

# Competency Gap Assessment

## Certified Professional in Healthcare Information & Management Systems



### CPHIMS Competency Gap Assessment

HIMSS' Competency Gap Assessment will help you determine your readiness for the CPHIMS certification exam. It can also help you identify personal strengths and areas for growth to support your professional development objectives and help you acquire or strengthen skills and competencies required for success as a 21st century healthcare information technology leader.

The certification exam and this Competency Gap Assessment is built on the Detailed Content Outline for the CPHIMS, which details the knowledge, skills and abilities needed to be a viable and effective information and management professional in today's healthcare environment.

The CPHIMS Detailed Content Outline is comprised of three primary professional categories in the healthcare information and management field. These three categories include 9 essential skill areas:

#### I. GENERAL KNOWLEDGE – 28%

- A. Healthcare Environment – 50%
- B. Technology Environment – 50%

#### II. SYSTEMS — 40%

- A. Analysis – 40%
- B. Design – 15%
- C. Selection, Implementation, Support, and Maintenance – 17.5%
- D. Testing and Evaluation – 12.5%
- E. Privacy and Security – 15%

### III. ADMINISTRATION — 32%

A. Leadership – 69%

B. Management – 31%

Under each of these essential skill areas are specific competencies identified in the Detailed Content Outline. This Competency Gap Assessment is constructed from those competencies.

In each section of the Competency Gap Assessment, you should review the competency required. Using the keys provided, consider your current level of understanding and experience in each task area. This is your personal assessment of your competence, honesty with yourself is important. Then, determine the gap, if any, that exists and whether any additional development on your part is needed. This exercise will help you assess your current readiness for the CPHIMS certification exam and identify areas where additional experience, study, or mentoring would be beneficial.

Completing this Competency Gap Assessment does not ensure mastery of the competencies required for the CPHIMS certification exam but helps you assess your readiness, identify your current strengths, and chart a plan for gaining knowledge and skills in areas of desired growth.

1 - General - 28%		
<b>Task Statements</b>		
<b>A. Healthcare Environment</b>	<b>Competence</b>	<b>Gap</b>
Articulate characteristics and services of different types of healthcare organizations (e.g., hospitals, clinics, ambulatory centers, community health organizations, healthcare payers, regulators, research and academic)	1 2 3 4	1 2 3
Articulate characteristics of interrelationships within and across healthcare organizations (e.g., health information exchange, public, private, continuity of care)	1 2 3 4	1 2 3
Differentiate the roles and responsibilities of healthcare information and management systems professionals within the organizational structures in which they work	1 2 3 4	1 2 3
Describe roles of governmental, regulatory, professional, and accreditation agencies related to healthcare and their impact on clinical outcomes and financial performance	1 2 3 4	1 2 3
<b>B. Technology Environment</b>	<b>Competence</b>	<b>Gap</b>
Articulate characteristics of applications commonly used in healthcare (e.g., clinical, administrative, financial, consumer, business intelligence)	1 2 3 4	1 2 3
Articulate characteristics of technology infrastructure that support the healthcare environment (e.g., network, communications, data integration, privacy and security)	1 2 3 4	1 2 3
2 - Systems - 40%		
<b>Task Statements</b>		
<b>A. Analysis</b>	<b>Competence</b>	<b>Gap</b>
Define the problem or opportunities	1 2 3 4	1 2 3
Conduct a needs analysis	1 2 3 4	1 2 3
Define requirements	1 2 3 4	1 2 3
Prioritize requirements	1 2 3 4	1 2 3
Analyze current business and clinical processes (e.g., process mapping, flow diagramming, gap analysis)	1 2 3 4	1 2 3
Formulate alternate processes and potential solutions	1 2 3 4	1 2 3
Evaluate if a proposed solution aligns with the organization's strategic and operational plans	1 2 3 4	1 2 3

**KEY:**

Level of Competence

4 – Expert level of understanding/experience

3 – Moderate level of understanding/experience

2 – Basic level of understanding/little or no experience

1 – Little or no exposure

Development Gap

3 – Little or no development needed

2 – Some development needed

1 – Considerable development needed

## 2 - Systems (continued) - 40%

Perform cost-benefit analysis to evaluate impact on issues related to healthcare systems (e.g., customer satisfaction, patient care quality, economics, access to care, business process improvement)	1 2 3 4	1 2 3
Develop proposals that include recommended approaches and solutions, and plans for realizing benefits	1 2 3 4	1 2 3
Present interpretations and recommendations of data analyses to decision makers	1 2 3 4	1 2 3
Manage projects and/or resources, including: assessing resource requirements (e.g., space, personnel, environmental, communication, productivity)	1 2 3 4	1 2 3
Manage projects and/or resources, including: utilizing project management skills and tools	1 2 3 4	1 2 3
Manage projects and/or resources, including: conducting a risk assessment	1 2 3 4	1 2 3
Manage projects and/or resources, including: facilitating project status and business value assessments	1 2 3 4	1 2 3
Manage projects and/or resources, including: facilitating change management	1 2 3 4	1 2 3
Manage projects and/or resources, including: controlling scope, schedule, and budget of project	1 2 3 4	1 2 3
Manage projects and/or resources, including maintaining project materials and documentation h. developing implementation strategies	1 2 3 4	1 2 3
Manage projects and/or resources, including: developing implementation strategies	1 2 3 4	1 2 3
Promote and apply problem solving and quality improvement methodologies	1 2 3 4	1 2 3
Promote and apply analytical tools to optimize systems function	1 2 3 4	1 2 3
Promote and apply organizational change management techniques	1 2 3 4	1 2 3
Understand the roles and responsibilities of health professionals and the associated workflow in the environments where they work	1 2 3 4	1 2 3
Analyze future trends in healthcare and technology to anticipate how technology and IT services evolve to meet changing needs	1 2 3 4	1 2 3
Perform gap analysis to evaluate where current systems can be enhanced	1 2 3 4	1 2 3
<b>B. Design</b>	<b>Competence</b>	<b>Gap</b>
Identify system designs to accommodate business processes	1 2 3 4	1 2 3
Develop requests for information and/or requests for proposals	1 2 3 4	1 2 3
Ensure compatibility of software, hardware, network components, and medical devices	1 2 3 4	1 2 3

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2 - Systems (continued) - 40%		
Ensure compliance with applicable industry, regulatory, and organizational standards	1 2 3 4	1 2 3
Ensure a process exists to incorporate industry, technology, infrastructure, legal and regulatory environment trends	1 2 3 4	1 2 3
Design an information infrastructure that supports current and anticipated business needs (e.g., business continuity, disaster recovery)	1 2 3 4	1 2 3
Evaluate existing and emerging technologies to support organization's future growth and strategy	1 2 3 4	1 2 3
Employ data management practices	1 2 3 4	1 2 3
<b>C. Selection, Implementation, Support, and Maintenance</b>	<b>Competence</b>	<b>Gap</b>
Facilitate solution selection criteria	1 2 3 4	1 2 3
Select and review team members	1 2 3 4	1 2 3
Conduct solution selection activities (e.g., demonstrations, site visits, reference checks)	1 2 3 4	1 2 3
Employ organizational change management techniques in support of solution implementation	1 2 3 4	1 2 3
Provide knowledge transfer through user and operational manuals and training	1 2 3 4	1 2 3
Execute the implementation of solutions	1 2 3 4	1 2 3
Integrate systems to support business requirements	1 2 3 4	1 2 3
Manage healthcare information systems (e.g., operate, upgrade)	1 2 3 4	1 2 3
Analyze data for problems and trends (e.g., error reports, help desk logs, surveys, performance metrics, network monitoring)	1 2 3 4	1 2 3
Prioritize issues to ensure critical functions are repaired, maintained, or enhanced	1 2 3 4	1 2 3
Incorporate solution into organizational disaster recovery and business continuity plans	1 2 3 4	1 2 3
Develop system and personnel downtime procedures	1 2 3 4	1 2 3
<b>D. Testing and Evaluation</b>	<b>Competence</b>	<b>Gap</b>
Design a formal testing methodology to demonstrate that solutions meet functional requirements (e.g., unit test, integrated test, stress test, acceptance test)	1 2 3 4	1 2 3
Implement internal controls to protect resources and ensure availability, confidentiality, and integrity during testing (e.g., security audits, versioning control, change control)	1 2 3 4	1 2 3

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2 - Systems (continued) - 40%		
Validate implementations against contractual terms and design specifications	1 2 3 4	1 2 3
Corroborate that expected benefits are achieved (e.g., return on investment, benchmarks, user satisfaction)	1 2 3 4	1 2 3
<b>E. Privacy and Security</b>	<b>Competence</b>	<b>Gap</b>
Participate in defining organizational privacy and security requirements, policies and procedures	1 2 3 4	1 2 3
Assess privacy and security risks	1 2 3 4	1 2 3
Mitigate privacy and security vulnerabilities	1 2 3 4	1 2 3
Ensure user access control according to established policies and procedures	1 2 3 4	1 2 3
Ensure confidentiality, integrity, and availability of data	1 2 3 4	1 2 3
Define organizational roles (e.g., information security, physical security, compliance)	1 2 3 4	1 2 3
Develop data management controls (e.g., data ownership, criticality, security levels, protection controls, retention and destruction requirements, access controls)	1 2 3 4	1 2 3
Validate disaster recovery and business continuity plans	1 2 3 4	1 2 3
Coordinate privacy and security audits	1 2 3 4	1 2 3
Validate security features in the evaluation of existing and new systems	1 2 3 4	1 2 3
3 - Administration - 32%		
<b>Task Statements</b>		
<b>A. Leadership</b>	<b>Competence</b>	<b>Gap</b>
Participate in organizational strategic planning (e.g. measure performance against organizational goals)	1 2 3 4	1 2 3
Assess the organizational environment (e.g., corporate culture, values, and drivers)	1 2 3 4	1 2 3
Forecast technical and information needs of an organization by linking resources to business needs	1 2 3 4	1 2 3
Develop an IT strategic plan and departmental objectives that align and support organizational strategies and goals	1 2 3 4	1 2 3
Evaluate performance (e.g., goal/performance indicators, systems effectiveness)	1 2 3 4	1 2 3
Evaluate effectiveness and user satisfaction of systems and services being provided	1 2 3 4	1 2 3
Promote stakeholder understanding of information technology opportunities and constraints (e.g., business and IT resources, budget, project prioritization)	1 2 3 4	1 2 3
Develop policies and procedures for information and systems management	1 2 3 4	1 2 3

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3 - Administration (continued) - 32%		
Comply with legal and regulatory standards	1 2 3 4	1 2 3
Adhere to ethical business principles	1 2 3 4	1 2 3
Employ comparative analysis strategies (e.g., indicators, benchmarks)	1 2 3 4	1 2 3
Prepare and deliver business communications ( e.g., presentations, reports, project plans)	1 2 3 4	1 2 3
Facilitate group discussions and meetings (e.g., consensus building, conflict resolution)	1 2 3 4	1 2 3
Provide consultative services to the organization on IT matters	1 2 3 4	1 2 3
Develop educational strategies regarding the information and management systems function	1 2 3 4	1 2 3
Maintain organizational competencies on current IT technologies and trends	1 2 3 4	1 2 3
Assure that risk management is embedded in internal and external management processes, and consistently applied (e.g., risk assessment, risk mitigation)	1 2 3 4	1 2 3
Ensure quality standards and practices are followed by monitoring internal and external performance	1 2 3 4	1 2 3
<b>B. Management</b>	<b>Competence</b>	<b>Gap</b>
Define roles, responsibilities, and job descriptions for IT-related functions	1 2 3 4	1 2 3
Assure staff competency in information and management systems skills	1 2 3 4	1 2 3
Manage projects and portfolios of projects (e.g., initiate, plan, execute, control, close)	1 2 3 4	1 2 3
Manage relationships with vendors (e.g., contract cost, schedule, support, maintenance, performance)	1 2 3 4	1 2 3
Facilitate steering committee meetings and/or topics	1 2 3 4	1 2 3
Assure adherence to industry best practices ( e.g., change control, project management)	1 2 3 4	1 2 3
Maintain system, operational, and department documentation	1 2 3 4	1 2 3
Provide customer service (e.g., service level management, request tracking, problem resolution)	1 2 3 4	1 2 3
Manage budget and financial risks	1 2 3 4	1 2 3
Manage customer relationships with business unit leaders	1 2 3 4	1 2 3

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