

**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

- a. Collect data for quality management, utilization management, risk management, and other patient care related studies;
- b. Participate in facility-wide quality management program;
- c. Present data in verbal and written forms;
- d. Interpret and apply laws and accreditation, licensure and certification standards, monitor changes, and communicate information-related changes to other people in the facility;
- e. Understand the role of various providers and disciplines throughout the continuum of health care services;
- f. Release patient-specific data to authorized users;
- g. Request patient-specific information from other sources;
- h. Summarize patient encounter data for release to authorized users;
- i. Maintain and enforce patient health record confidentiality requirements;
- j. Assist in developing health record documentation guidelines;
- k. Perform quantitative analysis of health records to evaluate compliance with regulations and standards;
- l. Perform qualitative analysis of health records to evaluate compliance;
- m. Assist in preparing the facility for an accreditation, licensing, and/or certification survey;
- n. Ensure facility-wide adherence to health information services' compliance with regulatory requirements;
- o. Monitor staffing levels, turn-around time, productivity, and workflow for supervisory purposes;
- p. Determine resources (equipment and supplies) to meet workload needs;
- q. Develop departmental procedures;
- r. Develop strategic plans, goals, and objectives for area of responsibility;
- s. Provide consultation, education, and training to users of health information services;
- t. Use quality improvement tools and techniques to improve departmental processes;
- u. Resolve customer complaints;

- v. Prioritize department functions and services;
- w. Implement staff orientation and training programs; and
- x. Manage special projects.

Major Topics to Be Included:

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

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