

**J. Sargeant Reynolds Community College  
Course Content Summary**

**Course Prefix and Number:** HIM 249      **Credits:** 3

**Course Title:** Supervision and Management Practices

**Course Description:**

Introduces supervision and management principles with emphasis on the application of these principles in the health information setting. Prerequisites or co-requisites: HIM 229, HIM 142. Lecture 3 hours per week.

**General Course Purpose:**

This course is designed to permit the student to apply management theory to a variety of problems that commonly occur in a health care setting and also to develop an understanding of financial management concepts.

**Course Prerequisites and Co-requisites:**

Prerequisites or co-requisites: HIM 229, HIM 142

**Student Learning Outcomes:**

Upon completing the course, the student will be able to

- Collect data for quality management, utilization management, risk management, and other patient care related studies;
- Participate in facility-wide quality management program;
- Present data in verbal and written forms;
- Interpret and apply laws and accreditation, licensure and certification standards, monitor changes, and communicate information-related changes to other people in the facility;
- Understand the role of various providers and disciplines throughout the continuum of health care services;
- Release patient-specific data to authorized users;
- Request patient-specific information from other sources;
- Summarize patient encounter data for release to authorized users;
- Maintain and enforce patient health record confidentiality requirements;
- Assist in developing health record documentation guidelines;
- Perform quantitative analysis of health records to evaluate compliance with regulations and standards;
- Perform qualitative analysis of health records to evaluate compliance;
- Assist in preparing the facility for an accreditation, licensing, and/or certification survey;
- Ensure facility-wide adherence to health information services' compliance with regulatory requirements;
- Monitor staffing levels, turn-around time, productivity, and workflow for supervisory purposes;
- Determine resources (equipment and supplies) to meet workload needs;
- Develop departmental procedures;
- Develop strategic plans, goals, and objectives for area of responsibility;

- Provide consultation, education, and training to users of health information services;
- Use quality improvement tools and techniques to improve departmental processes;
- Resolve customer complaints;
- Prioritize department functions and services;
- Implement staff orientation and training programs; and
- Manage special projects.

### **Major Topics to Be Included:**

- Stages in development of management process (scientific management, bureaucracy, administrative organization, human relations, and contingency theory)
- Functions of management (planning, organizing, controlling, decision-making, leading)
- Structures in organizing health care systems and demonstrate competence in designing an organizational structure for health information services
- Leadership styles, types of management control, and applications in HIM
- Design of a job description, performance standards, and a performance appraisal tool
- Proactive human resource management
- Major legislation and regulations affecting the workplace
- Methods of downsizing, job sharing, and flextime
- Principal focus of employee assistance programs
- Knowledge and skills in employee recruitment, selection, training, and retention
- Concepts of termination, wrongful discharge, layoffs, and retirement
- Skills in employee communication, counseling, and discipline
- Key points in a grievance procedure
- Performance appraisal systems assess performance, provide guidance, and set goals
- Methods used to evaluate jobs and determine compensation
- How to design and implement a training program
- How to design and manage the workplace environment
- Types and models of organizational communication
- Methods of and barriers to conflict resolution
- Methods of progressive discipline
- How to design a corrective action plan for use in the disciplinary process
- Characteristics of group process and problem-solving
- Methods of introducing change into the workplace
- Negotiation process and National Labor Relations Act
- Skill in managing human diversity
- Key financial management terms and ratios
- Linkage of financial and clinical data in operations and revenue management
- How insurers pay for services
- Types of budgets found in health care organizations
- Basics of environmental assessment and strategic planning
- How to prepare an operational budget and capital expenditure request of HIM services
- Variance reporting

**Effective Date/Updated:** February 15, 2019