0
	11.3.2 Differentiate among research methodologies, including qualitative and quantitative and recognize different data analysis methods. (shows)																	S										0	1	0
	11.3.3 Identify steps associated with conducting clinical trials and explore ethical issues. (shows)																	S												
	11.3.4 Collect, code, retrieve and export research data. (shows)																	S												
	11.3.5 Apply IRB or human subject protection requirements when engaged in research activities. (knows)																	K												
	11.3.6 Interview research subjects to accurately collect data and apply human subject protection requirements and ethical research principles. (shows)																	S												
	11.3.7 Conduct statistical analysis of the research data and generate visualizations to support the interpretation of the data. (does)																	D												
	11.3.8 Manage research participant payment and billing for clinical research activities. (shows)																	S										0	1	0