Summary of Changes

Health Information Management

Competency Model

The Health Information Management Competency Model, previously known as the Electronic Health Records Competency Model was updated twice in December 2018 and February 2025.

**February 2025 Updates:**

Updates have been made on Tiers 1 and 2, to align with the new Building Blocks Model, including the addition of new digital literacy competencies.

**December 2018 Updates:**

## Tier 1 – Personal Effectiveness Competencies

* 1.1 Interpersonal Skills
  + Edited definition: Displaying the ~~ability~~ skills to work effectively with others from diverse backgrounds.
  + *Demonstrating sensitivity/empathy* (previously called *Demonstrating concern for others*)
    - Edited bullet:
      * Look for ways to help people ~~and pitches in to help others~~ and deliver assistance.
  + *Maintaining open relationships* (previously called *Maintaining open communication)*
    - Edited bullet:
      * Encourage others to ~~approach them with~~ share problems and successes.
  + *Demonstrating insight into behavior*
    - Edited bullets:
      * Recognize and accurately interpret the communications ~~verbal and nonverbal behavior~~ of others as expressed through various formats (e.g., writing, speech, American Sign Language, computers, etc.)
    - Added new bullets:
      * Show understanding of others’ behaviors and motives by demonstrating appropriate responses.
      * Demonstrate flexibility for change based on the ideas and actions of others.
      * Show awareness of one’s own perceptions and avoid making assumptions about work situations, projects, assignments, and/or other team members.
    - Deleted bullet:
      * Show insight into the actions and motives of others.
      * Recognize when relationships with others are strained
  + *Respecting diversity*
    - Edited bullets:
      * Demonstrate sensitivity ~~and respect for the opinions, perspectives, customs, and individual differences of others,~~ flexibility, and open-mindedness when dealing with different values, beliefs, perspectives, customs or opinions.
      * Value an environment that supports and accommodates a diversity of people and ideas.
    - Added new bullet:
      * Interact respectfully and cooperatively with others who are of a different race, culture, or age, or have different abilities, gender, or sexual orientation.
    - Deleted bullets:
      * Deal with a wide range of people with flexibility and open-mindedness.
      * Listen to and consider others’ viewpoints.
      * Work well and develop effective relationships with diverse personalities.
* 1.2 Integrity
  + Edited definition: Displaying ~~accepted social and work behaviors~~ strong moral principles and work ethic.
  + *Behaving ethically*
    - Edited bullets:
      * Abide by a strict code of ethics and behavior, even in the face of opposition.
      * Encourage others to behave ~~accordingly~~ ethically.
    - Added new bullets:
      * Understand that behaving ethically goes beyond what the law requires.
      * Use company time and property responsibly.
      * Perform work-related duties according to laws, regulations, contract provision, and company policies.
    - Deleted bullet:
      * Choose an ethical course of action and do the right thing, even in the face of opposition.
  + *Taking responsibility*
    - Deleted bullet:
      * Attempts to learn from mistakes.
* 1.3 Professionalism
  + Edited definition: Maintaining a professional ~~demeanor at work~~ presence.
  + Added key behavior *Social responsibility*
    - Refrain from lifestyle choices which negatively impact the workplace and individual performance.
    - Remain free from substance abuse.
  + Edited key behavior name: *~~Maintains~~ Maintaining a positive attitude.*
  + *Demonstrating self-control*
    - Edited bullets:
      * ~~Demonstrates self-control by maintaining~~ Maintain composure and keep emotions in check ~~even in very difficult situations.~~
      * Deal calmly and effectively with stressful or difficult situations.
    - Added new bullet:
      * Accept criticism tactfully and attempt to learn from it.
  + Professional appearance
    - Edited bullet:
      * Dress appropriately for ~~occupation and its~~ occupational and worksite requirements.
    - Deleted bullet:
      * Remain free from substance abuse.
* 1.4 Initiative
  + Edited definition: Demonstrating a ~~willingness to work~~ commitment to effective job performance by taking action on one’s own and following through to get the job done.
  + Added key behavior *Achievement motivation*
    - Strive to exceed standards and expectations.
    - Exhibit confidence in capabilities and an expectation to succeed in future activities.
  + *Persisting*
    - Edited bullet:
      * Pursue work with ~~energy,~~ drive~~,~~ and ~~a~~ strong accomplishment orientations.
    - Added new bullet:
      * Persist to accomplish a task despite difficult conditions, tight deadlines, or obstacles and setbacks.
    - Deleted bullet:
      * Persist and expend extra effort to accomplish tasks even when conditions are difficult, or deadlines are tight.
      * Persist at a task or problem despite interruptions, obstacles, or setbacks
  + *Taking initiative*
    - Edited bullets:
      * Go beyond the routine demands of the job to increase its variety and scope.
      * Take initiative ~~in seeking~~ to seek out new work challenges, influence events, or originate actions ~~and increasing the variety and scope of one’s job~~.
    - Added new bullet:
      * Provide suggestions and/or take actions that result in improved work processes, communications, or task performance.
    - Deleted bullets:
      * Seek opportunities to influence events and originate action.
      * Assist others who have less experience or have heavy workloads. (Moved to Tier 3 – Teamwork).
  + *Working independently*
    - Edited bullets:
      * Develop own ways of ~~doing things~~ working effectively and efficiently.
      * ~~Is able to~~ Perform effectively even with minimal direction, support or approval ~~and without direct supervision~~.
    - Added new bullet:
      * Take responsibility for completing one’s own work assignments.
    - Deleted bullets: (moved to new key behavior *Achievement motivation*)
      * Strive to exceed standards and expectations
      * Exhibit confidence in capabilities and an expectation to succeed in future activities.
* 1.5 Dependability and Reliability
  + Added key behavior *Attendance and punctuality*
    - Come to work on time and as scheduled.
    - Arrive on time for meetings or appointments.
    - Dial in to phone calls and web conferences on time.
  + *Fulfilling obligations*
    - Edited bullet:
      * Diligently follow through on commitments and consistently ~~meets deadlines~~ complete assignments by deadlines.
    - Added bullet:
      * Be reliable, responsible, and dependable in fulfilling obligations.
    - Deleted bullet:
      * Fulfill obligations reliably, responsibly, and dependably.
  + *Attending to details*
    - Edited bullets:
      * Notice errors or inconsistencies ~~that others have missed~~ and take prompt, thorough action to correct ~~errors~~ them.
      * Diligently check work to ensure that all essential details have been considered.
  + *Following directions* (previously called Complying with policies)
    - Edited bullet:
      * Follow ~~written and verbal~~ directions as communicated in a variety of ways such as writing, speech, American Sign Language, computers, or other formats.
    - Added bullet:
      * Ask appropriate questions to clarify any instructional ambiguities.
* 1.6 Adaptability and Flexibility
  + Moved key behavior Employing unique analyses to Creative Thinking block (Tier 3).
  + *Entertaining new ideas*
    - Edited bullet:
      * ~~Remain~~ Is open to considering new ways of doing things.
  + *Dealing with change* (previously called Dealing with ambiguity)
    - Edited bullet:
      * When necessary, take proper and effective action ~~when necessary~~ without having ~~to have~~ all the necessary facts in hand.
    - Added new bullets:
      * Easily adapt plans, goals, actions, or priorities in response to unpredictable or unexpected events, pressures, situations, and job demands.
      * Effortlessly shift gears and change direction when working on multiple projects or issues.
    - Deleted bullets:
      * Change gears in response to unpredictable or unexpected events, pressures, situations and job demands.
      * Change plans, goals, actions or priorities to deal with changing situations.
* 1.7 Lifelong Learning
  + Edited definition: ~~Displaying a willingness to learn and apply new~~ Demonstrating a commitment to self-development and improvement of knowledge and skills.
  + Renamed key behavior *Anticipating changes in work* to *Using change as a learning opportunity*
  + Added new key behavior *Integrating and applying learning*
    - Integrate newly learned knowledge and skills with existing knowledge and skills.
    - Use newly learned knowledge and skills to complete tasks, particularly in new or unfamiliar situations.
  + *Demonstrating an interest in learning*
    - Edited bullets:
      * ~~Demonstrate~~ Take actions showing an interest in personal and professional lifelong learning and development.
      * Seek feedback from multiple sources about how to improve and develop~~, and modify behavior based on feedback or self-analysis of past mistakes~~.
    - Added bullets:
      * Learn and accept help from supervisors and co-workers.
      * Modify behavior based on feedback or self-analysis of past mistakes.
  + *Participating in learning activities* (previously called *Participating in training*)
    - Edited bullets:
      * Take steps to develop and maintain knowledge, skills, and expertise necessary to ~~achieve positive results~~ perform one’s role successfully by participating in relevant training and professional development programs.
      * ~~Pursue opportunities to develop~~ Broaden knowledge and skills through attending seminars and conferences, participating in professional groups, reading journal articles, studying text books related to the field, job shadowing, and/or attending continuing education courses.
    - Added bullets:
      * Identify when it is necessary to acquire new knowledge and skills.
    - Deleted bullet:
      * Participant fully in relevant training and professional development programs.
  + *Identifying career interests*
    - Edited bullet:
      * Make insightful career planning decisions that integrate ~~based on integration and consideration of~~ others’ feedback ~~and seeks out additional training to pursue career goals~~.

## Tier 2 – Academic Competencies

* Updated block definitions
* Updated block title: Communication ~~– Listening and Speaking~~.
* Updated entire Basic Computer Skills block:
  + *Computer basics*
    - Understand the basic functions and terminology related to computer hardware, software, information systems, and communication devices.
    - Use basic computer software, hardware, and communication devices to perform tasks.
  + *Using software*
    - Use word processing software to compose, organize, edit, and print documents, and other business communications.
    - Use spreadsheet software to enter, manipulate, edit, and format text and numerical data.
    - Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.
    - Use database software to manage data.
    - Create and maintain a well-organized electronic file storage system.
  + *Using the Internet and email*
    - Use the Internet to search for online information and interact with websites.
    - Use the Internet and web-based tools to manage basic workplace tasks (e.g., calendar management, contacts management, and timekeeping).
    - Use electronic mail to communicate in the workplace.
    - Understand the different types of social media and their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one’s personal and professional life.
    - Employ collaborative/groupware applications to facilitate group work.
  + *Ensuring computer security*
    - Understand and comply with the organization’s privacy policy and information security guidelines.
    - Defend against potential abuses of private information.
    - Recognize and respond appropriately to suspicious vulnerabilities and threats.
    - Use the most recent security software, web browser, and operating system to protect against online threats.
    - Utilize strong passwords, passphrases, and basic encryption.
    - Recognize secure Web addresses.
* 2.1 Reading
  + Edited definition: Understanding written sentences, ~~and~~ paragraphs, and figures in work-related documents on paper, on computers, or adaptive devices.
  + Added key behavior *Information analysis*
    - Critically evaluate and analyze information in written materials.
    - Review written information for completeness and relevance.
    - Distinguish fact from opinion.
    - Identify trends.
    - Synthesize information from multiple written materials.
  + *Comprehension*
    - Edited bullet:
      * Locate and understand ~~and interpret~~ written information in prose and in documents such as manuals, reports, memos, letters, forms, graphs, charts, tables, calendars, schedules, signs, notices, applications, contracts, regulations, and directions.
    - Added new bullet:
      * Comprehend the author’s meaning and identify the main ideas expressed in the written material.
    - Deleted bullets:
      * Attain meaning and comprehend core ideas.
      * Locate definitions of unfamiliar terms.
      * Critically evaluate and analyze information in written materials. [Moved to key behavior *Information analysis*]
      * Integrate and synthesize information from multiple written materials. [Moved to key behavior *Information analysis*]
  + *Attention to detail*
    - Edited bullets:
      * Note details and facts ~~and inconsistencies~~.
    - Added bullets:
      * Detect inconsistencies.
      * Recognize missing information.
  + *Information integration* (previously called *Application*)
    - Edited bullets:
      * ~~Apply~~ Use what is learned from written material to follow instructions and complete tasks.
      * Apply what is learned from written material to ~~future~~ new situations.
* 2.2 Writing
  + Edited definition: Using standard business English to compile information and prepare written ~~reports~~ documents on paper, on computers, or adaptive devices.
  + *Organization and development*
    - Edited bullet:
      * Present well-developed ideas ~~that are well developed with supporting~~ supported by information and examples.
    - Added new bullets:
      * Create documents such as letters, directions, manuals, reports, graphs, spreadsheets, and flow charts.
      * Proofread finished documents for errors. [Moved from key behavior *Mechanics*].
      * Tailor content to appropriate audience and purpose.
      * Distribute written materials appropriately for intended audiences and purposes.
    - Deleted bullets:
      * Prepare reports that are easy to understand using proper terminology.
  + *Mechanics*
    - Edited bullets:
      * Use ~~appropriate~~ correct grammar (e.g., correct tense, subject-verb agreement, no missing words).
      * Write legibly when using handwriting to communicate.
    - Deleted bullet:
      * Proofread finished documents for errors. [Moved to key behavior *Organization and development*].
  + *Tone:*
    - Edited bullet:
      * Use ~~appropriate~~ a tone and word choice appropriate for the industry and organization (e.g., writing is professional and courteous).
    - Added new bullet:
      * Show insight, perception and depth in writing.
    - Deleted bullet:
      * Write in a manner appropriate for industry.
* 2.3 Mathematics
  + Deleted key behavior *Quantification.*
  + *Computation*
    - Edited bullets:
      * Employ technology to add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.
      * Employ technology to calculate averages, ratios, proportions and rates.
      * Employ technology to convert decimals to fractions and fractions to decimals.
      * Employ technology to convert fractions to percents and percents to fractions.
    - Added bullets:
      * Employ technology to convert decimals to percents and percents to decimals.
      * Understand relationships between numbers and identify and understand patterns.
  + *Measurement and estimation*
    - Edited bullet:
      * Correctly convert from one measurement to another (e.g., from English to metric or International System of Units (SI), or Fahrenheit to Celsius).
  + *Application*
    - Edited bullet:
      * Use appropriate mathematical formulas and techniques to solve problems.
    - Deleted bullets:
      * Performs basic math computations accurately.
* 2.4 Science and Technology
* Edited definition: Using scientific rules and methods ~~and technology~~ to deploy ideas and solve problems on paper, on computers, or adaptive devices.
* *Comprehension*
  + Edited bullet:
    - Understand basic scientific principles and ~~to use commonly available technology~~ use appropriate technology.
  + Added bullet:
    - Understand overall intent and proper procedures for set-up and operation of equipment. [Moved from key behavior *Application*]
  + Deleted bullet:
    - Knowledge of Biology, Chemistry, Nutrition, Anatomy, Physiology, Physics.
* *Application*
  + Added bullet:
    - Apply data standards to facilitate health information exchange and continuity of care.
* 2.5 Communication
* New definition: Listening, speaking, and signaling so others can understand using a variety of methods, including hearing, speech, American Sign Language, instant messaging, text-to-speech devices, etc.
* Added key behavior *Observing carefully*
  + Notice nonverbal cues and respond appropriately. (Edited and moved from key behavior *Two-way communication*).
  + Attend to visual sources of information (e.g., video). [New]
  + Ascertain relevant visual information and use appropriately. [New]
* Consolidated key behaviors *Two-way communication* and *Listening* into one key behavior named *Receiving information*
  + Edited bullets:
    - ~~Receive,~~ Attend to, understand, interpret and respond to ~~verbal~~ messages ~~and other cues~~ received in a variety of ways including hearing, American Sign Language, instant messaging, text-to-speech devices, and other methods.
    - ~~Understands~~ Comprehend complex instructions.
  + Added bullets:
    - Identify feelings and concerns communicated in various formats, such as writing, speech, American Sign Language, computers, etc. and respond appropriately.
    - Consider others’ viewpoints and alter opinion when it is appropriate to do so.
    - Apply active interpersonal communication skills using reflection, restatement, questioning, and clarification.
    - Effectively answer questions of others or communicate an inability to do so and suggest other sources of answers.
  + Deleted bullets:
    - Pick out important information in verbal messages.
    - Appreciate feelings and concerns of verbal messages.
    - Practice meaningful two-way communication (i.e., speak clearly, pay close attention and seek to understand others, listen attentively and clarify information).
* *Communicating* (previously called *Speaking*)
  + Edited bullets:
    - Express relevant information appropriately to individuals or groups taking into account the audience and the nature of the information (e.g., technical or controversial).
    - ~~Speaks~~ Convey information clearly, correctly, and succinctly ~~confidently~~.
    - ~~Speaks using~~ Use common English conventions including proper grammar, tone, and pace.
    - Effectively ~~use eye~~ establish interpersonal contact with one or more individuals using eye contact, body language, and non-verbal expression as appropriate to the person’s culture.
  + Deleted bullets:
    - Track listener responses and react appropriately to those responses.
* Critical and Analytical Thinking
* Edited definition: Using logical thought processes to analyze information and draw conclusions~~, reasoning, and analysis to address problems~~.
* *Reasoning*
  + Added bullet:
    - Use logic and reasoning to identify strengths and weaknesses of alternative solutions or approaches to a problem.
* *Mental agility*
  + Edited bullet:
    - Quickly understand, orient to, and ~~learns new assignments~~ integrate new information.
  + Deleted bullet:
    - * Shifts gear and change direction when working on multiple projects or issues.

## Tier 3- Workplace Competencies

* Updated block definitions.
* Added Creative Thinking block:
  + *Employing unique analyses*
    - Use original analyses and generate new, innovative ideas in complex areas.
    - Develop innovative methods of obtaining or using resources when insufficient resources are available.
  + *Generating innovative solutions*
    - Integrate seemingly unrelated information to develop creative processes or solutions.
    - Reframe problems in a different light to find fresh approaches.
    - Entertain wide-ranging possibilities and perspectives to develop new solutions.
    - Find new ways to add value to the efforts of a team and organization.
  + *Seeing the big picture*
    - Understand the pieces of a system as a whole and appreciate the consequences of actions on other parts of the system.
    - Monitor patterns and trends to see a bigger picture.
    - Modify or design systems to improve performance.
* Added Sustainable Practices block:
  + *Minimizing environmental impact*
    - Use equipment, processes, and systems that minimize environmental impact.
    - Seek to upgrade processes beyond pollution control to pollution prevention.
    - Utilize advances in science and technology to upgrade levels of efficiency and environmental protection.
    - Strive to minimize waste through reuse and recycling, improve efficiency, and reduce resource use.
  + *Complying with standards, laws, and regulations.*
    - Comply with federal, state, and local laws, regulations, and policies related to environmental impact.
    - Use sustainable business practices consistent with ISO 14001 International Environmental Management Guidance.
* Added Health and Safety block:
  + *Maintaining a healthy and safe environment*
    - Take actions to ensure the safety of self and others, in accordance with established personal, environmental, and jobsite safety practices and procedures.
    - Anticipate and prevent work-related injuries and illnesses.
    - Comply with local, state, federal, and organizational health, safety, security, and environmental policies and regulations.
    - Recognize common hazards and unsafe conditions that occur at work, their risks, and appropriate controls to address them.
    - Follow organizational procedures and protocols for workplace emergencies, including safe evacuation and emergency response.
    - Maintain a sanitary and clutter-free work environment and decrease waste.
    - Administer first aid or CPR, if trained, or summon assistance as needed.
    - Properly handle and dispose of hazardous materials, including biohazardous waste materials.
  + *Safeguarding one’s person and one’s patients*
    - Engage in safety training.
    - Recognize and obey safety signs, symbols, and labels.
    - Use equipment and tools safely.
    - Use appropriate personal protective equipment.
    - Recognize how workplace risks can affect one’s life and one’s family.
    - Understand the legal rights of workers regarding workplace safety and protection from hazards.
    - Report injuries, incidents, and workplace hazards to a supervisor as soon as safely possible.
    - Contribute to discussions of safety concerns in the workplace, making suggestions as appropriate.
    - Understand and implement patient safety practices that promote quality health outcomes, patient security, and health information security.
    - Participate, as appropriate, in disaster recovery planning.
    - Adhere to disease prevention and infection control measures and follow Centers for Disease Control and Prevention (CDC) Standard Precautions.
    - Utilize material safety data sheets
    - Understand and follow Occupational Safety and Health Administration (OSHA) Blood borne Pathogen Standards.
    - Respect universal precautions.
    - Engage in data stewardship and follow protocols.
* 3.1 Teamwork
  + *Identifying team membership and role* (previously called *Acknowledging team membership and role*)
    - Edited bullets:
      * ~~Determines when to be~~ Serve as a leader or ~~when to be~~ a follower, depending on what is needed to achieve the team’s goals and objectives.
      * Instruct others in learning new skills and learn from other team members.
    - Added bullet:
      * Assist others who have less experience or have heavy workloads. (Moved from Tier 1 – *Initiative*)
    - Deleted bullets:
      * Identify the roles of each team member.
      * Accept membership in the team.
      * Show loyalty to the team.
  + *Establishing productive relationships*
    - Added bullet:
      * Effectively communicate with all members of the group or team to achieve team goals and objectives. [Edited and moved from key behavior *Meeting team objectives*]
    - Deleted bullet:
      * Show sensitivity to the thoughts and opinions of other team members.
  + *Meeting team objectives* (previously called *Identifying with the team and its goals*)
    - Edited bullet:
      * Identify and commit to the goals, norms, values, and customs of the team.
      * Work as part of a team, ~~Cooperate with others and contribute~~ contributing to the group’s effort to achieve goals.
    - Added bullets:
      * Choose behaviors and actions that best support the team and accomplishment of work tasks.
    - Identify and draw on the willingness, ability, and confidence of group members to achieve team goals and objectives.
* 3.2 Customer Focus
* Updated definition: Efficiently and effectively addressing the needs of clients/customers.
* *Understanding customer needs*
  + Edited bullet:
    - ~~Listens~~ Attend to what ~~client/patients~~ customers are saying and ask questions ~~as appropriate~~ to identify customer needs, interests, and goals.
  + Deleted bullet:
    - Demonstrate a desire to understand client/patient needs.
  + Added bullets:
    - Identify internal and external customers.
    - Anticipate the future needs of the customer.
* *Providing personalized service*
  + Edited bullets:
    - Provide prompt, efficient, and personalized assistance to meet the requirements, requests, and concerns of ~~clients/patients~~ customers.
    - Provide thorough, accurate information to answer ~~clients/patients’~~ customers’ questions and inform them of commitment times or performance guarantees.
  + Added bullets:
    - Address customer comments, questions, concerns, and objections with direct, accurate, and timely responses.
    - Identify and propose appropriate solutions and/or services.
  + Deleted bullet:
    - Actively looks for ways to help customers by identifying and proposing appropriate solutions and/or services.
* *Acting professionally*
  + Edited bullets:
    - ~~Deal with internal or external customers in a~~ Is pleasant, courteous, and professional when dealing with internal or external customers ~~manner~~.
    - Develop constructive and cooperative working relationships with customers ~~clients/patients, and display a good-natured, cooperative attitude~~.
    - ~~Deal with difficult clients/patients in a~~ Is calm and empathetic when dealing with hostile customers ~~manner~~.
  + Deleted bullets:
    - Represent the organization to the public.
* *Keeping customers informed*
  + Edited bullets:
    - Follow up with ~~clients/patients~~ customers during projects and following project completion.
    - Keep ~~clients~~ customers up to date about decisions that affect them.
  + Added bullets:
    - Seek the comments, criticisms, and involvement of customers.
    - Adjust services based on customer feedback.
* 3.3 Planning and Organizing
* Deleted key behavior *Allocating resources*
* Added new key behavior *Managing projects*
  + Estimate personnel and other resources needed for project completion (e.g., financial material or equipment).
  + Manage activities to meet plans, allocating time and resources effectively.
  + Keep track of and document plans, assignments, changes, and deliverables.
  + Plan for dependencies of one task on another
  + Coordinate efforts with all affected parties, keeping them informed of progress and all relevant changes to project timelines.
  + Take necessary corrective action when projects go off track.
  + Assure job accommodations are made for personnel who need or request them.
  + Document the project’s final outcomes.
* *Planning*
  + Added bullet:
    - Conduct risk analyses that identify obstacles to project completion and develop contingency plans to address identified high-risk factors.
    - Find new ways of organizing work area or planning work to accomplish work more efficiently. (Moved from key behavior *Prioritizing*)
  + Deleted bullets:
    - Takes necessary corrective action when projects go off-track.
    - Work concurrently on several tasks.
    - Anticipate obstacles to project completion and develop contingency plans to address them.
* *Prioritizing*
  + Edited bullet:
    - Prioritize ~~various~~ multiple competing tasks ~~and performs them quickly and efficiently according to their urgency~~.
  + Added bullet:
    - Perform tasks correctly, quickly, and efficiently according to their relative urgency and importance.
  + Deleted bullet:
    - Find new ways of organizing work area or planning work to accomplish work more efficiently. (Moved to key behavior *Prioritizing*)
* 3.5 Problem Solving and Decision Making
* *Identifying the problem*
  + Edited bullets:
    - Identify the true nature of the problem ~~by analyzing its component parts~~ and define critical issues.
    - Use all available reference systems to locate and obtain information relevant to understanding the problem.
    - Evaluate the importance and criticality of the ~~situation~~ problem.
  + Deleted bullet:
    - Document the problem and corrective action.
* *Locating, gathering, and organizing relevant information*
  + Edited bullet:
    - Effectively use both internal resources (e.g., internal computer networks, ~~manuals, policy or procedure guidelines~~ company filing systems) and external resources (e.g., internet search engines) to locate and gather information relevant to solving the problem.
  + Deleted bullet:
    - Refer the problem to appropriate personnel when necessary.
* *Generating alternatives*
  + Edited bullet:
    - Skillfully use logic and analysis to identify the strengths and weaknesses, the costs and benefits, and the short- and long-term consequences of different solutions or approaches.
* *Choosing a solution*
  + Edited bullet:
    - Decisively choose the best solution after ~~contemplating available approaches to the problem~~ evaluating the relative merits of each possible option.
* *Implementing the solution*
  + Added bullet:
    - Document the problem and corrective actions taken and their outcomes and communicate these to the appropriate parties.
* 3.6 Working with Tools and Technology
* Modified key behavior title from *Troubleshooting* to *Troubleshooting and maintenance*
* Added new key behavior *Using tools:*
  + Operate tools, technology, and equipment in accordance with established operating procedures and safety standards.
  + Demonstrate appropriate use of tools and technology to complete work functions.
* *Selecting tools*
  + Edited bullet:
    - Select and apply appropriate tools or technological solutions to the problem at hand ~~frequently encountered problems~~.
* *Keeping current on tools and technology* (previously called *Keeping current*)
  + Added bullets:
    - Adapt quickly to changes in process or technology.
    - Explain the purpose and principles of programming languages and identify commonly used languages.
  + Deleted bullet:
    - Read technical operating service, or repair manuals to identify information.
* *Troubleshooting and maintenance* (previously called *Troubleshooting*)
  + Edited bullet:
    - Learn how to maintain and troubleshoot tools and technologies.
  + Added bullets:
    - Perform routine maintenance on tools, technology, and equipment.
    - Determine causes of errors and take the appropriate corrective action.
    - Develop alternatives to complete a task if desired tool or technology is not available.
  + Deleted bullets:
    - Clean, inspect, and maintain equipment.
    - Identify possible defects or other problems.
* 3.7 Scheduling and Coordinating
* Combined key behaviors *Arranging* and *Informing* into one key behavior – *Arranging and informing:*
  + Make arrangements (e.g. for meetings or travel) that fulfill all requirements as efficiently and economically as possible.
  + Inform others of arrangements, giving them complete, accurate, and timely information.
  + Ensure that others receive needed materials in time.
  + Handle all aspects of arrangements thoroughly and completely.
  + Respond to the schedules of others affected by arrangements, resolve schedules conflicts or travel issues, and take corrective action.
* Deleted key behavior *Verifying* – content incorporated into key behavior *Arranging and informing.*
* *Coordinating in distributed environments*
  + Edited bullet:
    - Coordinate schedules of colleagues, co-workers, and clients in regional locations (e.g., across time zones) to ~~ensure that inconvenience is minimized, and productivity is enhanced~~ to optimize productivity.
  + Added bullet:
    - Take advantage of team member availability throughout business hours in multiple time zones to enhance productivity.
* *Shiftwork*
  + Updated bullets to reference ‘staff’ rather than ‘employees.’
  + Added bullet:
    - Effectively coordinate the transition of staff at the beginning and end of each work shift.
* 3.8 Checking, Examining, and Recording
* *Detecting errors*
  + Edited bullet:
    - Route errors to appropriate person to correct documentation.
* *Completing forms*
  + Edited bullet:
    - Attend to and follow through on important items ~~information in paperwork~~ requiring action.
  + Added bullet:
    - Expedite forms, orders, or advances that require immediate attention.
* *Obtaining information*
  + Added bullets:
    - Compile, categorize, and verify information or data.
    - Apply systematic techniques for observing and gathering data.
* *Maintaining and securing logs, records, and files* (previously *Maintaining logs*)
  + Edited bullets:
    - Keep logs, records, and files ~~that are~~ up-to-date and readily accessible, noting important changes (e.g., master patient index, accounting of disclosures, financial reimbursement data, revenue management, data dictionaries).
    - File data and documentation in accordance with ~~agency~~ organization’s requirements.
  + Added bullets:
    - Organize records and files to maintain data.
  + Delete bullet:
    - Update logs, files, and records, noting important changes in status
* 3.9 Workplace Fundamentals
* Edited key behavior name from *Business ethics* to *Professional ethics*
* Added key behavior *Market knowledge:*
  + Understand market trends in the industry and the organization’s position in the market.
  + Know who the organization’s primary competitors are and stay current on organizational strategies to maintain competitiveness.
  + Uphold the organization through building and maintaining customer relations.
  + Recognize major challenges faced by the organization and industry, and identify key strategies to address challenges.
* *Situational awareness*
  + Edited bullet:
    - Understand the ~~organizations’~~ mission, structure, and functions of the organization.
* *Professional ethics*
  + Edited bullets:
    - Act in the best interest of the ~~client/patient, the organization~~, the company, the community, and the environment.
    - Comply with applicable laws and rules governing work and report loss, waste, safety hazards, fraudulent activity or theft of company property to appropriate personnel.

## Tier 4- Industry-Wide Technical Competencies

* Updated block definitions.
* Content from Health Information block has been absorbed into other blocks.
* Worker Health and Safety moved to Tier 3.
* 4.1 Health Industry Fundamentals
  + New block definition: Understanding the organization and delivery of health care and public health in the United States.
  + Significantly expanded content in both the Critical Work Functions and Technical Content Areas.
* 4.2 Health Care Delivery
  + New definition: Understanding the practices, procedures, and personnel used to deliver quality patient care.
  + Significantly expanded content in both the Critical Work Functions and Technical Content Areas.
* 4.3 Health Industry Ethics
  + Edited definition: ~~The discipline of evaluation~~ Evaluating and applying the merits, risks, and social concerns of activities in the field of health care.
  + Critical Work Functions
    - Edited bullet:
      * Report and prevent fraud, abuse, and neglect.
    - Added bullets:
      * Adhere to a code of medical ethics and professional values in care delivery, including such issues as ethical conflicts and health disparities.
      * Adhere to professional standards of clinical practice.
      * Demonstrate dependability: follow through with all tasks regarding education and professional training.
      * Understand the role of organizational structures to support ethical decision making (e.g., ethics committees).
* 4.4 Laws and Regulations
  + Edited definition: ~~Knowledge of~~ Understanding the relevant local, state, and federal laws and regulations that impact the health industry.
  + Critical Work Functions
    - Added bullets:
      * Understand key legal issues in medicine and the concepts underlying the application of privacy, confidentiality, medical malpractice, tort reform, and security to health care practice and information technology.
      * Help individuals and organizations adhere to the Health Insurance Portability and Accountability Act (HIPAA).
      * Describe the implementation of meaningful use of health information technology in the context of the Health Information Technology for Economic and Clinical Health (HITECH) Act.
      * Describe the history of regulation of the health industry in the U.S. and understand how changes in laws, regulations, or policies, or new and emerging technologies impact the industry.
      * Describe how legislation related to privacy and security of electronic health information has evolved in the U.S.
      * Keep up to date on facility and program accreditation standards, as well as federal and state laws and regulations.

## Tier 5- Industry-Wide Technical Competencies

* 5.1 Health Information and Technology Literacy and Skills (previously called Health Information Literacy and Skills)
  + Critical Work Functions
    - Edited bullets:
      * Describe the principles of health information structure~~, design,~~ and the uses of ~~use of~~ health information (such as ~~individual~~ electronic health records, comparative reports, and trended data).
      * ~~Be aware of~~ Identify the changing and complex workflows practiced in the delivery of patient care and in related business operations in order to efficiently and optimally migrate to a computerized environment.
      * ~~Demonstrate knowledge of~~ Describe health information systems and technology used by the organization including resources, routes, and flow of information, to include patient portals and use of patient generated health data.
      * ~~Know and~~ Apply applicable policies and procedures regarding release of any patient-specific data to authorized users.
    - Added new bullets:
      * Understand, define, apply, and correctly pronounce medical and public health terminology and vocabularies in order to interpret, transcribe, and communicate information, data, and observations.
      * Compare and contrast different types of health information systems in terms of their ability to meet the needs of various types of health care enterprises.
      * Explain how the principles of health care data exchange and health care data standards relate to patient care, productivity, and data analysis.
      * Describe the process of migration to an electronic health record (EHR) from the perspectives of organizational strategy, planning, analysis or EHR options, decision-making techniques, training, and implementation strategies.
      * Describe the role and importance of health information to manage knowledge and mitigate error.
      * Describe the background of today’s health IT landscape including EHR, HIE, CDS, applications in Public Health, and relevant professional organizations.
      * Explain the process and value of EHR certification.
    - Deleted bullet:
      * Communicate health/medical information using standard definitions, vocabularies, terminologies and/or relevant data sets as used in the organization’s health information systems.
  + Technical Content Areas
    - Added bullets (sub-bullets not shown)
      * The Medical Health Record (paper, electronic, hybrid)
      * Medical terminology foundations
      * Record-keeping and documentation procedures
      * Health Information Exchange
      * Emergency medical records concepts (e.g., inclusion of patient-generated health data and audio and video files in patient records
      * Use of health information systems
      * Mobile devices and telehealth
    - Deleted bullets:
      * Knowledge of anatomy, physiology, disease processes, pharmacology, and medical terminology
      * Organization policy regarding storage and transfer of information
      * Health data sets (for example OASIS, HEDIS, UHDDS)
      * Health terminologies and classification systems
      * Health information systems
* 5.2 Health Information Skills Using the EHR
  + Critical Work Functions
    - Edited bullets:
      * Understand the use of technology in entering and maintaining electronic health records.
      * Enter, locate and retrieve information in the electronic health record for various purposes.
      * Understand the organization’s mission and functions as it pertains to ~~its EHR’s~~ electronic health record application, ~~and~~ its meaningful use, and the underlying technology required for adherence.
      * Utilize ~~mainstream~~ company-supported software to complete job-specific tasks and understand the interaction between ~~mainstream~~ company-supported and EHR technology.
    - Added new bullets:
      * Identify and describe elements of coding and charge capture in health care and identify classification and systematic health-related terminologies.
      * Use appropriate technology such as mobile devices as communication and analytics tools.
      * Describe the technology used by the medical organization including resources, routes, and multi-path flow of information, to include patient portals and use of patient-generated health data.
      * Recommend components of networking hardware that meet standards and support information exchange.
      * Analyze standards associated with the EHR functional model, the PHR functional model, and the family of profiles associated with specific domain functional requirements.
      * Select appropriate technology input methods given different technology uses, user populations, and contexts.
      * Interact with vendors, compare, and choose products, and evaluate vendor services.
    - Deleted bullets:
      * Follow security and privacy policies and procedures to the use of networks, including intranet and Internet.
      * Follow confidentiality and security measures to protect electronic health information.
      * Identify classification and systematic health-related terminologies for coding and information retrieval.
      * Resolve minor technological problems associated with using an EHR.
  + Technical Content Areas
    - Added bullets (sub-bullets not shown)
      * Common components of a health IT system and types of HIT applications
      * Information governance implementation
      * Data analytics
      * Data standards required for the interoperable exchange
      * Workflow processes by stakeholder
      * Workflow design
* 5.3 Privacy and Confidentiality of Health Information
  + Critical Work Functions
    - Added new bullets:
      * Follow confidentiality and security measures to protect electronic health information.
      * Implement administrative, physical, and technical safeguards.
      * Formulate activation planning that supports and maintains safety and quality.
      * Follow access protocols for entry to an electronic health record.
      * Understand and apply fundamental documentation requirements in the electronic creation and recordkeeping environment.
      * Recognize components of risk management, contingency planning, and data recovery procedures.
      * Monitor use of information technology for inappropriate use leading to hazards and errors.
      * Select improvement tools and implement quality measures to assist clinical teams in improving the quality and safety of the electronic health record.
      * Resolve minor technology problems associated with using an electronic information application.
      * Describe security issues with mobile and medical devices and elements of disaster preparedness and disaster recovery.
    - Deleted bullets:
      * Identify and apply legal and regulatory requirements related to the use, access, and disclosure of protected health information
      * Explain legal responsibility, limitations, and implications of actions.
      * Identify what constitutes authorized use of protected health information.
  + Technical Content Areas
    - No changes.
* 5.4 Health Information/Data Technical Security
  + Critical Work Functions
    - No changes.
  + Technical Content Areas
    - Added new bullets
      * Quality measures for incorporation into information systems
      * eDiscovery