

questions, provide insight, and offer guidance on advancing an HIM career. Mentors will find that their protégés are primarily new students and new AHIMA members (AHIMA Engage 2017). There is no fee for participation in the Mentor Match program outside of the regular association fees.

Additional free offerings from AHIMA include the Career Prep Workbook and the HIM Career Map. The AHIMA Career Prep Workbook assists with planning, preparing, and initiating a job search in the HIM industry. The workbook provides tools on setting career goals, personal branding, resume writing, and interviewing (AHIMA 2019a).

AHIMA's HIM Career Map shows the path from entry-level through mid-level, advanced-level, to master-level positions in informatics, data analytics, information governance, and coding and revenue cycle management. The Career Map shows current careers such as coding educator, privacy officer, data quality manager, and clinical documentation specialist as well as emerging careers such as provider reimbursement analyst, project manager of clinical informatics, and director of enterprise risk management (AHIMA 2019b). Users click on any one of the jobs listed to see the promotional and transitional pathways leading to other jobs on the map. For example, a revenue cycle manager position shows a promotional path to an HIM manager position; a transitional path leads to a reimbursement and insurance manager career. In addition, each job expands to show a full position description, the job responsibilities and skills required, necessary training and education, salary data, and required work experience. There are also links to the AHIMA Career Assist Job Bank that shows open positions advertised by hospitals, healthcare systems, vendors, and universities. Some positions provide self-assessments so that members may determine where their strengths and opportunities for growth are, giving them the insight they need to prepare for a career move (AHIMA 2019c). The HIM Career Map is continually updated with new jobs, career paths, and salary information.

Check Your Understanding

1. Compare continuing education activities to on-the-job training.
2. Discuss the five learning delivery methods and give an example of when each might be used for continuing education.
3. Analyze the advantages and disadvantages to obtaining continuing education at a seminar or workshop.
4. Evaluate the benefits to a mentoring program.
5. Determine why succession planning is important to an HIM manager's roles and responsibilities.

Case Study

Objectives

- Outline a plan for performing a needs assessment for training and development purposes
- Identify and create a way to determine the sensory learning styles of employees
- Evaluate training models appropriate for use for department-wide topics
- Evaluate continuing education methods appropriate to use for specific HIM positions

Instructions

Review the scenario provided and develop a training and development plan to be submitted to the chief financial officer (CFO).

Scenario

Susan is the newly hired director of HIM at a rural 250-bed hospital. She was hired when the previous HIM director retired. During her interview, Susan was identified as being highly qualified and very enthusiastic about the HIM profession. Susan holds an RHIA credential and is working on her master's degree in organizational leadership.

The previous director had been in place for over 25 years and her last two annual evaluations noted that she was not keeping pace with HIM industry standards. The HIM department has the following employees:

- Two transcriptionists with no credentials
- Two release-of-information (ROI) coordinators: one registered health information technician (RHIT) and one trained on the job
- Five coders, of which two hold RHIT credentials, two with the certified coding specialist (CCS) credential only, and one with the certified coding associate (CCA) credential only
- One HIM supervisor who is RHIT-eligible, newly hired, with less than a year of management experience
- Four document imaging specialists with no credentials
- Two chart completion clerks with no credential
- One data quality specialist which is an open position, RHIT credential required

Susan has been directed by her boss, the CFO, to plan for specific positions in the department to be converted to remote positions because the hospital needs space to increase cardiac services. In the four months Susan has been leading the department, she has realized that there are serious knowledge gaps for many of the employees and many of them are not meeting monthly productivity or quality performance standards. Susan knows that there is a real risk to sending many of these individuals home to work because of the identified performance issues. She has decided a training and development plan will be necessary to prepare the majority of the workforce to work remotely.

Assumptions

- It is evident that the HIM employees are in need of training and development, but there is no departmental education plan in place and no record of any formal training or development programs offered in the last two years.
- There are acceptable productivity and quality performance standards in place for all of the positions, including the open position.
- There are no financial resources in the current budget to cover training and development activities, but the CFO indicated that he could make resources available on a limited basis.
- There is no education department but the HR department is able to assist with training needs.
- The CFO told Susan that she has six months to transition the employees to work remotely.
- The open data quality specialist position is a line item on the HIM budget that needs to be filled within the next month or the position is in jeopardy of being eliminated in the next fiscal year's budget process.

Deliverables

Create a training and development plan for the HIM department that includes the following items:

1. A method for assessing the needs and knowledge gaps for all HIM employees, including management positions. Design the assessment instrument.
2. A plan for identifying the sensory learning styles of the HIM department employees.
3. Develop a six-month training and development program for each of the employee categories listed previously. The plan should consist of the following:
 - a. Identify at least two training topics that all employees have in common and a different training model to use for each of the two training topics.
 - b. Create a CE plan for each credentialed position: ROI coordinator, coder, HIM supervisor, and data quality specialist. Include both on-site and off-site CE opportunities.
 - c. Be mindful of budgetary constraints.
 - d. A template is provided in figure 10.2 for guidance. A different template may be created.

Figure 10.2. Training and development template

Training and Development Plan Template				
Department: Health Information Management				
Date:				
Position	Training needs	Continuing education needs	Method of delivery	Budget impact

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Review Questions

- Jason reads the annual coding updates and records them onto his MP3 player and listens to them while driving to work. He feels this additional step makes him a more successful coder. Jason is most likely what type of sensory learner?
 - Auditory
 - Kinesthetic
 - Tactile
 - Visual
- A hospital system in Oregon has recently purchased several small hospitals scattered throughout Alaska. When it comes time to review and discuss coding updates for CPT and ICD-10-CM/PCS, the best delivery method to use to reach all coders is:
 - Classroom lecture
 - Distance learning
 - Self-directed learning
 - Simulations
- A successful on-the-job training program begins with:
 - Choosing the right person to do the training
 - Performing a needs assessment
 - Reviewing the job description and job specifications
 - Writing competency statements