

FLORIDA STATE COLLEGE AT JACKSONVILLE

COLLEGE CREDIT COURSE OUTLINE

COURSE NUMBER:	HIM 2512
COURSE TITLE:	Supervision and Organizational Life
PREREQUISITE(S):	HIM 2214 and HIM 2500
COREQUISITE(S):	None
CREDIT HOURS:	3
CONTACT HOURS/WEEK:	3
CONTACT HOUR BREAKDOWN:	
Lecture/Discussion:	3
Laboratory:	
Other _____:	
FACULTY WORKLOAD POINTS:	3
STANDARDIZED CLASS SIZE ALLOCATION:	24
CATALOG COURSE DESCRIPTION:	
<p>This course presents health information management department management, departmental design and supervisory principles and practices within the context of the health care organization. A customer service and case study approach is used.</p>	
SUGGESTED TEXT(S):	<p>Abdelhak, et al. <u>Health Information: Management of a Strategic Resources, text and workbook</u>. Philadelphia, PA: W.B. Saunders, current edition.</p> <p>Mattingly, Rozella. <u>Management of Health Information Functions & Applications</u>. Albany, NY: Delmar, current edition.</p>
IMPLEMENTATION DATE:	Fall Term, 2002
REVIEW OR IMPLEMENTATION DATE:	<p>Fall Term, 2002 (20031) Fall Term, 2008 (2008) - Outline Review Process 2007 Fall Term, 2009 (20101) (was HIM 2304)</p>

CONTACT HOURS
PER TOPIC

COURSE TOPICS

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| I. Introduction to Managing Healthcare Information | 8 |
| <ul style="list-style-type: none"> A. Brief Introduction and Overview of the Course B. Introduction to the HIM Profession and the Healthcare Environment <ul style="list-style-type: none"> 1. Management Defined - HIM Managing and Brokering Activities 2. Overview of Managing Health Information - Unique Management Features 3. Information Managers in Healthcare Facilities <ul style="list-style-type: none"> a. Definition of Healthcare Organizations b. Delegation of HIM Responsibility c. Healthcare Facilities and Information Needs d. Advocacy 4. Types of Healthcare Facilities and HIM Roles <ul style="list-style-type: none"> a. Acute Care Facilities <ul style="list-style-type: none"> 1) Expanding Roles in Acute Care Facilities 2) Customers of Health Information in Acute Care Facilities <ul style="list-style-type: none"> a) Physician Customers b) Nursing Customers c) Patient Finance Accounts Customers b. Ambulatory Facilities c. Skilled-Care and Nursing Home Facilities for Long Term Care d. Home Health Care e. Local, State, and National Government Agencies 5. Emerging Opportunities for Health Information Managers <ul style="list-style-type: none"> a. Emerging Opportunities in Reorganization b. Innovations in Emergency Departments c. Emerging Opportunities in Ambulatory Care d. Emerging Opportunities in Health-Related Settings 6. Workplace of the Future C. Management Theories for an Integrated Management Model <ul style="list-style-type: none"> 1. A Scientific Approach 2. Human Resources and Human Relations Approaches 3. A Quantitative Approach 4. A Process Approach 5. The Systems Approach 6. The Contingency Management Approach D. The Art of Decision Making and Problem Solving <ul style="list-style-type: none"> 1. Decision Making in Planning and Daily Problems 2. The Process of Decision Making 3. Rationality in Decision Making 4. Contingency Approach to Decision Making <ul style="list-style-type: none"> a. Programmed Decisions b. Non-programmed Decisions 5. A Team Approach of Decision Making | |

CONTACT HOURS
PER TOPIC

COURSE TOPICS (continued)

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| <p>II. Planning to Meet the Information Needs of Healthcare Facilities</p> <p>A. Planning in the Healthcare Setting</p> <p>1. Planning Defined</p> <p> a. Formal and Informal Planning</p> <p> b. Strategic and Operational Plans or Short-Term versus Long-Term Plans</p> <p> c. Contingency Approach to Planning</p> <p>2. Strategic Planning</p> <p> a. Developing Strategy from the Organizational Mission Statement</p> <p> b. Developing the Goals or Objectives from the Mission Statement</p> <p> c. Analyzing the Environment: SWOT Analysis</p> <p> d. Formulating and Implementing Strategy</p> <p>3. Steps in the Planning Process</p> <p>4. Transitional Planning</p> <p> a. Developing the Vision for a Transitional Planning Model</p> <p> b. Assessing the Environment</p> <p> c. Transition Plan Creation</p> <p> d. Implementation Plan Creation</p> <p>5. Developing the Business Plan</p> <p> a. Developing a Business Plan within the Organization</p> <p> b. Developing Entrepreneurial Business Plans</p> <p>B. Planning in Healthcare: Operational Plans and Tools for Planning</p> <p>1. Preparing Operational Objectives</p> <p>2. Planning Objectives with the MBO System (Management by Objectives)</p> <p>3. The Budgeting Process and Planning</p> <p> a. Bottom-Up Budgeting Process</p> <p> b. Top-Down Budgeting Process</p> <p> c. Future Budgets for Information/Communication Systems</p> <p> d. Fixed versus Variable Budgeting</p> <p>4. Incremental Budgeting versus Zero-Based Budgeting</p> <p>5. Making the Plans Operational</p> <p> a. Revising Policies and Procedures in the Planning Process</p> <p> b. Implementing and Monitoring the Plan</p> <p>6. Tools and Techniques to Assist in Managerial Planning</p> <p> a. Gantt Chart</p> <p> b. PERT Network Analysis</p> <p> c. Mathematical Models as Planning Tools</p> <p>C. Planning Policies and Procedures</p> <p>1. Developing Rules, Policies, and Procedures</p> <p> a. Policies Defined</p> | <p>8</p> |
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CONTACT HOURS
PER TOPIC

COURSE TOPICS (continued)

- b. Rules Defined
 - c. Procedures Defined
 - d. Manuals as Tools
 - e. Creative Manual Writing
 - 2. Writing Policies and Rules
 - a. Sources of Information
 - b. Considerations for Writing Rules and Policies
 - 3. Writing Procedures
 - a. Revising Procedures
 - b. Writing New Procedures
 - c. Format for Procedures
- D. Planning the Physical Environment
 - 1. Current Trends in Physical Environment Design
 - 2. Ergonomic Principles
 - 3. Redesign: Assessing the Present Department
 - a. The Task Itself
 - b. The Employees
 - c. Workstations
 - d. The Department
 - e. The Organization
 - 4. Planning for the New Department Design
 - a. Planning Participants
 - b. Setting Priorities for Planning the Design
 - 5. Functional/Product Flow-Lines Pattern
 - a. Principles for Planning Revised Work-Flow Patterns
 - 6. The Space Model
 - a. Principles for Design
 - b. Tools for Layout Design
 - c. Record Activity Section
 - d. Coding/Tumor Registry Section
 - e. Reception/Release-of-Information Section
 - f. Data Management, Statistics, and Research
 - g. Esthetics of the Department
 - h. Maintaining the Team's Environment
 - i. Maintaining a Clean and Neat Environment
 - j. Looking Forward to Change

III. Organizing to Meet the Information Needs of Healthcare Facilities

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A. The Process of Organizing Health Information Services

- 1. Organizing Defined
- 2. Organizing Terms Defined
 - a. Differentiation, Degree of Regulations, and Concentration of Authority
 - b. Managerial Power and Authority
 - c. Resources

CONTACT HOURS
PER TOPIC

COURSE TOPICS (continued)

- d. Unity of Command
 - e. Span of Control
 - 3. Organizational Structure
 - a. Departmental Structures
 - b. Work Team Structures
 - c. Informal Organizational Structure
 - 4. Role of Contingency Approach in Organizing
 - B. The Organizational Model
 - 1. Mechanistic Structural Designs
 - 2. Organic Structural Designs
 - a. The Simple Structure
 - b. The Modified Simple Structure
 - c. The Matrix Structure
 - d. The Network Structure
 - e. Task Forces and Committees
 - 3. Re-engineering and Contemporary Model Structure
 - C. Organizing Position Designs for Employees
 - 1. Analysis and Design of Position Descriptions
 - 2. Documenting Position Descriptions
 - 3. Position Description Options
 - a. Job Characteristics Model
 - 4. Job Design Options
 - a. Position Enrichment
 - b. Position Enlargement
 - c. Position Rotation
 - d. Job Sharing
 - e. Other Design Options
 - D. The Role of New Technologies in Organizing
 - 1. Organizational Problems with New Technologies
 - a. Interim Organizational Models
 - b. Self-Education During Transition to New Technologies
 - c. Transition to Information Brokers
 - 2. Organizational Design for a Computerized Patient Record System
 - a. Clinical Decision Support Systems
 - 3. Executive Information Systems
 - a. Applications for the Executive Information System
 - 4. Community Health Information Network
- IV. Leading to Meet the Information Needs of Healthcare Facilities
- A. Leading: The Interpersonal Aspects of Management
 - 1. Leading Defined
 - 2. Leadership Power and Authority
 - a. Using Leadership Power Appropriately

COURSE TOPICS (continued)

CONTACT HOURS
PER TOPIC

- b. Leaders versus Managers
 - 3. Attitudes as Predictors of Behavior
 - 4. Personality Traits as Predictors of Behavior
 - 5. Perceptions as Predictors of Behavior
 - a. How Managers Can Shape Behavior
 - 6. Leadership and Group Behavior
 - a. Formal Group Structure
 - b. Dynamic Teams: Quality Improvement and Quality Circles
 - 7. Leadership and Informal Groups
 - a. Positive Informal Group Elements
 - b. Negative Informal Group Elements
 - 8. Leadership and Followership
 - B. Motivating for Leadership in the Healthcare Environment
 - 1. Motivational Content Theories
 - a. Maslow's Hierarchy of Needs Theory
 - b. Herzberg's Two-Factor Theory
 - 2. Integrating Motivation Theories
 - 3. Managing Conflict and Stress
 - a. Functional and Dysfunctional Conflict
 - b. Conflict Resolution
 - c. Managing Difficult People Amid Conflicts
 - d. Managing Stress
 - C. Communicating in the Healthcare Environment
 - 1. The Process of Communication
 - a. Barriers in the Communication Process
 - b. Overcoming Barriers in Communication
 - 2. Group Dynamics and Leading
 - a. Training Sessions and In-Service Seminars
 - b. Grapevine Communications
 - 3. Communicating with Customers
- V. Controlling to Meet the Information Needs of Healthcare Facilities 7
 - A. The Focus of Control in Health Information Services
 - 1. Controlling Defined
 - 2. Setting Standards and Monitoring Performance
 - a. Setting Standards
 - b. Tools for Standard Setting
 - c. History of Total Quality Management (TQM) for Monitoring Quality
 - d. Recent Terminology Changes and Integrated Information Management
 - 3. Information Systems for Control
 - B. Controlling Through Total Quality Management
 - 1. Integrated Management: A Contemporary Model
 - 2. Adjusting to Managing the QI Process

COURSE TOPICS (continued)

- a. QI Planning Strategies
- b. Customer-Driven Attitudes
- c. Employee Education Needs
- d. Encouraging a Team Spirit
- 3. Managing Data Needs with QI
- 4. Managing the Tools for QI
 - a. Using Benchmarking as a QI Tool
 - b. Managing the PDCA Tool
 - c. Sharing the Benefits of Team Projects
 - d. Choosing Rewards for Employees
- 5. Quality Improvement and the Future
- C. Controlling: Productivity Measurement, Performance Standards, and Work Sampling
 - 1. Product Lines and Productivity Improvement Efforts
 - a. Service-Line/Product-Line Management
 - 2. Initiating Performance Standards and Productivity Measurement
 - 3. Tools for Performance Improvement
 - a. Tools for Documenting Present Work Processes
 - b. Tools for Documenting Present Monitoring Systems
 - c. Tools for Documenting Standard Measurements
 - d. Benchmarking
 - e. Tools Used in Creating New Monitoring Systems
 - 4. Work Sampling/Exception Reporting

VI. Special Issues for Health Information Managers

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- A. The Effective Committee
 - 1. Creating and Participating in Effective Meetings
 - a. Advantages of Committees and Meetings
 - b. Techniques for Effective Group Decision Making
 - 1) Consensus Building
 - 2) Brainstorming
 - 3) NGT: Nominal Group Technique
 - 4) Delphi Technique
 - c. The Effective Meeting Participants
 - 1) The Chairperson - Robert's Rules of Order
 - 2) The Members
 - 2. Documentation Tools for Committees and Meetings
 - a. The Agenda
 - b. The Minutes
 - c. The Action Plans
 - 3. Effective Use of Electronic Meetings
- B. Managing the Time Factors of Managers and Employees
 - 1. Time as a Resource
 - a. Crisis Situations
 - b. Unexpected Interruptions

CONTACT HOURS
PER TOPIC

COURSE TOPICS (continued)

- c. Information/Material/Instructions Needs
 - d. Meetings
 - e. Disorganization/Procrastination
 - f. Employee Time Management
- 2. Tools and Techniques for Time Management
- 3. Tools and Techniques for Reducing Stress in Time Management
- 4. Priority Setting and Delegation
- C. Managing Change as a Healthcare Professional
 - 1. Change is Inevitable
 - a. External Forces
 - b. Internal Forces
 - c. Major Categories of Change
 - 1) Changing the Technology
 - 2) Changing the Structure
 - 3) Changing Employees/Interpersonal Relationships
 - 2. Change: The Challenge and the Rewards
 - a. Within the Department
 - b. Within Ambulatory Settings
 - c. Within Other Settings
 - 3. Professional Revitalization and New Vision
 - a. Step 1: Create Time for Planning
 - b. Step 2: Initiate Activities for Growth
 - c. Step 3: Practice New Thought Patterns
 - d. Step 4: Embrace Creative Tension
 - e. Step 5: Share the Vision
 - f. Shaping the Curve
 - 4. Reducing Resistance to Change:
Creating an Environment for Change
 - 5. Becoming a Broker of Health Information Resources
- D. Personal and Professional Career Management
 - 1. Planning for Credentialing
 - a. Planning for the RHIT Exam
 - b. Planning for Continuing Education
 - 2. Personal Planning for a Professional Career
 - a. Planning a Resume
 - b. Choosing the Best Format
 - 1) Chronological
 - 2) Functional
 - 3) Combination Approach
 - c. Writing Your Resume
 - d. Preparing the Cover Letter
 - 3. Planning for a Position Interview
 - 4. Planning for Positive Performance Evaluations
 - 5. Personal Time Management
 - 6. Professional Growth

PROGRAM TITLE: Health Information Management
COURSE TITLE: Supervision and Organizational Life
AS HIM CIP NUMBER: 0317.050600

LIST PERFORMANCE STANDARD ADDRESSED:

12.0 DESCRIBE MANAGEMENT FUNCTIONS OF HEALTH INFORMATION SERVICES--The student will be able to:

- 12.01 Assist in preparing reports, which reflect the status of a health information service.
- 12.02 Apply policies and procedures of a health information service.
- 12.03 Maintain quality and quantity of work performed in a health information service using established standards.
- 12.04 Maintain a systematic workflow for a health information service.
- 12.05 Retrieve information and prepare reports for the administrative and professional staff.
- 12.06 Define the role of the health information technician as a manager.

14.0 DESCRIBE VARIOUS ASPECTS OF PERSONNEL SUPERVISION--The student will be able to:

- 14.01 Describe the leadership, direction and documentation necessary for supervision of personnel.
- 14.02 Write a job description.
- 14.03 Apply personnel policies within a health information service.

Core:

14.0 DEMONSTRATE EMPLOYABILITY SKILLS -- The student will be able to:

- 14.01 Conduct a job search.
- 14.02 Secure information about a job.
- 14.03 Identify documents that may be required when applying for a job.
- 14.04 Complete a job application.
- 14.05 Demonstrate competence in job interview techniques.
- 14.06 Identify or demonstrate appropriate responses to criticism from employer, supervisor, or other persons.
- 14.07 Identify acceptable work habits.
- 14.08 Demonstrate knowledge of how to make job changes appropriately.
- 14.09 Demonstrate acceptable employee health habits.



NOTE: Use either the Tab key or mouse click to move from field to field. The box will expand to accommodate your entry.

<i>Section 1</i>	
COURSE PREFIX AND NUMBER: HIM 2304	SEMESTER CREDIT HOURS: 3
COURSE TITLE: Supervision and Organizational Life	

Section 2

TYPE OF COURSE: (Click on the box to check all that apply)

<input type="checkbox"/> AA Elective	<input checked="" type="checkbox"/> AS Required Professional Course	<input type="checkbox"/> College Prep
<input type="checkbox"/> AS Professional Elective	<input checked="" type="checkbox"/> AAS Required Professional Course	<input type="checkbox"/> Technical Certificate
<input type="checkbox"/> Other _____	<input type="checkbox"/> PSAV	<input type="checkbox"/> Apprenticeship
<input type="checkbox"/> General Education: (For General Education courses, you must also complete Section 3 and Section 7)		

Section 3 (If applicable)

INDICATE BELOW THE DISCIPLINE AREA FOR GENERAL EDUCATION COURSES:

<input type="checkbox"/> Communications	<input type="checkbox"/> Social & Behavioral Sciences	<input type="checkbox"/> Mathematics
<input type="checkbox"/> Natural Sciences	<input type="checkbox"/> Humanities	

Section 4

INTELLECTUAL COMPETENCIES:

<input checked="" type="checkbox"/> Reading	<input checked="" type="checkbox"/> Speaking	<input checked="" type="checkbox"/> Critical Analysis	<input type="checkbox"/> Quantitative Skills	<input checked="" type="checkbox"/> Scientific Method of Inquiry
<input checked="" type="checkbox"/> Writing	<input checked="" type="checkbox"/> Listening	<input checked="" type="checkbox"/> Information Literacy	<input checked="" type="checkbox"/> Ethical Judgment	<input checked="" type="checkbox"/> Working Collaboratively

<i>Section 5</i>	
LEARNING OUTCOMES	METHOD OF ASSESSMENT
• Demonstrate employability skills.	Group discussions, oral presentations, written tests, reports, and/or demonstrate competency in the field
• Describe and demonstrate various personnel supervisory skills.	Group discussions, oral presentations, written tests, reports, and/or demonstrate competency in the field
• Describe the role of the HIM manager in various health care settings.	Group discussions, oral presentations, written tests, reports, and/or demonstrate competency in the field
• Apply personnel policies within a health information environment.	Group discussions, oral presentations, written tests, reports, and/or demonstrate competency in the field
• Create policies and procedure for a health information department	Group discussions, oral presentations, written tests, reports, and/or demonstrate competency in the field

Section 6

Name of Person Completing This Form: Eudelia Thomas Date: 11/15/2007