

Table 8

Summary of Themes for Health Information Management (HIM) Leadership

Theme	Comments on HIM Leadership
Valued	Greatly valued for EHR, privacy, and coding knowledge and being the “heart” of the organization
Behaviors	Consistent, strategic, plans, listens, fair
Reciprocal process	Yes, with understanding, teams, communication, training, learning
Activities	Privacy/security/HIPAA; EHR; financial planning/budget
Management	80% management; 20% leadership—must be reversed
Self-reflection	Responsible, aware, decision maker, collaborator, positive, independent, problem solver, change agent