

**Table 4**

Health Information Management (HIM) Leadership Activities

<p>Specific Aim 3: To define what leadership activities look like in the HIM department and broader organization. Are leadership and management different? Research Question 3: Are HIM leaders more likely to spend their day paying attention to relationships than they are to the management of HIM functions?</p>	
Administrator/Colleagues Activities	HIM Supervisor/Director Activities
<p>HIPAA/security/compliance; knowledgeable and protective of HIM area; technical skills; college degree; budget/financial management skills; EHR technology skills; documentation; project management/timeline/resources/alternative options; designing the right system to collect the right data—systems design and selection; understanding vision for EMRs; interoperable systems; data governance; educator; voice recognition; availability of patient information to the right people when needed; streamlining ROI to respond to volume of requests.</p>	<p>Committees; patient advocate; financial planning/analysis/budget; counseling someone; hiring; policy development; team building; incorporate technology; peer relationships; RAC team; coding/CDI; statistics for hospital; billing edits; transcription; daily report for each job type; assure department runs smoothly; supervisors stay on top of things; design the new EHR; privacy; customer service; information gets to the right place in a timely manner; ROI is timely and accurate.</p> <p>Leadership and management are different: leadership is vision for the future; management is day to day operations. Management = 80%; Leadership = 20%. Wish it was reversed; needs to be.</p>