

**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

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