

EXAMINATION CONTENT AND TIMING

The examination is composed of 115 multiple-choice questions. A candidate’s score is based on 100 of these questions; 15 are “trial” or “pretest” questions that are interspersed throughout the examination. A candidate is allowed 2 hours in which to complete the examination.

The examination is based on three major content areas. Each content area is described by the list of tasks that follows the content heading in the examination content outline. In addition, the number of examination questions devoted to each major and minor content area is indicated.

Each question on the examination is also categorized by a cognitive level that a candidate would likely use to respond. These categories are:

- **Recall:** The ability to recall or recognize specific information;
- **Application:** The ability to comprehend, relate or apply knowledge to new or changing situations; and
- **Analysis:** The ability to analyze and synthesize information, determine solutions and/or evaluate the usefulness of a solution.

CERTIFIED PROFESSIONAL IN HEALTHCARE INFORMATION AND MANAGEMENT SYSTEMS EXAMINATION CONTENT OUTLINE

CPHIMS Detailed Content Outline	Cognitive Levels			
	RE	AP	AN	Totals
1. General	12	17	0	29
A. Healthcare Environment	8	11	0	19
1. Articulate characteristics and services of different types of healthcare organizations (e.g., hospitals, clinics, ambulatory centers, community health organizations, healthcare payers, regulators)				
2. Articulate characteristics of interrelationships within and across healthcare organizations				
3. Describe roles of healthcare information and management systems professionals and the organizational structures in which they work				
4. Describe roles of governmental, regulatory, professional, and accreditation agencies related to healthcare and their effect on clinical and financial information				
B. Technology Environment	4	6	0	10
1. Articulate characteristics of applications commonly used in healthcare (e.g., clinical, administrative, financial)				
2. Articulate characteristics of technology infrastructure that support the healthcare environment				
2. Systems	8	15	13	36
A. Analysis	3	8	3	14
1. Define the problem or opportunities				
2. Conduct a needs analysis				
3. Define and prioritize requirements				
4. Develop work plans				
5. Document and analyze current business and clinical processes (e.g., process mapping, flow diagramming)				
6. Determine deficiencies in current business and clinical processes				
7. Identify alternate processes and potential solutions				
8. Conduct a comparative analysis of alternatives				
9. Evaluate whether a proposed solution aligns with the organizational business plan				
10. Evaluate impact on issues related to healthcare systems (e.g., customer satisfaction, patient care quality, economics, access to care, business process improvement) by using a cost-benefit analysis				
11. Develop a proposal that includes recommended approaches and solutions, and a plan for realizing benefits				
12. Present results of data analyses to decision-makers				
13. Manage projects and/or resources, including:				
a. assessing resource requirements (e.g., space, personnel, environmental, communication, productivity)				
b. utilizing project management skills and tools				
c. conducting a risk assessment				

CPHIMS Detailed Content Outline	Cognitive Levels			
	RE	AP	AN	Totals
d. assessing business value				
e. maintaining project materials and documentation				
f. developing implementation strategies				
14. Promote and apply:				
a. problem solving and quality improvement methodologies				
b. analytical tools to optimize systems function				
c. organizational change management techniques				
B. Design	1	3	1	5
1. Identify how a system design accommodates business processes				
2. Develop requests for information and/or requests for proposals				
3. Ensure compatibility of software, hardware, and network components				
4. Ensure compliance with applicable industry, regulatory, and organizational standards				
5. Ensure a process exists to incorporate industry, technology, infrastructure, legal and regulatory environment trends				
6. Define an information infrastructure that supports current and anticipated business needs				
7. Evaluate existing and emerging technologies in planning the technological direction to support organizational strategy and systems architecture				
8. Employ data management practices				
C. Selection, Implementation, Support, and Maintenance	2	2	4	8
1. Participate in determination of solution selection criteria				
2. Participate in selection of review team members				
3. Conduct solution selection activities (e.g., demonstrations, site visits, reference checks)				
4. Utilize organizational change management techniques in support of solution implementation				
5. Provide effective knowledge transfer through user and operational manuals and training				
6. Implement solutions				
7. Integrate systems to support business requirements				
8. Manage healthcare information systems (e.g., operate, upgrade)				
9. Analyze data for problems and trends (e.g., error reports, help desk logs, performance metrics, network monitoring)				
10. Prioritize or triage issues as necessary to ensure critical functions are repaired, maintained, or enhanced				
11. Incorporate solution into organizational disaster recovery and business continuity plans				
12. Develop downtime procedures				
D. Testing and Evaluation	1	1	1	3
1. Utilize a formal and documented testing methodology to demonstrate that solutions meet functional requirements (e.g., unit test, integrated test, stress test, acceptance test)				
2. Implement internal controls to protect resources and ensure availability and integrity during testing (e.g., security audits, versioning control, change control)				
3. Validate implementations against contractual terms or design specifications				
4. Validate that expected benefits are achieved (e.g., return on investment, benchmarks, user satisfaction)				
E. Privacy and Security	1	1	4	6
1. Participate in defining organizational privacy and security requirements, policies and procedures				
2. Utilize procedures and tools to identify potential privacy and security breaches				
3. Provide appropriate physical environment and safeguards to protect assets				
4. Assess privacy and security risks				
5. Implement processes to mitigate privacy and security vulnerabilities				
6. Manage user access control according to established policies and procedures				
7. Ensure confidentiality, integrity, and availability of data				
8. Define organizational roles (e.g., information security, physical security, compliance) responsible for managing vulnerabilities				
9. Develop data management controls (e.g., data ownership, criticality, security levels, protection controls, retention and destruction requirements, access controls)				
10. Maintain disaster recovery and business continuity plans				

CPHIMS Detailed Content Outline	Cognitive Levels			
	RE	AP	AN	Totals
11. Perform privacy and security audits				
3. Administration	7	7	21	35
A. Leadership	6	6	17	29
1. Participate in organizational strategic planning				
2. Forecast technical and information needs of an organization by a. linking resources to business needs b. measuring performance against organizational goals				
3. Develop departmental objectives that align with organizational strategies and goals				
4. Monitor and assess ongoing performance (e.g., goal/performance indicators)				
5. Ensure stakeholder understanding of opportunities and limitations				
6. Assess organizational perception of a. systems effectiveness b. departmental effectiveness				
7. Measure quantitative dimensions of systems effectiveness				
8. Develop policies and procedures for information and systems management				
9. Adhere to legal and regulatory standards				
10. Adhere to ethical business principles				
11. Assess the organizational environment, including:				
a. corporate culture				
b. acceptable approaches, methods, and values				
c. impact of systems on operations and work d. external influences				
12. Employ comparative analysis strategies (e.g., indicators, benchmarks, budget, systems, performance)				
13. Prepare and deliver business communications, including:				
a. meeting agendas				
b. presentations				
c. business reports				
d. project communication plans (e.g., status reports, minutes, kick-offs)				
14. Facilitate group discussions and meetings				
15. Function as an in-house consultant 16. Develop and maintain relationships with vendors				
17. Manage vendor contracts, including: monitoring contract cost, schedule, and performance				
18. Market healthcare information and management systems services to stakeholders				
19. Engage in critical thinking and decision-making 20. Engage in conflict resolution				
20. Develop educational strategies regarding the information and management systems function				
21. Acquire information and skills from a variety of sources (e.g., articles, colleagues, conferences, web) to stay current with market and industry trends				
22. Develop an IT strategic plan (e.g., process maturity and growth, gap analysis, quality improvement, organizational alignment, roles and responsibilities, performance measurement)				
23. Execute and monitor implementation of an IT strategic plan				
24. Ensure that risk management is fully embedded in internal and external management processes, and consistently applied (e.g., risk assessment, risk mitigation)				
25. Define quality standards and practices, monitoring and reviewing internal and external performance against the defined quality standards and practices				
B. Management	1	1	4	6
1. Manage departmental personnel resources (e.g., performance management, staff recruitment, retention and development)				
2. Define roles, responsibilities, and job descriptions				
3. Assure staff competency in relevant information and management systems skills				
4. Manage projects and portfolios of projects (e.g., initiate, plan, execute, control, close)				
5. Participate on teams				
6. Establish change control processes for controlling impact assessment, authorization and implementation				
7. Maintain system, operational, and department documentation				
8. Provide customer service (e.g., service level management, request tracking, problem resolution)				
Totals	27	39	34	100