

Table 3**Training Plans for Facility Personnel Included at Each Phase of Implementation**

	Phase 1 (%)	Phase 2 (%)	Phase 3 (%)	Phase 4 (%)
Senior executives	96	32	36	52
HIM leadership	90	70	60	60
Other HIM professionals	52	59	55	41
Coding staff	66	90	69	66
Medical staff	43	68	61	46
Financial management (including accounting and billing personnel)	56	72	64	60
IT personnel	81	54	69	50
Clinical department managers	50	65	50	39
Business associates	60	48	68	40
Other key stakeholders affected by identified problems	52	56	52	56