

Chapter 1 Case Study: HIM Management and Leadership Plan

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HIMT 2300: Healthcare Management

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HIM Management and Leadership Plan

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Management or Leader Goal: Utilize the scientific, humanistic, and operations management theories and path-goal, transformational, and servant leadership theories to improve HIM operations over the next year.

Operations workgroup area	Improvement goals	Management or leadership theory [Provide support by identifying an appropriate management or leadership theory]	Projected date of completion
Release of information	1. Update and create clear job descriptions and create a standardized training program for new employees, including ROI and customer service tasks.	<p><u>Scientific Management Theory:</u> Streamline processes and workflow. Employees need clear directions, guidelines, and expectations for their tasks to be completed efficiently and show improvement (Kelly, 2020, p. 2-6).</p> <p><u>Path-Goal Leadership Theory:</u> Be a directive leader by providing specific job descriptions and specific directions in employee training. Be a participative leader by encouraging employee participation in improvements and decision-making. They are the ones doing the tasks. Be an achievement-oriented leader by providing employees with goals and expectations and the encouragement to meet them (Kelly, 2020, p. 18).</p>	August 31, 2021
	2. Decrease turnaround times to a level below the required benchmarks.	<p><u>Scientific Management Theory:</u> Streamline processes and workflow. Employees need clear directions, guidelines, and expectations for their tasks to be completed efficiently and show improvement (Kelly, 2020, p. 2-6).</p> <p><u>Path-Goal Leadership Theory:</u> Be a directive leader by providing specific job descriptions and specific directions in employee training. Be a participative leader by encouraging employee participation in</p>	January 31, 2022

		improvements and decision-making. They are the ones doing the tasks. Be an achievement-oriented leader by providing employees with goals and expectations and the encouragement to meet them (Kelly, 2020, p. 18).	
	3. Improve employee morale and trust. Decrease turnover rate by 10%.	<p><u>Humanistic Management Theory:</u> Include employees in decision-making and training improvements, and encourage a sense of autonomy. Give employees appreciation and encouragement. Discover what motivates them. Employees who feel appreciated and motivated, have a sense of independence, and understand their job requirements and expectations will not resign, have improved morale, trust management, and work more quickly and efficiently (Kelly, 2020, p. 9-11).</p> <p><u>Path-Goal Leadership Theory:</u> Be a supportive leader by treating employees as humans and not just machines and providing emotional support (Kelly, 2020, p. 18).</p>	May 31, 2022
Outsourced transcription	1. Reassess improvements through outsourcing.	<p><u>Operations Management Theory:</u> Utilize lean operation theory by using fewer resources to improve operations (Kelly, 2020, p. 11-12).</p>	July 31, 2021
	2. Update and create clear job descriptions and create a standardized training program for new employees who need to know how to outsource and incorporate outsourced	<p><u>Scientific Management Theory:</u> Streamline processes and workflow. Employees need clear directions, guidelines, and expectations for their tasks to be completed efficiently and show improvement (Kelly, 2020, p. 2-6).</p> <p><u>Path-Goal Leadership Theory:</u> Be a directive leader by providing specific job descriptions and specific directions in employee training. Be a participative leader by encouraging</p>	October 31, 2021

	<p>transcripts in the documentation.</p>	<p>employee participation in improvements and decision-making. They are the ones doing the tasks. Be an achievement-oriented leader by providing employees with goals and expectations and the encouragement to meet them (Kelly, 2020, p. 18).</p>	
	<p>3. Improve employee morale and trust. Decrease turnover rate by 10%.</p>	<p><u>Humanistic Management Theory:</u> Include employees in decision-making and training improvements, and encourage a sense of autonomy. Give employees appreciation and encouragement. Discover what motivates them. Employees who feel appreciated and motivated, have a sense of independence, and understand their job requirements and expectations will not resign, have improved morale, trust management, and work more quickly and efficiently (Kelly, 2020, p. 9-11).</p> <p><u>Path-Goal Leadership Theory:</u> Be a supportive leader by treating employees as humans and not just machines and providing emotional support (Kelly, 2020, p. 18).</p>	<p>May 31, 2022</p>
<p>Patient portals</p>	<p>1. Update and create clear job descriptions and create a standardized training program for new employees, including using patient portals, and customer service tasks.</p>	<p><u>Scientific Management Theory:</u> Streamline processes and workflow. Employees need clear directions, guidelines, and expectations for their tasks to be completed efficiently and show improvement (Kelly, 2020, p. 2-6).</p> <p><u>Path-Goal Leadership Theory:</u> Be a directive leader by providing specific job descriptions and specific directions in employee training. Be a participative leader by encouraging employee participation in improvements and decision-making. They are the ones doing the tasks. Be an achievement-oriented leader by</p>	<p>August 31, 2021</p>

		providing employees with goals and expectations and the encouragement to meet them (Kelly, 2020, p. 18).	
	2. Provide excellent leadership by immediately setting a great example in completing tasks and also providing customer service and assisting patients. Emphasize stewardship and serving patients through HIM.	<p><u>Transformational Leadership Theories:</u> Be a good role model by having a great attitude and by practicing excellent customer service and employee interactions. Encourage achievement and participation (Kelly, 2020, p. 20-21).</p> <p><u>Servant Leadership Theory:</u> Healthcare organizations are innately servants to patients by providing healthcare. Emphasize servant leadership by providing patient care through HIM. Emphasize stewardship, empathy, listening, foresight, awareness, commitment to the patient, and healing (Kelly, 2020, p. 21-22).</p>	January 31, 2022
	3. Improve employee morale and trust. Decrease turnover rate by 10%.	<p><u>Humanistic Management Theory:</u> Include employees in decision-making and training improvements, and encourage a sense of autonomy. Give employees appreciation and encouragement. Discover what motivates them. Employees who feel appreciated and motivated, have a sense of independence, and understand their job requirements and expectations will not resign, have improved morale, trust management, and work more quickly and efficiently (Kelly, 2020, p. 9-11).</p> <p><u>Path-Goal Leadership Theory:</u> Be a supportive leader by treating employees as humans and not just machines and providing emotional support (Kelly, 2020, p. 18).</p>	May 31, 2022

References

Kelly, J. R., & Greenstone, P. S. (2020). *Management for the Health Information Professional*. (2nd ed.). Chicago, IL: AHIMA Press.