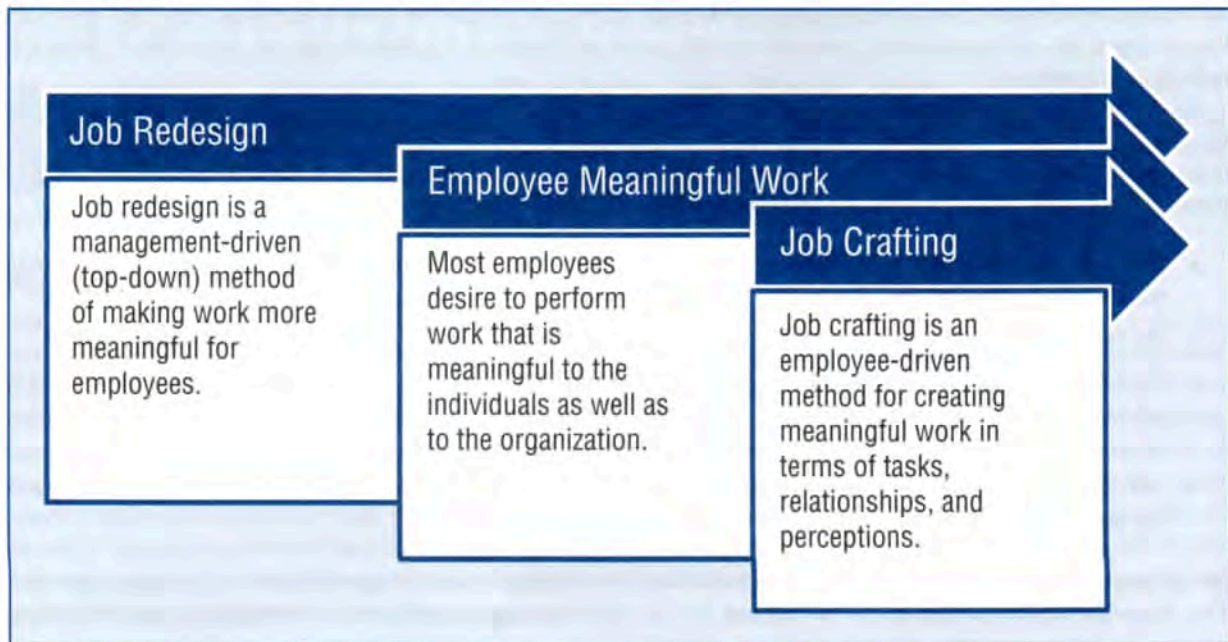


Figure 7.14. Differentiating between job redesign and job crafting



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Check Your **Understanding**

1. Describe the process of job redesign.
2. Explain how job redesign differs from job analysis.
3. Explain how job redesign differs from job crafting.
4. Compare and contrast job enlargement and job enrichment.

Case Study

Objectives

- Evaluate job tasks performed by two distinct coding positions applying two methods of job analysis
- Research current literature for an appropriate job title for a new, combined coding position or job description

Instructions

Review the following case study and answer the questions posed within the scenario by writing a two-page paper that contains a comprehensive new job title, identifies two job analysis tools, and explains how the tools will assist in development of a new job description for the new job title.

Scenario

Consider the position of coding specialist at University Hospital, which currently is comprised of two distinct coding positions or job descriptions—inpatient coding specialist and outpatient coding specialist. As the coding supervisor, you have been asked to conduct a job analysis that will be used to determine the need to create one coding position with a new job title. In other words, the two current coding positions will be combined into one position and the job role will have a completely new name. In addition, the new position will assume some additional duties such as analyzing case mix index for inpatients and outpatients and providing monthly data displays and reports to HIM management.

Research a job title reflective of today's coding market. All coders will perform inpatient, outpatient, and emergency room coding.

Select two methods of job analysis to collect primary and secondary data on this proposed new position. For each method, explain why the method was selected and describe how the methods will be applied to analyze the coding positions. The purpose of this assignment is not to create an entirely new job description but rather outline the new job title and the methods used to perform an analysis on the job tasks performed in a combined position. Please provide references to support your response.

Assumptions

- The duties for each job description will be combined into a single job description
- The title will reflect the job role and position within the HIM department
- Job analysis tools will be assessed for appropriateness

Deliverable

A two-page paper containing the following:

- New (combined) job title and a two paragraphs describing why this title was selected
- Selection of two job analysis tools and an explanation of how these tools will be used to collect information to assess the combination of the job tasks
- Four references as additional research may be required to complete this paper

Review Questions

1. Before the actual job analysis process begins, an HIM manager must complete the following:
 - a. Collect primary data to support the job analysis
 - b. Execute a workflow analysis
 - c. Perform a needs assessment
 - d. Write a job description
2. As the assistant director of the HIM department, Judy is responsible for creating a job description for the new application specialist position. As part of the data collection phase, Judy researches the AHIMA Body of Knowledge to locate similar job descriptions already on file. The Body of Knowledge is what source of data?
 - a. Primary
 - b. Secondary
 - c. Tertiary
 - d. The Body of Knowledge should not be a source of data