TRANSFORMING
HEALTH INFORMATION MANAGEMENT
The Evolution of the HIM® Professional
## Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACKNOWLEDGEMENTS</strong></td>
<td>3</td>
</tr>
<tr>
<td><strong>EXECUTIVE SUMMARY</strong></td>
<td>4 – 5</td>
</tr>
<tr>
<td><strong>WORKFORCE TRANSFORMATION</strong></td>
<td>6 – 17</td>
</tr>
<tr>
<td>» The Landscape</td>
<td>7</td>
</tr>
<tr>
<td>» Situation Analysis</td>
<td>10 – 11</td>
</tr>
<tr>
<td>» eHealth Competency Profile (CP) Clusters</td>
<td>12 – 13</td>
</tr>
<tr>
<td>» New HIM Roles</td>
<td>14 – 16</td>
</tr>
<tr>
<td><strong>EVOLVE THE COLLEGE</strong></td>
<td>18 – 25</td>
</tr>
<tr>
<td>» Background</td>
<td>19</td>
</tr>
<tr>
<td>» Objectives of the Evolve the College Advisory Committee</td>
<td>20</td>
</tr>
<tr>
<td>» Committee Structure and Membership</td>
<td>20 – 21</td>
</tr>
<tr>
<td>» Environmental Scan: Health Information Management to 2017 and beyond to 2022</td>
<td>20 – 21</td>
</tr>
<tr>
<td>» Recommendations for CHIMA</td>
<td>22</td>
</tr>
<tr>
<td>» Recommendations to Evolve the College</td>
<td>23</td>
</tr>
<tr>
<td><strong>REFERENCES</strong></td>
<td>26</td>
</tr>
<tr>
<td><strong>APPENDIX A:</strong></td>
<td>27</td>
</tr>
<tr>
<td>» Case Study – Alberta Health Services (AHS) Workforce Transformation</td>
<td>27</td>
</tr>
<tr>
<td><strong>APPENDIX B:</strong></td>
<td>28 – 29</td>
</tr>
<tr>
<td>» Listing of Evolve the College Guest Presentations</td>
<td>28</td>
</tr>
<tr>
<td>» Members of the Evolve the College Advisory Committee (from west to east)</td>
<td>29</td>
</tr>
</tbody>
</table>
ACKNOWLEDGEMENTS

CHIMA would like to acknowledge the contributions of the Alberta Health Services (AHS) Health Information Management (HIM) division team for their participation in the meetings and workshops. It is through the vision and leadership of Kathleen Addison, Vice President of AHS HIM, and Karanne Miller Lambton, Executive Director, Provincial Operations, Standards and Strategies, IMTS - Health Information Management (HIM) AHS that the Workforce Transformation project became a reality.

The Evolve the College report would not be possible without the support and contributions from the members of the Evolve the College Advisory Committee.

We would also like to thank the guests who participated in the full day Evolve the College in-person meeting.

Finally, we would like to acknowledge the CHIMA Board of Directors who have offered leadership and insight into the future of CHIMA and the HIM professional. Advocating for the HIM profession and our members has always been their main priority.
EXECUTIVE SUMMARY

Health care in Canada is currently undergoing significant reforms at regional, provincial, and national levels. The manner in which scarce health resources will be utilized is foremost in the minds of health care stakeholders. The Electronic Health Record (EHR) has been advanced as an innovation that will both reduce health costs and improve patient care. Numerous studies and reference papers describe the advantages of the EHR; however, little attention has been directed to assessing the human and fiscal resources necessary to implement and effectively manage the EHR. As Canadian health settings move from paper to electronic health records, the role of Health Information Management (HIM®) professionals will correspondingly change to meet the demands of an increasingly digital workplace.

In 2009, the Health Informatics and Health Information Management Sector Study (O’Grady 2009) confirmed a significant skills shortage and increasing demand for HIM and health informatics (HI) professionals by 2014. Study findings suggested that HI and HIM skills deficits would significantly delay the development and implementation of the EHR in Canada. EHR implementation is inarguably a laudable policy direction; however, significant challenges will remain without a corresponding systematic effort to develop the human resources necessary to support its implementation and maintenance.

The Canadian Health Information Management Association (CHIMA) is the certifying body and national association for approximately 5000 HIM professionals across Canada. CHIMA has an essential role to play in the evolution of the HIM profession. In addition to setting and administering the HIM national certification examination through its Canadian College of Health Information Management (CCHIM), CHIMA specifies HIM training curricula, accredits HIM educational programs at colleges and universities, and provides continuing education for HIM professionals in the workplace. Accordingly, CHIMA is uniquely situated to address the evolving skills and training needs necessary to support the transition to the EHR. A coordinated strategy developed in collaboration with health stakeholders at all levels (e.g., Federal and Provincial governments, health facilities, educational institutes) is needed to identify and address the skills and training required to implement and maintain the EHR. Only then will the financial efficiencies and patient care benefits of the EHR be realized.

1 HIM® is a registered trademark of CHIMA
In 2012, CHIMA completed two projects that examined HIM labour shortages and HIM skills upgrading necessary to support the transition to the EHR environment. The first of these initiatives, Workforce Transformation, describes skills training, new roles, and career paths for the changing HIM profession. The second initiative, Evolve the College, details proposed changes to HIM certification, specialization, and training. This report documents the findings and recommendations of these projects and informs HIM professionals and stakeholders of the evolving roles and competencies of certified HIM professionals.

The Workforce Transformation project maps the evolution of the HIM profession into new roles in the ever-changing electronic information environment. This project was undertaken with collaboration between CHIMA and key stakeholders to characterize future roles and functions of HIM professionals. The Workforce Transformation project focused on two main areas: (i) the development of eHealth competency profiles; and (ii) the definition and development of new HIM roles. These represent the future of the HIM profession as we transition to the EHR environment.

The Evolve the College project focused on the current and proposed activities of the Canadian College of Health Information Management (CCHIM). As CHIMA’s federally chartered college, CCHIM is responsible for HIM certification and accreditation of HIM education programs across Canada. Candidates who pass the National Certification Examination receive the credential (CHIM) and designation of Certified HIM professional. An advisory committee was struck to envision the future and develop the report. The committee’s work had two phases: (i) an environmental scan, and (ii) the development of recommendations. Overall objectives of the Evolve the College project were to foster and strengthen strategic alliances, specify future certification requirements, and identify the need and opportunity for specialization(s).

In conclusion, the rapidly changing health information environment will require HIM professionals with the education and skills necessary to both implement and manage the EHR. This report provides a summary outline of a strategic plan to educate and prepare HIM professionals for this future. We invite you to join us as we map the way forward.
WORKFORCE TRANSFORMATION
HIM work is pervasive across the Canadian health care landscape. There are multiple facets to health information management (HIM), whether in acute care; primary care; long-term care or mental health; in community care agencies and government agencies. HIM professionals ensure quality health data is available for immediate patient care - for disease surveillance, for planning and managing resources, for research and many other secondary uses. HIM professionals are highly skilled in data collection, coding and classification, data analysis and use, information and records management. They understand the processes to maintain the paper and hybrid record and work with other professionals to develop, deploy, and maintain the EHR. The HIM profession is at a critical cross road and the Workforce Transformation strategy is a fundamental component in transforming Health Information Management for the future.

Critical health data and information must be available for physicians and allied health care professionals to ensure optimal care and health outcomes. HIM professionals play a key role in providing, maintaining, and managing health information. The certified HIM professional ensures that those health records are complete and that a timely abstract is submitted to the Canadian Institute of Health Information (CIHI). Every year, approximately 2.8 million inpatient abstracts and 8.2 million emergency room abstracts are submitted by certified HIM professionals (CIHI 2012). This is an incredible amount of coded and abstracted data that HIM professionals are responsible for collecting and managing.
Table I CHIMA Environmental Scan 2008-2011

**TIMELINE OF IMPORTANT EVENTS**

- **2008**
  - Membership Survey

- **2009**
  - Long Range Scenario Planning

- **2010**
  - Sector Study
  - Board Strategic Planning

- **2011**
  - LOHIM
  - Membership Survey

(transformed into a readable format)
The HIM Workforce Transformation project was undertaken to leverage the work that the HIM industry had previously completed in understanding the evolving HIM role within the broader health care sector.

CHIMA members told us the environment was changing and so should the profession and the organization. Our members (70%) felt there was a need for more specializations in the field to meet the changing digital environment. There was also a clear indication for an increase in continuing professional education (CPE) sessions. In addition to the need for more specializations and professional development, the industry is headed for a severe labour shortage as indicated in the Sector Study report.

Health Informatics and Health Information Management Human Resources Report (sector study) – a joint report through CHIMA, COACH, ICTC (Information Communications and Technology Council), CIHI, Canada Health Infoway, Health Canada and the Information Technology Association of Canada (ITAC Health) - outlined the human resource requirements and future roles for HI and HIM professionals. The sector study confirmed a growing demand for new skills and a severe shortage of HI and HIM professionals by 2014 (O’Grady 2009). The study highlighted the impact the shortages will have on eHealth implementations now and in the future.

Flowing from these planning initiatives that occurred, the following strategic directions were approved by the Board of Directors:

1. Strengthen Member Relations
2. Evolve the College
3. Focus on Knowledge, Research and Business Development
4. Strengthen Capabilities in Marketing and Communications

To address the changing needs in the employment environment in Canada, and the skills shortage noted in the sector study, the learning content for the HIM programs in Canada, Learning Outcomes in Health Information Management (LOHIM), was revised and updated to better reflect technological and business changes in health care. All HIM programs must introduce the new content by September 2013 and the majority has already made the changes.
The HIM transition roadmap was developed in 2010 and highlights four paths for advancement and continuing education. The green area to the left represents the core HIM education at the time of graduation and certification. However, we know that our members must continue their education in order to stay current in the field and some members may choose to specialize in a certain area of HIM. The roadmap was developed as a first step in helping HIM professionals in the field determine their future path. Each specialized arm lists the new roles / functions and the competencies needed to acquire, whether through work experience or education. This was a first step to identifying progression in HIM.
Over the past two years, CHIMA has focused resource allocation to two very critical initiatives that will help pave the way for the evolution of Health Information Management and for CHIMA to articulate the future roles, functions, and jobs that HIM professionals will be trained to do in the future. There are two initiatives that are part of this strategy:

1. eHealth Competency Profiles
2. New Roles

1. eHealth Competency Profile (CP) Clusters

In 2011-2012, ICTC led a very comprehensive eHealth Competency Profiles Project. This initiative was a direct result of the HI and HIM sector study which indicated the significant shortage of HI and HIM professionals. The project was designed to identify key clusters of occupations that were HI and/or HIM related and that had a significant technology component.

A broad range of roles were subsequently identified as “eHealth competencies” (See Table III). This does not suggest, for example, that an HIM professional would be an eHealth Architect and Developer but rather the HIM professional has the skill set to work in and knowledge of a variety of areas such as privacy, standards, decision support, change or project management to be able to work as part of a team developing a technology solution that needs to include those considerations.

ICTC has completed their work on the competency profiles and they have posted these eHealth competencies on their website. CHIMA continues to work with ICTC to finalize and update the competency profiles that include the HIM skill set.
Table III: ICTC Competency Profiles

- Application Implementation and Support
- Architecture and Development
- Business Analysis and Service Level Management
- Change and Transition Management
- Clinical Medical Informatics
- C-Suite Level
- Decision Support
- eHealth Privacy Management
- eHealth Project Management
- eHealth Standards Management
- Health Information Management
- Health Systems Integration and Deployment

The table above represents 12 clusters of HIM® occupations – there are many more roles.
2. New HIM Roles

Over the last 18 months, CHIMA worked with a group of dedicated HIM professionals from Alberta Health Services (AHS). AHS has been undergoing a sector-wide Human Resources Workforce Transformation and this included the HIM profession in Alberta (see case study at the end of the Workforce Transformation section). Work groups met and looked at all of the HIM functions in the lifecycle of the health record. These groups defined new HIM roles required for the electronic environment.

The result of CHIMA’s work with AHS was the creation of eight new categories of HIM functions that will be needed in the future (See table IV). This group then went on to define the service scope and the roles scope for each of these categories.

CHIMA then undertook a comprehensive review of the AHS work and compared that with the ICTC competency profiles. Validation of the new roles with the leadership of HIM professionals across Canada followed. Teleconferences, focus groups, and WebEx presentations were held throughout 2012 and there was resounding support within the HIM profession and from key external stakeholders that these new roles were the future for health information management. This work complements and supports the results from the Evolve the College Advisory Committee. The future roles will continue to be defined based on the requirements and functions necessary to accomplish comprehensive and meaningful information management within a health care organization (see Appendix A for a full case study about CHIMA’s work with AHS).
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SERVICE SCOPE</th>
<th>NEW ROLES / TITLES</th>
</tr>
</thead>
</table>
| Data Capture             | The data capture service performs all tasks associated with the capture of health data. This includes data coded directly from clinical documentation or auto-coded using systems for that purpose, voice and speech recognition systems and scanning or creating a digital image of text based documents. This service will perform audits of the service functions to ensure that best practice and current standards are implemented. | » Clinical Data Specialist  
   » Data Profiler  
   » Medical Text Editor  
   » Research Associate  
   » Concurrent Coding Specialist  
   » Imaging Clerk  
   » Code Mapping Specialist  
   » Data Mapping Specialist  
   » Clinical Data Analyst  
   » Central Intake Coordinator                                                                                                                                   |
| Information Integrity    | This service evaluates the integrity of health information holdings, identifies risks and implements risk mitigation strategies. This service will respond to inquiries into information integrity and complete an auditing role for both internal and external requests. | » Health information Safety Officer (includes hybrid record)  
   » Data Integrity Specialist  
   » Risk Management Analyst  
   » Forensic Investigation Officer                                                                                                                                                                                          |
| Identity Management      | Managing the systems responsible for the unique identification of consumers, providers, organizations and services.                                                                                                                                                                                                                     | » Data Quality Analyst  
   » Data Integrity Specialist  
   » Identity Management Coordinator                                                                                                                                                                                                       |
| Access, Disclosure and Retention | Protect and promote data and information privacy for consumers, providers, users, and the organization. Manage the access, disclosure, retention, archiving and destruction of Personal Health Information from organizational systems. | » Release of Information Analyst  
   » Access and Disclosure Specialist  
   » Request Coordinator  
   » Privacy Officer                                                                                                                                                                                                                           |
<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>SERVICE SCOPE</th>
<th>NEW ROLES / TITLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Management</td>
<td>Using best practices and information management principles, this service develops, maintains and monitors the accountability framework for information. It includes policies, processes, standards and metrics to ensure unified data and information, as well as efficient, effective and secure information assets.</td>
<td>» Information Management Liaison</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td>» Standards Coordinator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Policy Analyst</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Auditor</td>
</tr>
<tr>
<td>Content Compliance</td>
<td>Management of the clinical content to ensure meets information management best practices including performing quality assurance audits on the content. This is the bridge between the provider content for clinical need, and the information needs of the organization as well as internal and external stakeholders.</td>
<td>» Content Management Expert</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Compliance Officer</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Process Improvement Engineer</td>
</tr>
<tr>
<td>Information/</td>
<td>Developing, auditing, evaluating, maintaining and mapping clinical information and knowledge assets.</td>
<td>» Data Modeler</td>
</tr>
<tr>
<td>Knowledge Asset</td>
<td></td>
<td>» Health Information Semantics Content Expert</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td>» Clinical Terminology Standards Specialist</td>
</tr>
<tr>
<td>Consumer Support</td>
<td>Promotes excellent public relations by fostering and maintaining positive communication with customers in the areas of the Personal Health Record (PHR) and Registration Systems (registration, booking, registries, self-registration)</td>
<td>» Information Broker</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Registry Agent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Portal Agent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Customer Service Agent</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Registration Application Coordinator</td>
</tr>
<tr>
<td></td>
<td></td>
<td>» Information Reconciliation Officer</td>
</tr>
</tbody>
</table>
How do we take the results of our work and put it into action?

In order to move this plan into action, we need to develop a skills and knowledge gap analysis tool for HIM professionals, and others working in HIM, to enable a self-assessment of current skills and to provide guidance and information on how to move to new roles, what skills and training are necessary, and how to attain them. There is a need to identify how those skills can be achieved through the development and identification of workshops, continuing education courses, college or university programs, and to work with educational institutions, industry, and government to develop these new training tools.

The Evolve the College report will provide more detail on how we retrain and get our HIMs into new roles.
EVOLVE THE COLLEGE
In May 2010, the CHIMA Board of Directors directed CHIMA senior leadership to develop a strategy based on the preferred future of CHIMA, as envisaged by the Board earlier that year. The key elements of the preferred future state for the Canadian College of Health Information Management (CCHIM) included certification and registration, curriculum development, program accreditation, exam development and exam processes. What was understood was that the value-add to members is in certification as a HIM professional and that the College’s role in awarding and stewarding the professional designation needs to be retained and enhanced.

The strategy to meet these objectives included the need to describe the new roles and responsibilities of the College including new areas of focus and/or divestment; develop strategic alliances with selected national and international organizations essential to the future of HIM; and define certification levels within HIM and create specialty designations. The full report for the Evolve the College is available on request.
OBJECTIVES OF THE EVOLVE THE COLLEGE ADVISORY COMMITTEE

There is an identified need for an increase in the number of practicing, certified HIMs to fill current and future requirements, “...there is a serious risk that labour shortages and skills shortages will constrain and undermine the successful implementation of electronic health information systems.” (O’Grady 2009: 6) As technology changes and new jobs are introduced into the health care arena, many in HIM roles, the requirement for more certified professionals grows in proportion. The objectives of the Evolve the College Advisory Committee were to answer the following questions: What types of primary certification are required in Canada at the diploma, bachelors, masters and PhD levels? Do we continue with one certification examination for the diploma and bachelor degree programs? What can the College provide for HIM professionals and others currently working in the field and beyond entry level certification in terms of specialization, programs, courses, and advanced level certification?

COMMITTEE STRUCTURE AND MEMBERSHIP

The Committee’s role was to provide advice from the points of view of stakeholder, customer, and user of various sectors to the direction and value output of the College and on the broader aspects of its overall mission and function as well as products and services considered. To meet this expectation, Committee membership was sought from across Canada with representation from educators representing diploma, degree and post-graduate education, employers, professional organizations with mandates that impact HIM work and expectations of the HIM workforce, as well as representatives of CHIMA and CCHIM. To supplement and support the work of the committee, guests from a variety of health care environments were invited to present on their work, plans, and the impact on health information management. See Appendix B for the list of Committee members and presenters.

ENVIRONMENTAL SCAN: HEALTH INFORMATION MANAGEMENT TO 2017 AND BEYOND TO 2022

A summary of the over-arching trends to 2017 include continuing expansion of EHR repositories to inform clinical decisions and the expectation that electronic records in physicians’ offices will be the norm. There will be more multi-disciplinary / multi-site teams and increased integration with other systems, which will create the need for more skills development, and help with data management issues.

Processes will be in place to assist HIM professionals in displaying leadership in the lifecycle management of health information (e.g., introduction of SNOMEDCT coding into point of service systems such as Electronic Medical Records (EMRs) will increase the need for maintaining reference sets and maps). The health systems need for data (information to change care) will continue to expand
and become fundamental so that skills in analyzing, mining, and interpreting data will be in greater demand.

Continuing to 2022, we will see the continuing convergence of health informatics and health information to manage organizational change. With the increasing involvement of consumers in entering and using their health information, and with clinical devices connected to electronic health records for direct input of information, we will see an increasingly diverse range of data inputs with added complexity to the lifecycle management of health information.

It is anticipated that there will be a change in professional practice by practitioners and new health care graduates will enter the workforce with increased knowledge in HIM. This will lead to increasing convergence of health informatics and health information management with new organizational structures to optimize expertise.

**ANALYSIS OF DATA**

As a result of the changes seen in the environmental scan, new expectations will arise for lifecycle management and privacy. HIM professionals will be (and need to be) seen as leaders in the lifecycle management of health information. There will be increased monitoring and auditing, HIM involvement in enterprise-wide web-based education, and HIM professionals supporting team-based breach investigations.

With the development and implementation of HIM standards, there will be a shift in focus in coding activity from coding and abstracting to working with clinicians to improve the quality of documentation and information and to auditing and supporting health professionals at the point of care. There will be a need to understand natural language processing, classifications, and terminology frameworks. Along with data analytics, it will be crucial that data quality management initiatives include data quality and integrity in source systems, EHRs, and registries; as well as metadata management and enterprise data dictionary maintenance and management. Health records management will include “less doing and more oversight,” in other words; there will be a decreased focus on records management and an increased focus on information management. With more clinical decisions made at the point of care (e.g., synoptic coding), HIM professionals will play a bigger role in decision support. There will be an increased need for HIM support for business applications, business process workflow, organizational change management, and the ongoing operational support of new systems.

**HIM STANDARDS**

An important area emerging in HIM is the evolution in HIM practice from leadership in records management to leadership in information lifecycle management. Currently there exist extensive reference materials for standards in and around records management and the information lifecycle; however, there are no set Canadian standards specific to the health information lifecycle and information governance issues. While CHIMA has professional practice briefs and education content specific to the records management lifecycle, it is recognized that more work is needed, specifically, in working with the partners / alliances towards standards setting within Canada.
RECOMMENDATIONS FOR CHIMA

As an outcome of discussions regarding the environmental scan, the Committee made two recommendations to the CHIMA Board that will support the Evolve the College initiative. The Advisory Committee calls on the CHIMA Board of Directors to examine its vision and mission statements in order to capture new opportunities and position the organization for strategic leadership for the future. It was strongly recommended and accepted by the CHIMA Board of Directors that “HIM Standards” be added as a domain of practice. The second recommendation was that the Board assesses the state of current alliances and partnerships and develops future-oriented strategies to strengthen key relationships. This was an important theme woven throughout the final report.
RECOMMENDATIONS TO EVOLVE THE COLLEGE

The Advisory Committee made several recommendations that outline the drivers for change in evolving the College. The main recommendations noted in this report are directed at HIM certification and specializations.

The current HIM curriculum document and blueprint allow for the testing of core HIM knowledge so the first recommendation was for CCHIM to continue with one certification examination for the diploma and degree programs; the number of degree graduates is also too small at present to maintain a separate examination. Strong support was given to the ongoing provision of diploma and undergraduate degree programs and to the three current methods of attaining certification. An additional avenue for certification was recommended for investigation and this work will proceed in 2013.

Another important recommendation is for CCHIM to broaden its scope of professional development opportunities recognizing that individuals employed in the field of health information may be HIM professionals (as certified by CCHIM and who need ongoing professional development) and non-HIM professionals. Of importance is the recognition that this work must be completed in conjunction with employers and other national stakeholders.

The Committee further recommended that CCHIM consider advanced certification and/or specialization in the following areas: Terminologies (identified as the top emerging trend), physician documentation specialist, and decision support (start with collaborative work and continuing education in the immediate future and work towards specialization / certification). Any development of specialization or advanced certification will be completed in partnership with other organizations.

As part of the ongoing planning to put processes in place for these changes, the recommendations speak to enhanced mapping work for members and non-members interested in specialization or advanced education such as in privacy, health informatics, and advanced health information management. This will include the development of education sessions and workshops that focus on the transference of skills from acute care to primary care, and the development of an interactive web tool that engages individuals to focus on their needs for career evolution and skills development.

The Advisory Committee members strongly recommended that CHIMA take the opportunity to add unique value as the leader for lifecycle management of health information. CHIMA must guide the evolution in HIM practice from leadership in records management to leadership in information lifecycle management. More work is needed in HIM standards development in Canada with alliances and partnerships of the utmost importance. The time to move is now and we are ready to meet the challenge.
Health care in Canada is currently undergoing significant reforms at regional, provincial, and national levels. The manner in which scarce health resources will be utilized is foremost in the minds of health care stakeholders. The Electronic Health Record (EHR) has been advanced as an innovation that will both reduce health costs and improve patient care. As Canadian health settings move from paper to electronic health records, the role of HIM professionals must change to meet the demands of an increasingly digital workplace.

CHIMA is uniquely situated to address the evolving skills and training needs necessary to support the transition to the EHR. A coordinated strategy developed in collaboration with health stakeholders at all levels (e.g., Federal and Provincial governments, health facilities, educational institutes) is needed now to identify and address the skills and training required to implement and maintain the EHR. Only then will the financial efficiencies and patient care benefits of the EHR be realized.
REFERENCES


Appendix A

Case Study – Alberta Health Services (AHS) Workforce Transformation

The AHS Health Information Management portfolio identified a strategic program of business transformation initiatives and related projects to be started and/or completed within 12-18 months (2011-2012). These initiatives support the AHS organization in its strategic, tactical, and operational delivery of care, programs, and services to the people of Alberta.

The complete staffing component of HIM throughout AHS was included in the scope of the HIM Workforce Transformation Framework and Transition Plan project. The composition of the HIM portfolio includes 1625 FTE (2800 individuals), working in roles in leadership and management, coding, medical transcription, HIM\application support and clerical support. These roles cover areas as diverse as patient registration and scheduling; records management; data integrity; data, information and technical standards management; access and disclosure; and transcription.

The HIM department staff has a broad and differentiated set of skills, knowledge, and experience. At the management level, there is an estimated 80/20 mix of HIM and non-HIM credentialed professionals. This percentage is thought to be true of staff positions throughout the HIM portfolio.

Two distinct activities were completed within Phase 1 of this project: a literature review and a multi-stakeholder visioning workshop. A literature review and environmental scan of best practices and previous experience in workforce transformation (not limited to HIM) was conducted. Resource sources included projects in the US Veterans Administration organization, American Health Information Management Association, the UK National Health Service, Cedars Sinai Medical Center in California, Korea and Australia.

The second activity was a two-day workshop facilitated by the project manager and project team members with the AHS health information management team and the project Expert Advisory Panel (approximately 50 people in the workshop). The outcome of this workshop was the identification of future state HIM services, and their associated functions, with limited discussion on the roles within these services.

The final report included a comprehensive list of definitions; skills and knowledge as well as a matrix of services and roles. The HIM leaders from AHS encouraged CHIMA to share this work with other HIM departments and services across Canada in order to validate their work. Over the last year, CHIMA hosted six (6) leadership forums across the country in order to investigate similar work underway and to add to this body of knowledge. This report is the culmination of these findings.
## APPENDIX B

**Listing of Evolve the College Guest Presentations**

<table>
<thead>
<tr>
<th>DATE</th>
<th>PRESENTER</th>
<th>PRESENTATION TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov 15, 2011</td>
<td>Don Newsham, COACH</td>
<td>COACH’s Core Competencies &amp; Credential</td>
</tr>
<tr>
<td>Nov 15, 2011</td>
<td>Kathleen Addison, AHS</td>
<td>AHS HIM Workforce Transformation</td>
</tr>
<tr>
<td>Dec 20, 2011</td>
<td>Neil Gardner, eHealth Saskatchewan</td>
<td>HIM Graduates at eHealth Saskatchewan</td>
</tr>
<tr>
<td>Dec 20, 2011</td>
<td>Lori Richey / Amanda Hiemstra, Primary Health Care Services of Peterborough</td>
<td>The Role of HIM in Primary Care</td>
</tr>
<tr>
<td>Dec 20, 2011</td>
<td>Val Alston, Trillium / Credit Valley</td>
<td>Workforce Transformation at Trillium Health</td>
</tr>
<tr>
<td>Feb 21, 2012</td>
<td>Roger Girard, eHealth Manitoba</td>
<td>What does the future hold for the HIM professional?</td>
</tr>
<tr>
<td>Feb 21, 2012</td>
<td>Greg Webster, CIHI</td>
<td>CIHI’s Primary Health Care Data &amp; Information Program</td>
</tr>
</tbody>
</table>
APPENDIX B (Cont’d)

Members of the Evolve the College Advisory Committee (from west to east)

» Laurie Kenward, Program Coordinator, HIM Program, Douglas College, Coquitlam, BC
» Kathleen Addison, VP HIM Alberta Health Services, Calgary, AB
» Karanne Miller Lambton, Executive Director, Provincial Operations, Standards & Strategies, IMTS - Health Information Management (HIM), AHS, Calgary, AB
» Kelly Abrams, VP, CCHIM, Regina, SK
» Gail Crook, CEO, CHIMA, London, ON
» Marlene Raasok (Chair), Executive Dean, School of Health & Life Sciences and Community Services, Conestoga College, Kitchener, ON
» Brendan Seaton, President, ITAC Health, Toronto, ON
» Don Newsham, CEO, COACH, Toronto, ON
» Alona Burman, CHIMA Board, Manager of Medical Records & Privacy, Westpark Healthcare Centre, Toronto, ON
» André Lalonde, CHIMA Board, Formerly Executive Director, Corporate Planning and Quality Management, CIHI (Retired), Gatineau, QC
» Don Sweete, Atlantic Canada Executive Regional Director, Canada Health Infoway, Bedford, NS
» Steve O’Reilly, Executive Director - Atlantic Director, Canadian Institute for Health Information, St. John’s, NL

We would also like to thank the guests who participated in the full day Evolve the College in-person meeting:

» Abdul Roudsari, PhD, Professor of Health Informatics and Director School of Health Information Science, University of Victoria, Victoria, BC
» Neil Gardner, Strategic Advisor, eHealth Saskatchewan, Regina, SK