For Online classes, students MUST actively participate by completing an academic assignment by the official census date. Students who do not do so, will be dropped from the course.

Course Description

The course covers the principles of organization and supervision of human, financial and physical resources. Pre-requisites HITT 1301.

Text, References, and Supplies


Student Learning Outcomes

Upon completion of this course, student should be able to:

1. Coordinate the utilization of internal and external resources
2. Apply problem solving skills
3. Apply conflict resolution techniques
4. Apply leadership and decision making skills
5. Analyze budgets
6. Evaluate contracts
7. Develop team building techniques
8. Identify local, state and federal labor relations
9. Apply AHIMA ethical standards to HIM

Unit Objectives

Upon completion of each unit, student should be able to:

Unit 1: Supervision Basics

1a. Supervision
1. Summarize HI leadership roles (AHIMA VI.A.#1)
2. Illustrate the current and future leadership roles in various HIM settings (AHIMA VI A. #2)
3. Define the essential management functions of planning, organizing, directing, controlling and coordinating
1b. Customer services
1. Summarize the elements of customer service
2. Identify internal and external customers in a healthcare environment
3. Identify techniques to improve customer service and deal with complaints

Unit 2: Planning and organizing
1. Describe the types of plans used in business
2. Identify the key elements of planning
3. Define “authority” “responsibility” and “unity of command” and “span of control”
4. Characterize coordinating and controlling and how these relate to other management functions
5. Identify common errors that damage re-engineering efforts (AHIMA VI.B.#1)
6. Define the impact of organizational mergers on HIM processes (AHIMA VI.B.#1)

Unit 3: Personnel
3a. Position descriptions & Policies
1. Identify the essential elements of a job description
2. Define performance standards and how these are used
3. Discuss the overall purpose and function of policies
4. Identify potential problems concerning policies

3b. Recruitment, Interviewing and Selection
1. Outline the overall characteristics a job candidate should possess for a job in healthcare
2. Describe the legal constraints affecting recruitment
3. List the information which is illegal to ask potential employees during the interview process
4. Explain the process of checking references

3c. Orientation and Training
1. Explain the methodology of training & development (AHIMA VI.E.#1)
2. Describe the importance of an employee orientation program
3. Describe various methods of delivering information to new employees (media)

Unit 4: Team Leadership

Unit 4a: Team leadership
1. Apply the fundamental of team leadership (AHIMA VI.A.#2)
2. Explain the characteristics of an effective team
3. List the common reasons for team failures
4. Describe the relationship between departmental managers and C-suite management in the healthcare setting

4b. Meetings
1. Review the primary purpose of meetings
2. Describe how to conduct a well organized meeting
3. Discuss common problems associated with meetings

Unit 5: Legal issues
1. Interpret compliances with local, state and federal labor relations (AHIMA VI.D.#2)
2. Define and apply major employment legislation in the HIM setting.
3. Apply the tenets of employee safety in the HIM environment
Unit 6: Ethics
1. Assess how cultural issues affect health, quality, cost and HIM (AHIMA VI.H.#3)
2. Recognize the problems associated with medical identity theft
3. Apply the AHIMA Code of Ethics to behaviors in the workplace
4. Follow the steps in ethical decision making that can be used to resolve ethical problems
5. Describe the concept of self-awareness of one’s own culture
6. Discuss the concepts of bias and stereotypes as it relates to culture
7. Create programs and policies which support a culture of diversity (AHIMA VI.H.#4)

Unit 7: Managers v leaders

Unit 7 a. Leadership styles
1. Describe the differences between the terms “leading” and “managing”
2. Identify the principal characteristics defining the various styles of leadership
3. Examine the characteristics of effective leaders
4. Identify common mistakes made by supervisors

Unit 7 b: Managing people
1. List the principal reasons behind poor employee performance and how the role of coaching can improve performance
2. Explain the purpose of employee counseling and identify the circumstances under which counseling should be used
3. Differentiate between morale and motivation
4. Identify signs of morale problems and suggest ways the first-line supervisor can enhance morale
5. Identify the principals of an effective reward system
6. Discuss how a supervisor should conduct a formal employee performance evaluation
7. Review disciplinary principals and practices available to a supervisor
8. Address possible employee responses to various forms of discipline
9. Adhere to work plans, policies, procedures and resource requisitions in relation to job functions (AHIMA VI.D. #3)

Unit 8: Managing Problems
1. Identify the primary causes of conflict in the work setting.
2. Address the problem of absenteeism
3. Apply policies/procedures to address performance problems
4. Describe how to deal with hostile or disgruntled employees
5. Describe the formal grievance and appeals protocols
6. Address the issue of sexual harassment
7. Discuss the importance of personnel retention
8. Enumerate specifically targeted employee retention incentives

Unit 9: Managing Financial Resources
1. Define managed care and its influence on healthcare
2. Report staffing levels and productivity standards for health information functions (AHIMA VI.D.#1)
3. Explain different types of budgets: staff, departmental and capital
4. Explain accounting methodologies (cost and cash) (AHIMA VI.G.#2)
5. Plan budgets (AHIMA VI.G.#1)
6. Explain budget variances (AHIMA VI.G. #3)
7. Define Benefit to risk ratio
8. Explain return on investment for employee training/development (AHIMA VI.E.#2)
9. Describe cost-reducing measures including rightsizing and re-engineering
10. Identify the role of benchmarking in cost control

Unit 10: Skills for being a successful manager

Unit 10a Change management & Decision making
1. Identify essentials of preparing for change affecting employees and activities
2. Describe the concept of job enrichment and identify its relationship to job satisfaction
3. Identify principles of job redesign and continuing improvement
4. Utilize tools & techniques to monitor, report and improve processes (AHIMA VI.C.#1)

Unit 10B Communication
1. Identify the common barriers to effective communication
2. Describe effective modes of spoken conversation: voice mail, person-person
3. Outline the steps in report and memorandum writing
4. Describe effective written communication: email, texts, letters and business documents

Unit 10c Planning your career
1. Identify common time wasters and describe how to counter these
2. Design a process for effective time management for yourself
3. Discuss how you can enhance your career development by increasing your promotability and marketability
4. Outline your career path for the next 5 years
5. Describe your networking plan

AHIMA related competencies
Domain VI. Leadership

Subdomain VI.A. Leadership Roles
AHIMA VI.A #1 Summarize health information related leadership roles
AHIMA VI.A. #2 Apply the fundamentals of team leadership

Subdomain VI. B. Change Management
AHIMA VI.B. #1 Recognize the impact of change management on processes, people and systems.

Subdomain VI.C Work Design and Process Improvement
AHIMA VI.C. #1 Utilize tools and techniques to monitor, report and improve processes

Subdomain VI.D. Human Resources Management
AHIMA VI.D. #1 Report staffing levels and productivity standards for health information functions
AHIMA VI.D. #2 Interpret compliance with local, state and federal regulations
AHIMA VI.D. #3 Adhere to work plans, policies, procedures and resource requisitions in relation

Subdomain VI.E. Training and Development
AHIMA VI.E. #1 Explain the methodology of training and development
AHIMA VI.E. #2 Explain return on investment for employee training/development Subdomain
VI.G. Financial Management
AHIMA VI.G. #1 Plan budgets
AHIMA VI.G. #2 Explain accounting methodologies
AHIMA VI.G. #3 Explain budget variances

Subdomain VI.H.Ethics
AHIMA VI.H. #3 Assess how cultural issues affect health, healthcare quality, cost and HIIM
AHIMA VI.H. #4 Create programs and policies that support a culture of diversity

Student Contributions, Responsibilities and Class Policies

Course Participation

Students enrolling in online courses MUST log-in and actively participate by completing academic assignments required by the instructor by the official census date which is included on the course calendar. Students who log-in but do not actively participate in an academically-related activity will be removed as Never Attended and dropped from the course.

Participation requirements: Within 12 days for 16 week courses. Within 4 days for Summer I and II. Within 2 days for Interim sessions (3 week courses). Census date is

Active participation means more than logging into the class. Students must complete a discussion board, an assignment, the pre-assessment or some other actual activity (work) in the course.

Accessing an Online Course

1. Use Mozilla (Foxfire) or Google Chrome as the web browser. Verify that your contact information is correct, especially your web address and your address and phone number.

2. To enter a Canvas course: click Canvas to obtain your user name is your MC student ID with no dash – for CREDIT students.

3. For Continuing Education students, you will be sent an email from Instructure to complete the account set-up and set your password. Once the student account is created, you will be enrolled in the Canvas Student Orientation course and the program will enroll you in the correct course.

4. The Home Page will appear. Your username is your Midland College e-mail address. Your Password is your student identification number for Credit students.

5. VCT students your username is the e-mail address you used to register with. Your password is whatever the student ID number VCT has for you.

6. The privacy policy for Canvas LMS is available at Canvas Accessibility

Discussion Board (DB)

This is the online classroom. Students will respond to discussion questions and communicate with your instructor in the discussion board. Questions about content and assignments should
be posted on the discussion board entitled *Questions for the Instructor*. Please allow up to 24 hours for a response. Posts made after 4:00 p.m. CST on Friday or on the weekend may not be answered until after 8:00 a.m. Monday. This form of communication is important in online Courses. This tool will help you stay “connected” to other individuals and it will help students to ask those questions just as if you were in an actual classroom setting. Discussion boards will also be used as a participation tool and part of the course grade is based on participation.

Posts should:

1. Have proper grammar and punctuation and be professional in nature.

2. Do not copy and paste materials from websites. Post using your own thoughts and words about the materials through reading, research, or past experiences and focus on the topic. Please remember that materials “cut and pasted” may be considered plagiarism.

3. Student’s posts must fit the timeline of the assignment – must be submitted on or before the deadline date.

4. Inappropriate posts may be removed and any student abusing Discussion Boards may be removed from that portion of the Course without the opportunity for credit.

5. Discussion board grading rubric is provided in the Start Here power point.

*Attendance*

This course is taught entirely online and, therefore, attendance will be substituted by participation on the discussion boards and completing assignments on time. Participation is part of the course grade. Students MUST actively participate by completing an academic assignment required by the instructor by the official census date. Students who do not actively participate in an academically related activity on or before the census date will be reported as never attended and will be dropped from the course by the Registrar.

*Withdrawal from Course*

It is the student’s responsibility to withdraw from any course following the Midland College withdrawal requirements. Students who do not comply with the requirements will receive an “F” (for credit students) or “U” (for CE students) for the semester grade. For a withdrawal form please click [Withdrawal form](#).

*Academic Honesty*

Students are expected to follow the Academic Honesty policy of Midland College. Using textbooks, assignments and other students, or assistance from others while taking an exam is cheating. Cutting and pasting without proper citation and passing off another’s work as your own is cheating. Any student cheating may be removed from the course, given an “F,” and reported to the College. Plagiarism will not be tolerated. For more information, review [Student Conduct/Misconduct](#) in the MC catalog.

*If you are not sure what plagiarism is, or if you have a question about how to cite materials in a paper or other work, you are to contact your instructor before submitting work.*
This course uses Turnitin to validate the originality of a student’s work. If Turnitin indicates greater than 15% of content is taken from another source, regardless of citations, a student will receive a 0 on the assignment. If work is plagiarized from another source, student will be subject to the disciplinary policy of the college. Policy is linked above.

Testing Philosophy
Assessments consist of multiple formats including multiple choice, open-ended questions, fill in the blank, short answer, true/false, case scenarios and essay questions. Many tests require students to use Respondus lock-down browser. URL link to the browser is provided in the Introductory Module of the course. The Respondus privacy policy can be found at Respondus Policy.

Tuition and Fees
Tuition and fee information is located at Tuition and fees or call the Health Information Program Office at 432-685-6893.

Online Information
Personal Information
Please update your personal information listed in Canvas as soon as it changes. This information is used to contact students. Be sure your e-mail address (the one you choose to use for this course) is correct.

Computer Requirements and Technical Skills
Students will need access to the full versions Microsoft Word, Excel and Power Point for assignments and accessing course materials. Students taking online courses are responsible to have access to a computer for submission of assignments and postings.

Student will need basic computer skills to access course materials including the ability to send and receive e-mails with attachments, create and submit files using Microsoft Word, Excel and Power Point, use cut and paste functions when appropriate, and download and install software. Student should also know how to do basic Internet searches.

For specific computer requires, see Canvas System Requirements for Midland College Courses.

Canvas Help
Prior to accessing your Canvas course, go to Canvas Supported Browsers to make sure you are using a Canvas supported browser and have the required components installed. Go to Canvas for directions for accessing your Canvas (online courses) account.

To access the Canvas Help system go to Canvas login page. Information on this page will help if you have forgotten or don’t know your password. Also, on this page there is a Help link located in the text below the login screen. If you are logged into your course and need
assistance, a Help link is located in the upper right hand corner of the page in the green personal settings area.

Technical Support is available at the Midland College Help Desk. This is the first point of contact for all IT related service issues, questions, troubleshoot and consultation. Contact information for the Help Desk is help@midland.edu or 432-685-4788.

**Computer Downtime**

This is an online Course. Each student is required to have a functioning computer for the entirety of the semester. Having computer problems does not exempt students from completing work by the due date. If the Canvas system goes down or is unavailable, an announcement will be posted and the due dates will be adjusted. If your system goes down, find another computer to submit your homework/posts before the due date. It is strongly suggested that assignments be submitted early to avoid any technical difficulties.

**Submitting Assignments in Canvas**

1. Use a Microsoft Word document format. Please use Microsoft Word and not Microsoft Works or Wordperfect. You may also type your response directly into Canvas if permitted by the assignment.
2. Save a copy of your assignment or discussion board post on your own computer in the event that you need to re-submit due to technical difficulties.
3. Each assignment should be submitted through or posted in Canvas. If there is more than one task (document) due with the assignment all should be submitted in a single document unless assignment directions ask you to submit separately. Please make certain that all assignments have your full name, class number and assignment information.
4. Each assignment should have a header that includes your name, date, course number and assignment name. Failure to include this information may result in point deductions.

**Email**

Individual e-mail is discouraged when it involves course assignments and questions about the material. These should be posted on the discussion board under the thread Questions for the Instructor so that everyone may benefit from your question and the response. If, however, you have a question of a personal nature, unrelated to the course materials, you may personally e-mail the instructor at eneichter@midland.edu. Please be sure to include your name and course number in the subject line.

**Evaluation of Students**

Students enrolled in this course for academic credit will receive a letter grade.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90-100%</td>
</tr>
<tr>
<td>B</td>
<td>80-89%</td>
</tr>
<tr>
<td>C</td>
<td>70-79%</td>
</tr>
<tr>
<td>D</td>
<td>60-69%</td>
</tr>
<tr>
<td>F</td>
<td>&lt;59%</td>
</tr>
</tbody>
</table>

C (70%) is the minimum passing grade.
This class is scored on a point system:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TOTAL #</th>
<th>POINT VALUE</th>
<th>PERCENTAGE OF GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignments</td>
<td>18</td>
<td>540</td>
<td>32%</td>
</tr>
<tr>
<td>Discussion Boards</td>
<td>15</td>
<td>450</td>
<td>26%</td>
</tr>
<tr>
<td>Research Paper</td>
<td>1</td>
<td>110</td>
<td>6%</td>
</tr>
<tr>
<td>Tests</td>
<td>16</td>
<td>500</td>
<td>29%</td>
</tr>
<tr>
<td>Final Examination</td>
<td>1</td>
<td>100</td>
<td>6%</td>
</tr>
</tbody>
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Limit to Repeat HIM Program Course

The HIM program policy, effective Fall 2014, states that students are allowed two attempts for any required HITT program course beginning Fall 2014. Students who fail the clinical course have only one additional opportunity to pass the course. If neither attempt has a passing grade, the student will be dismissed from the program. “Attempting a course” is defined as either 1) a failed grade or 2) a withdrawal (W).

Returning Assignments

Work submitted during regular College hours will be returned within 72 hours (submission M-F 8:00 a.m.-4:00 p.m.). Submissions occurring over the weekend, scheduled holidays or College breaks or at times when the instructor has posted an out-of-office notice allow for a longer return time (not to exceed 5 business days). There are rare occasions when the College’s computer system or learning management system (Canvas) goes down; please allow longer return times in these instances as well. If work is not returned and graded in a timely manner, please contact me at eneichter@midland.edu just to make sure that what was submitted was actually picked up and is in the College system.

Course Schedule

The course schedule has due dates and each student is expected to submit assignments on or before the due date. There is no formal provision for make-up work or extra credit in this course. Thus, work that is not submitted by the due date may result in a zero grade. The final end date of the course is absolute and cannot be extended. Please do not wait until the last minute to attempt assignments. Computers and computer networks have a bad habit of crashing at the very time you need them the most. A course calendar is available by clicking on the Calendar feature in Canvas. All assignments and discussion boards have deadlines listed. Students will be notified of any changes to deadlines in the Announcement section of the course.

Americans with Disabilities (ADA)

Any student who, because of a disabling condition, may require some special arrangements in order to meet course requirements should contact Shep Grinnan as soon as possible. Mr. Grinnan’s office is located in the Scharbauer Student Center Building. These conditions may include documented physical or educational disabilities. Please be aware that services or accommodations are not automatic. Each student must request them and secure the proper authorizations/ documentation.
Division Information

Health Sciences Division

Division Dean: Carmen Edwards, DNP, MSN, RN, 209 DFHS Building, 432-686-4822
Interim Program Chair: Dr. Elizabeth Neichter, RHIA, CHTS-TR, 218 DFHS, 432-686-4800, Extension 2023
Division Secretary: Kay Floyd, 206 DFHS Building, 432-685-4600
Student Support Specialist/Clinical Coordinator: Raquel Valenzuela, RHIT, 218 DFHS, 432-685-6893