

# Certified Healthcare Technology Specialist (CHTS) Examinations

## Candidate Guide



*Health Information Technology Competency Exams for  
Tomorrow's Health IT Professionals*

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*Note: It is your responsibility to ensure that you have the most current version of the Candidate Guide.*

## Implementation Manager Examination

Workers in this role provide on-site management of mobile adoption support teams for the period of time before and during implementation of health IT systems in clinical and public health settings.

Workers in this role will, prior to training, have experience in health and/or IT environments as well as administrative and managerial experience. Workers in this role will:

- Apply project management and change management principles to create implementation project plans to achieve the project goals.
- Interact with office/hospital personnel to ensure open communication with the support team.
- Lead implementation teams consisting of workers in the roles described above.
- Manage vendor relations, providing feedback to health IT vendors for product improvement.

The current content domain breakdown for the Implementation Manager Exam is listed below. Please note that all competency statements are tested on the exam, and are equally important.

<b>IMPLEMENTATION MANAGER EXAM BLUEPRINT</b>
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**Domain I: Project Management**

**17%**

1. Describe factors that are critical to project success.
2. Develop a comprehensive project management plan.
3. Define project scope that reflects stakeholder perspectives and project requirements.

4. Prepare an effective work breakdown structure.
5. Differentiate project life cycle models based on project characteristics.
6. Develop estimates for project cost and schedule.
7. Apply tools and techniques to manage project scope, time, and budget.
8. Plan and implement effective communications with the project team and stakeholders.
9. Differentiate roles of project team members.

**Domain II: Fundamentals of Health Workflow Process Analysis and Redesign**

**17%**

Competency Statements:

1. Given a scenario, outline the elements involved in providing care within a complex health care system that reflect an understanding of workflow processes.
2. Document clinic processes to facilitate workflow analysis and redesign.
3. Develop a process map for given clinical process workflows within a complex health care system.
4. Facilitate decision-making necessary for optimizing health care processes.
5. Critically analyze the workflow processes in a selected clinical setting, taking into account potential gaps, areas of redundancy, delays, manual work, work volume, task time, and elapsed time.
6. Design processes and information flows for the practice that accommodate quality improvement and reporting.
7. Develop a plan for a revised and optimized clinical workflow within a health care system that integrates meaningful use of information technology.
8. Propose ways in which quality improvement methods and tools can be applied in order to improve workflow processes in a health care setting.
9. Develop and present an implementation plan for a process change.
10. Working with practice staff, develop a set of plans to keep the practice running if the EHR system fails.
11. Working with practice staff, evaluate the new processes as implemented, identify problems and changes that are needed, and develop and present plans for these process changes.
12. Apply to these activities an understanding of health IT, meaningful use, and the challenges practice settings will encounter in achieving meaningful use.

**Domain III: Working in Teams**

**17%**

Competency Statements:

1. Establish and monitor ground rules, or rules of engagement, that serve as behavioral guidelines for members of teams involved in HIT.
2. Develop an HIT action plan that can be easily adapted to changing situations, environments, and goals across a variety of health and healthcare settings.
3. Communicate a clearly articulated position in writing and speech.
4. Incorporate diversity in values, critical thinking, and judgments that amplifies the best of individual performance toward the HIT team mission.
5. Provide leadership for continuous assessment and learning on practices, processes, and outcomes of the HIT team mission.

6. Develop a sustaining framework that maximizes the integrated power of teams while recognizing excellence in individual performance of various stakeholders involved in HIT (patients, families, communities, nation, etc.).

#### **Domain IV: The Culture of Health Care**

**17%**

##### Competency Statements:

1. Describe the major types of clinical personnel involved in health care, including their education and training, certification and licensure, and typical roles in health care.
2. Describe the major types of settings in which health care occurs including ambulatory care, acute and emergency care, hospital based and critical care, and community health and public health settings.
3. Describe the major processes of information gathering, analysis, and documentation used by clinicians to detect, understand, and prevent or treat diseases.
4. Give examples and explain the differences between common forms of care delivery including episodic one-on-one care, multidisciplinary care, interdisciplinary care, care of chronic conditions, population based care, disease management, long-term care, end of life care.
5. Describe the role of community health and public health in managing illness outbreaks, epidemics, and pandemics.
6. Discuss the role of medical ethics and professional values in care delivery including such issues as privacy (including HIPAA), ethical conflicts, and health disparities.
7. Describe common forms of quality measurement, performance improvement, and incentive payment schemes meant to influence care delivery.

#### **Domain V: Planning, Management, and Leadership for Health IT**

**16%**

##### Competency Statements:

1. Explain leadership traits and theories.
2. Recognize leadership's role in IT and EHR project success and project failure.
3. Describe importance of effective leadership of teams.
4. Demonstrate team leadership competencies.

#### **Domain VI: History of Health Information Technology in the U.S.**

**16%**

##### Competency Statements:

1. Explain the rationale for elements of the HITECH Act in terms of the history of health IT.
2. Describe the background of today's health IT landscape including EHR, HIE, CDS, applications in Public Health, relevant professional organizations.
3. Describe the history of regulation of Health IT in the U.S.
4. Describe how legislation related to privacy and security of electronic health information has evolved in the US.
5. Discuss how financial incentives for use of HIT have changed over time.

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**100%**