

* This project supported in whole or in part by ARRA HIT Grant # 90CC0079/02-04 awarded to the Cuyahoga Community College by the Federal HHS Office of the National Coordinator.

Curriculum Design: Meaningful Use (MU)

MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
Definitions and Principles		
Describe what MU means in the context of electronic health records	Describe the HITECH Act incentives for implementation of electronic health records	http://www.ahima.org/advocacy/arrahitech.aspx#difference This web page is maintained by the American Health Information Management Association (AHIMA). Includes information and links to additional information. The primary topics of the web site and related links are the American Recovery and Reinvestment Act (ARRA) and Title XIII of ARRA, which is the Health Information Technology for Economic and Clinical Health (HITECH) Act. ARRA deals with economic stimulus provisions, and the HITECH Act uses stimulus provisions to promote the adoption of electronic health records and health information exchange (HIE). Includes a set of Frequently Asked Questions about ARRA and the HITECH Act. http://www.ncvhs.hhs.gov/090428rpt.pdf This is an article from the New England Journal of Medicine. Provides a succinct summary of Meaningful Use and electronic health records. http://www.healthit.gov/providers-professionals/ehr-incentive-programs This is a healthit.gov web page. Includes information and links to additional information. Provides information about Medicare and Medicaid EHR incentive programs that provide financial incentives to eligible professionals and eligible hospitals as they implement and make meaningful use of electronic health record systems.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Describe the HITECH Act incentives for implementation of electronic health records	 http://www.ahima.org/advocacy/arrahitech.aspx#difference This web page is maintained by the American Health Information Management Association (AHIMA). Includes information and links to additional information. The primary topics of the web site and related links are the American Recovery and Reinvestment Act (ARRA) and Title XIII of ARRA, which is the Health Information Technology for Economic and Clinical Health (HITECH) Act. ARRA deals with economic stimulus provisions, and the HITECH Act uses stimulus provisions to promote the adoption of electronic health records and health information exchange (HIE). Includes a set of Frequently Asked Questions about ARRA and the HITECH Act.
Describe what MU means in the context of electronic	Describe what is meant by meaningful use (MU) in relation to electronic health records	http://www.ncvhs.hhs.gov/090428rpt.pdf This is an article from the New England Journal of Medicine. Provides a succinct summary of Meaningful Use and electronic health records. http://www.nejm.org/doi/full/10.1056/NEJMp1006114 This is an article from the New England Journal of Medicine.
health records		 This is an article from the New England Journal of Medicine. Provides a succinct summary of Meaningful Use and electronic health records. http://www.healthit.gov/providers-professionals/meaningful-use-definition-objectives This is a web page from the HealthIT.gov web site that includes the Meaningful Use definition and objectives. The three stages of Meaningful Use are described and the timeline for each is provided. Links are provided to additional information.
	Describe the timeline, requirements, and financial incentive components of MU	http://www.nejm.org/doi/full/10.1056/NEJMp1006114 This is an article from the New England Journal of Medicine. • Provides a succinct summary of Meaningful Use and electronic health records.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
Describe what MU means in the context of electronic	Describe the timeline, requirements, and financial incentive components of MU	http://www.cms.gov/Regulations-and-
health records	incentive components of Mo	guidance/Legislation/EHRIncentivePrograms/index.html?redirect=/ehrincentiveprograms/
		This is a web page on the CMS.gov web site that provides information about EHR incentive programs.
		Both Medicare and Medicaid EHR incentive programs are described.
		Eligible providers are described.
		Additional links provide additional information and downloads.
		http://www.ncbi.nlm.nih.gov/pubmed/20841792
		This is a web page of the National Center for Biotechnology Information that provides an abstract and link to the full
		text of a research paper.
		Describes a model that measures the effect of financial incentives and other interventions on the adoption of electronic health records.



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Describe the three stages of MU and the purpose behind the stages	Identify and describe the three stages of MU	http://www.healthit.gov/policy-researchers-implementers/meaningful-use This is a web page from the HealthIT.gov web site that describes Meaningful Use and provides additional information about it. Contents include: Benefits of Meaningful Use. Detailed information about the three stages of Meaningful Use. Links to additional information. http://www.healthit.gov/providers-professionals/meaningful-use-definition-objectives This is a web page from the HealthIT.gov web site that includes the Meaningful Use definition and objectives. The three stages of Meaningful Use are described and the timeline for each is provided. Links are provided to additional information. http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/downloads/Stage2_NPRM.pdf This resource consists of a set of slides from the Centers for Medicare and Medicaid Services. The topic of the slides is Medicare and Medicaid EHR Incentive Programs and the proposed rules for Stage 2 Meaningful Use requirements. Note that these rules are still subject to change. Slide 12 in the presentation shows the three stages of Meaningful Use and their overall goals.
	Describe the goals of each stage of MU	http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/downloads/Stage2 NPRM.pdf This resource consists of a set of slides from the Centers for Medicare and Medicaid Services. The topic of the slides is Medicare and Medicaid EHR Incentive Programs and the proposed rules for Stage 2 Meaningful Use requirements. • Slide 12 in the presentation shows the three stages of Meaningful Use and their overall goals.
Describe how financial incentives are tied to achievement of MU	Describe how achievement of MU affects financial incentives for healthcare providers	http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/EducationalMaterials.html This is a web page on the Centers for Medicare and Medicaid Services web site. The web page consists of a large list of links to additional web pages with educational resources about the



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		Medicare and Medicaid Electronic Health Record (EHR) Incentive Programs.
		Includes a set of links specifically related to Meaningful Use.
	Compare and contrast the financial incentives for MU	http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/EducationalMaterials.html
	under Medicare and Medicaid	This is a web page on the Centers for Medicare and Medicaid Services web site.
		 The web page consists of a large list of links to additional web pages with educational resources about the Medicare and Medicaid Electronic Health Record (EHR) Incentive Programs. Includes a set of links specifically related to Meaningful Use.
		http://www.ama-assn.org/ama/pub/physician-resources/health-information-technology/incentive-programs/medicare-medicaid-incentive-programs.page
		This is a web page on the American Medical Association web site. It provides information for providers about Meaningful Use.
		The Medicare and Medicaid EHR Incentive Programs
		Descriptions of Stage 1 and Stage 2 of Meaningful Use with links to additional information
		Links to support for attaining Meaningful Use
		Information about Meaningful Use audits
		Links to additional resources
	List ways that MU requirements contribute to the	http://www.csi.mt.gov/MedicalHomes/QMSubcomm/2012EP_MU-PCMH-PQRS_Crosswalk.pdf
Describe the relationship of MU to PCMH	achievement of PCMH standards	This is a "Crosswalk" document that maps the correlations and alignment between Stage 1 Meaningful Use
		objectives, the standards for a Patient Centered Medical Home, and the Physician Quality Reporting System for
IVIO CO I CIVIII		Eligible Professionals (EPs).
		Where applicable, the numbers or codes of objectives and requirements are noted.



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Identify the agencies administering MU and related programs and identify ways to stay informed about new rules, standards, and programs that affect MU and electronic health records	Identify the agencies and offices administering MU and related programs.	 http://healthit.ahrq.gov/sites/default/files/docs/citation/BarrierstoMeaningfulUseFinalReport.pdf This is Report on Barriers to Meaningful Use, prepared for the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The report focuses primarily on the barriers to adoption of EHR systems for providers who serve primarily Medicaid patients. The effectiveness of current incentives for EHR adoption for who serve primarily Medicaid patients is also examined.
	Identify ways to stay informed about new rules, standards, and programs that affect MU and electronic health records (including social media, if applicable).	http://www.healthit.gov/ This is the main Health and Human Services Department web site about health information technology. The home page of this site often contains new information about rules and programs. You can use the Search feature on the home page to search for information about specific health information technology topics. http://www.amia.org/ This is the home page of the American Medical Informatics Association. The home page usually includes a <i>Public Policy Update</i> section with links to recent activity around public policy issues. You can use the Search feature on the home page to search for information about specific health information technology topics. http://ushik.ahrq.gov/help/MeaningfulUse/faq?system=mu This web page is on the site of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services.



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	Identify ways to stay informed about new rules, standards, and programs that affect MU and electronic health records (including social media, if applicable).	 Answers are provided for frequently-asked questions about Meaningful Use. Topic areas include: What is Meaningful Use? Quality measures Eligible Professionals Eligible Hospitals Incentives Attesting to Meaningful Use http://ushik.ahrq.gov/help/MeaningfulUse/glossary?system=mu
		This web page is on the site of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. It provides a glossary of terms related to Meaningful Use. Basic Meaningful Use terminology Some technical terms related to Electronic Health Records
Describe the core objectives of MU for electronic health records	List the core objectives of MU for electronic health records	 http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/Stage 2.html This is a web page on the Centers for Medicare and Medicaid Services web site. Provides information about Stage 2 Meaningful Use requirements and related topics. Core and menu objectives Links are provided to more detailed information about specific topics, including the following: ✓ Stage 2 toolkit ✓ Specification Sheets ✓ Final Rules
		http://www.healthit.gov/providers-professionals/ehr-implementation-steps/step-5-achieve-meaningful-use This is one of a series of web pages on the HealthIT.gov web site about how to implement electronic health records. In particular, this web page is about achieving Meaningful Use.



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Identify the functions of MU that pertain to your job role	List the MU objectives that are related to your job role	Recommendation: Develop a learning activity in which learners use the following resource to identify MU objectives that are related to their job role or a job role they would like to have.
		http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/Stage_2.html
		This is a web page on the Centers for Medicare and Medicaid Services web site.
		 Provides information about Stage 2 Meaningful Use requirements and related topics. Core and menu objectives
		 Links are provided to more detailed information about specific topics, including the following: ✓ Stage 2 toolkit ✓ Specification Sheets ✓ Final Rules
	Identify your responsibilities and opportunities for contribution that are related to MU objectives	Recommendation: Develop a learning activity in which learners use the following resource to identify their responsibilities and opportunities contribution related to MU objectives.
		http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/Stage_2.html
		This is a web page on the Centers for Medicare and Medicaid Services web site. • Provides information about Stage 2 Meaningful Use requirements and related topics. • Core and menu objectives • Links are provided to more detailed information about specific topics, including the following: ✓ Stage 2 toolkit ✓ Specification Sheets ✓ Final Rules ✓



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Perform the functions related to the MU objectives that pertain to your job role	Describe what skills are needed to perform the MU functions that are related to your job role	Recommendation: Develop a learning activity in which learners identify skills that are needed to perform tasks related to Meaningful Use that pertain to their job roles or job roles they would like to have. http://www.cms.gov/Regulations-and-Guidance/Legislation/EHRIncentivePrograms/Stage 2.html This is a web page on the Centers for Medicare and Medicaid Services web site. Provides information about Stage 2 Meaningful Use requirements and related topics. Core and menu objectives Links are provided to more detailed information about specific topics, including the following: ✓ Stage 2 toolkit ✓ Specification Sheets ✓ Final Rules
	Perform the functions related to MU that pertain to your job role	Recommendation: Develop a learning activity in which learners practice skills that are needed to perform tasks related to Meaningful Use that pertain to their job roles or job roles they would like to have. Some sort of simulation would be a good option.
Describe the privacy issues specific to MU and electronic health records	Identify privacy issues specific to MU and electronic health records	http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1_049023.pdf This is a white paper published by the American Health Information Management Association (AHIMA). The paper is entitled The Privacy and Security Gaps in Health Information Exchanges. Topics include: Administrative security Technical and physical security Access management Public health/Population health Consumer privacy



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	Identify privacy issues specific to MU and electronic health records Identify technology requirements for compliance with privacy regulations for MU	http://www.healthit.gov/sites/default/files/pdf/privacy/privacy-and-security-guide.pdf This is a document available from the HealthIT.gov web site. The title of the document is <i>Guide to Privacy and Security of Health Information</i> . Topics covered in the document include: Meaningful Use privacy issues Meaningful Use security issues A 10-step plan for meeting Meaningful Use privacy and security requirements Integrating privacy and security into a practice http://healthcare.thomsonreuters.com/hie/assets/Insights3%20FINAL.pdf This document is an issue of the publication HIE Insights, published by Thomson/Reuters. The topic of the issue is Break the Glass Provider access to HIE. Summarizes several current models (census, open, and role-based) for provider access to patient data. Describes a new provider access model and the benefits it brings to providers using an HIE. The "Break the Glass" model is a hybrid. General access may limit provider access to records of patients the provider has previously seen. In an emergency, the provider may "break the glass" by providing the reasons for needing more access to the records of a specific patient and proceed to view those records. http://www.healthit.gov/providers-professionals/ehr-privacy-security/10-step-plan This is a Privacy and Security web page on the HealthIT.gov web site. The page is entitled, Health Information and
		 Security: A 10 Step Plan. Provides a 10-step plan for addressing privacy and security requirements for electronic health records. Includes links to more detailed information.



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	Identify technology requirements for compliance with privacy regulations for MU	http://www.healthit.gov/sites/default/files/pdf/privacy/privacy-and-security-guide.pdf This is a document available from the HealthIT.gov web site. The title of the document is <i>Guide to Privacy and Security of Health Information</i> . Topics covered in the document include: • Meaningful Use privacy issues • Meaningful Use security issues • A 10-step plan for meeting Meaningful Use privacy and security requirements • Integrating privacy and security into a practice
	Identify best practices for managing privacy for MU functions for electronic health records	http://www.healthit.gov/providers-professionals/ehr-privacy-security/10-step-plan This is a Privacy and Security web page on the HealthIT.gov web site. The page is entitled, Health Information and Security: A 10 Step Plan. Provides a 10-step plan for addressing privacy and security requirements for electronic health records. Includes links to more detailed information.
	Identify steps each role must take to ensure compliance with privacy requirements of MU functions for electronic health records	Recommendation: Develop a learning activity in which learners identify the steps each role in a practice must take to ensure compliance with privacy requirements of Meaningful Use for electronic health records. The following resources may be used in the activity.
		http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1 049023.pdf This is a white paper published by the American Health Information Management Association (AHIMA). The paper is entitled <i>The Privacy and Security Gaps in Health Information Exchanges</i> . Topics include: • Administrative security • Technical and physical security • Access management • Public health/Population health • Consumer privacy



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	Identify steps each role must take to ensure compliance with privacy requirements of MU functions for electronic health records	http://www.healthit.gov/providers-professionals/ehr-privacy-security/10-step-plan This is a Privacy and Security web page on the HealthIT.gov web site. The page is entitled, Health Information and Security: A 10 Step Plan. Provides a 10-step plan for addressing privacy and security requirements for electronic health records. Includes links to more detailed information.
Describe the data security issues specific to MU and electronic health records	Identify data security issues specific to MU and electronic health records	http://www.healthdatamanagement.com/news/ehr-electronic-health-records-meaningful-use-45271-1.html This web page describes guidance the ONC has given about steps needed to comply with privacy and security requirements under Stage 1 of the electronic health records Meaningful Use program. • Summarizes a 10-step plan for meeting the privacy and security requirements of Stage 1 Meaningful Use. • Provides a link to Chapter 3 of the ONC's Guide to Privacy and Security of Health Information document.
		http://www.healthit.gov/sites/default/files/pdf/privacy/privacy-and-security-guide.pdf This is a document available from the HealthIT.gov web site. The title of the document is <i>Guide to Privacy and Security of Health Information</i> . Topics covered in the document include: Meaningful Use privacy issues Meaningful Use security issues A 10-step plan for meeting Meaningful Use privacy and security requirements Integrating privacy and security into a practice
	Identify technology requirements for compliance with security regulations for MU	http://www.healthdatamanagement.com/news/ehr-electronic-health-records-meaningful-use-45271-1.html This web page describes guidance the ONC has given about steps needed to comply with privacy and security requirements under Stage 1 of the electronic health records Meaningful Use program. • Summarizes a 10-step plan for meeting the privacy and security requirements of Stage 1 Meaningful Use. • Provides a link to Chapter 3 of the ONC's Guide to Privacy and Security of Health Information document.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
and electronic health records Identify steps each role must take to ensure compliance	Identify best practices for managing data security for MU and electronic health records	http://www.healthdatamanagement.com/news/ehr-electronic-health-records-meaningful-use-45271-1.html This web page describes guidance the ONC has given about steps needed to comply with privacy and security requirements under Stage 1 of the electronic health records Meaningful Use program. • Summarizes a 10-step plan for meeting the privacy and security requirements of Stage 1 Meaningful Use. • Provides a link to Chapter 3 of the ONC's Guide to Privacy and Security of Health Information document.
	with security requirements of MU functions for electronic	http://www.healthdatamanagement.com/news/ehr-electronic-health-records-meaningful-use-45271-1.html This web page describes guidance the ONC has given about steps needed to comply with privacy and security requirements under Stage 1 of the electronic health records Meaningful Use program. • Summarizes a 10-step plan for meeting the privacy and security requirements of Stage 1 Meaningful Use. • Provides a link to Chapter 3 of the ONC's Guide to Privacy and Security of Health Information document.
data quality for MU and	List specific ways in which data quality is essential for successful implementation of MU and electronic health records	http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1 047417.hcsp?dDocName=bok1 047417 This web page is part of the web site of the American Health Information Management Association (AHIMA). It contains AHIMA's statement on Quality Healthcare Data and Information. This statement includes: • AHIMA'S position on quality healthcare data and information. • AHIMA'S call for specific actions related to quality healthcare data and information. • AHIMA'S rationale for its position and call for action. https://www.cms.gov/Medicare/Quality-Initiatives-Patient-Assessment-
		Instruments/QualityMeasures/index.html?redirect=/QualityMeasures/03 ElectronicSpecifications.asp This is a web page on the CMS.gov web site. It describes healthcare quality measures. • CMS quality measures, how they are developed and how they are used, collected and reported. • Includes downloads and links to related information.
	Identify best practices for ensuring data quality in MU and electronic health records	http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1 047417.hcsp?dDocName=bok1 047417 This web page is part of the web site of the American Health Information Management Association (AHIMA). It



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Describe the data quality responsibilities for MU of	List healthcare roles that have a responsibility for data quality as it relates to MU	contains AHIMA's statement on Quality Healthcare Data and Information. This statement includes: • AHIMA'S position on quality healthcare data and information. • AHIMA'S call for specific actions related to quality healthcare data and information. • AHIMA'S rationale for its position and call for action. Recommendation: Develop a learning activity in which learners identify healthcare roles that have a responsibility for
the various healthcare roles	quality as it relates to ivio	data quality as it relates to Meaningful Use. The following resource may be used in the activity. http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1_047417.hcsp?dDocName=bok1_047417 This web page is part of the web site of the American Health Information Management Association (AHIMA). It
		 contains AHIMA's statement on Quality Healthcare Data and Information. This statement includes: AHIMA'S position on quality healthcare data and information. AHIMA'S call for specific actions related to quality healthcare data and information. AHIMA'S rationale for its position and call for action.
	Identify best practices for each role to ensure data quality as it relates to MU	 http://www.usgs.gov/datamanagement/plan/stewardship.php This is a web page on the U.S. Geological Survey web site, entitled Data Stewardship: Roles and Responsibilities. A Data Steward is one who manages another's facts or information to ensure that they can be used to draw conclusions or make decisions. They are "keepers of the flame" in regard to data quality. This web page describes what data stewards can do to ensure data quality. Because everyone in a practice has some responsibility for data and data quality, they are all data stewards, and the information on this web page is relevant to their work.
Describe how electronic health records affect workflows	Explain what is meant by structured workflows	http://www.healthit.gov/providers-professionals/faqs/better-ehr-workflow-analysis This is a healthit.gov web page that provides answers to the questions, "How will electronic health records affect my workflow?" and "Do I need to consider workflow redesign?" • Links are provided to additional information about workflow.



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	Give examples of current workflows	Recommendation: Develop a learning activity in which learners create documents that describe all or parts of the current workflow in a practice. The following resource may be used in the activity.
		http://www.healthit.gov/providers-professionals/faqs/better-ehr-workflow-analysis This is a healthit.gov web page that provides answers to the questions, "How will electronic health records affect my workflow?" and "Do I need to consider workflow redesign?" Links are provided to additional information about workflow.
	Identify changes to workflows caused by use of electronic health records	A link to workflow templates is provided. Recommendation: Develop a learning activity in which learners use all or parts of the current workflow in a practice and identify places in the workflow that will be changed (or have been changed) because of the introduction of electronic health records. The following resource may be used in the activity.
		http://www.healthit.gov/providers-professionals/faqs/better-ehr-workflow-analysis This is a healthit.gov web page that provides answers to the questions, "How will electronic health records affect my workflow?" and "Do I need to consider workflow redesign?" Links are provided to additional information about workflow. A link to workflow templates is provided.
	Identify opportunities to improve workflows as a result of the implementation of electronic health records	Recommendation: Develop a learning activity in which learners use all or parts of the current workflow in a practice and identify places in the workflow that could be improved. The following resource may be used in the activity. http://www.healthit.gov/providers-professionals/fags/better-ehr-workflow-analysis
		This is a healthit.gov web page that provides answers to the questions, "How will electronic health records affect my



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		workflow?" and "Do I need to consider workflow redesign?"
		Links are provided to additional information about workflow.
		A link to workflow templates is provided.
Describe how electronic	Describe how electronic health records facilitate	Recommendation: Develop a learning activity involving a simulation in which learners experience how electronic
health records facilitate structured workflows and	structured workflows	health records facilitate structured workflows. The following resource could be used with this activity.
how that benefits patients and healthcare facilities		http://www.masspro.org/toolkits.php
and neartheare racinties		This is a web page on the web site of Masspro, a performance improvement organization. Under the Corporate
		Toolkits heading on this page is a link to a workbook entitled, A Systems Approach to Operational Redesign. This workbook is designed to provide guidance for the implementation of electronic health records systems. As a part of
		that process, the workbook includes help to document the current workflow and analyze it for the future state that
		includes electronic health records. It also includes:
		Worksheets for analyzing the current state of the practice
		Best practices
		Help for planning documentation
	Design structured workflows that make use of electronic health records (workflows may differ for different roles)	http://www.masspro.org/toolkits.php
		This is a web page on the web site of Masspro, a performance improvement organization. Under the Corporate
		Toolkits heading on this page is a link to a workbook entitled, A Systems Approach to Operational Redesign. This
		workbook is designed to provide guidance for the implementation of electronic health records systems. As a part of
		that process, the workbook includes help to document the current workflow and analyze it for the future state that
		includes electronic health records. It also includes:
		Worksheets for analyzing the current state of the practice
		Best practices
		Help for planning documentation



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Describe how electronic	Analyze how structured workflows benefit patients and healthcare facilities Explain the role of electronic health records in healthcare	http://www.masspro.org/toolkits.php This is a web page on the web site of Masspro, a performance improvement organization. Under the Corporate Toolkits heading on this page is a link to a workbook entitled, A Systems Approach to Operational Redesign. This workbook is designed to provide guidance for the implementation of electronic health records systems. As a part of that process, the workbook includes help to document the current workflow and analyze it for the future state that includes electronic health records. It also includes: Worksheets for analyzing the current state of the practice Best practices Help for planning documentation http://www.aafp.org/fpm/2012/0300/p22.html
health records are used in decision making	decision-making	 This is a web page on the web site of the American Academy of Family Physicians. The web page presents a paper entitled, Clinical Decision Support: Using Technology to Identify Patients' Unmet Needs. This paper: Describes how clinical decision support in an EHR system can be used to quickly identify overdue preventive care and chronic conditions which have been identified, but are not currently being addressed. Includes guidance on choosing and implementing a clinical decision support system Describes how to optimize point of care reports Describes how population management can positively affect quality of care Describes potential financial paybacks from implementing a clinical decision support system
Describe how shared decision-making works in healthcare settings	Describe how shared decision-making works with providers and patients in healthcare settings and give some examples	http://shareddecisions.mayoclinic.org/ This is a web page on the Mayo Clinic web site. It is a page for the Shared Decision Making National Resource Center, which advances patient-centered medical care by promoting shared decision making through the development, implementation, and assessment of patient decision aids and shared decision making techniques. This web page includes several tabs that provide additional information and links to more information about the Resource Center.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
Identify the benefits and challenges of shared decision making in an environment with electronic health records	List the benefits of electronic health records to shared decision-making Identify the benefits of shared decision-making in healthcare settings	http://www.youtube.com/watch?v=a8KnOg83cdg This is a YouTube video in which Dr. Victor Montori of the Mayo Clinic defines the concept of shared decision making and describes how it works at the Mayo Clinic. The overall goal is to make sure the needs of the patient come first. http://www.youtube.com/watch?v=a8KnOg83cdg This is a YouTube video in which Dr. Victor Montori of the Mayo Clinic defines the concept of shared decision making
	Describe common challenges to shared decision-making in healthcare settings Identify best practices for shared decision-making in	and describes how it works at the Mayo Clinic. The overall goal is to make sure the needs of the patient come first. http://www.youtube.com/watch?v=a8KnOg83cdg This is a YouTube video in which Dr. Victor Montori of the Mayo Clinic defines the concept of shared decision making and describes how it works at the Mayo Clinic. The overall goal is to make sure the needs of the patient come first. http://www.youtube.com/watch?v=a8KnOg83cdg
Data & Danimontation	healthcare settings	This is a YouTube video in which Dr. Victor Montori of the Mayo Clinic defines the concept of shared decision making and describes how it works at the Mayo Clinic. The overall goal is to make sure the needs of the patient come first.
Data & Documentation		
Describe situations in which the electronic exchange of health information is desired	Identify situations in which the electronic exchange of health information could improve healthcare delivery	http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program
	Describe the relationship between meaningful use and the electronic exchange of health information	http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, <i>Compatibility</i> &



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Exchange electronic health information with other healthcare facilities and with patients	Identify barriers to the exchange of electronic health information with other healthcare facilities and with patients	Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program http://www.ahrq.gov/news/events/conference/2008/Overhage.html This web page is on the site of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. It provides a text version of a slide presentation entitled Overcoming Barriers to Expanding HIE. Presented at the 2008 AHRQ annual conference. Lists the most difficult challenges for health information exchanges. Describes barriers to expanding the use of health information exchanges.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Describe what is required for the exchange of electronic health information with other healthcare facilities and with patients	http://www.ncbi.nlm.nih.gov/pubmed/20677469 This is a web page of the National Center for Biotechnology Information that provides an abstract of a paper. The paper is entitled, Barriers to crossinstitutional health information exchange: a literature review. Provides a literature review on the topic of barriers to health information exchange. Identifies four key barriers to the use of health information exchanges: need for standards, security concerns, economic loss to competitors, and federated systems. http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program http://www.hrsa.gov/healthit/toolbox/HealthITAdoptiontoolbox/OpportunitiesCollaboration/softwareregs.html This is a web page on the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services. The subheading on the web page is Health Information Technology and Quality Improvement. Contents of the page include: Software requirements for implementing health information exchanges. Links to additional resources about software requirements for health information exchanges.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Identify the technical requirements for the exchange of electronic health information	http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: • Definition of Health Information Exchange (HIE) • Why HIE is important • Some benefits of HIE • The Nationwide Health Information Exchange Network
	Identify best practices for the exchange of electronic health information with other healthcare facilities and with patients	 The State Health Information Exchange Cooperative Agreement Program http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program
Describe how data is used to select and implement clinical interventions	Describe how data is used to select appropriate clinical interventions	http://www.healthit.gov/sites/default/files/patient-matching-white-paper-final-2.pdf This is a paper available from the HealthIT.gov web site. The document is entitled, <i>Privacy and Security Solutions for Interoperable Health Information Exchange</i> . The major topic in the paper is the electronic matching of patients to their electronic health records. • Accurate and efficient matching is important because associating the wrong electronic health record with a patient can result in medical errors as well as issues with patient privacy and data security. • The paper looks at the use of a Unique Patient Identifier (UPI) as well as other matching techniques.



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	Describe how data is used to select appropriate clinical interventions	http://www.healthit.gov/providers-professionals/improved-diagnostics-patient-outcomes This is a web page on the HealthIT.gov web site that describes benefits of EHRs and has the title, Improved Diagnostics and Patient Outcomes. • Describes the use of Electronic health records (EHRs) to improve the diagnosis process for diseases and to reduce medical errors, improving patient outcomes. http://www.ncbi.nlm.nih.gov/pubmed/18569855 This is a web page of the National Center for Biotechnology Information that provides an abstract and link to the full text of an article.
	Describe how data is used to tailor and apply a clinical	 The article is published in the journal <i>Physiotherapy Theory and Practice</i>. It contains a discussion of how to reorient clinical decision making toward a population health management model. The full article is available through PubMed. http://www.healthit.gov/providers-professionals/health-information-exchange
	intervention	This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program
Explain the importance of data quality in clinical interventions	Characterize the relationship between data quality and the success of clinical interventions that make use of the data	http://www.healthit.gov/sites/default/files/patient-matching-white-paper-final-2.pdf This is a paper available from the HealthIT.gov web site. The document is entitled, <i>Privacy and Security Solutions for</i>



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Identify best practices for ensuring data quality for clinical interventions	 Interoperable Health Information Exchange. The major topic in the paper is the electronic matching of patients to their electronic health records. Accurate and efficient matching is important because associating the wrong electronic health record with a patient can result in medical errors as well as issues with patient privacy and data security. The paper looks at the use of a Unique Patient Identifier (UPI) as well as other matching techniques. http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthIT.gov web site. The page is entitled, Compatibility & Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program http://www.healthit.gov/sites/default/files/patient-matching-white-paper-final-2.pdf This is a paper available from the HealthIT.gov web site. The document is entitled, Privacy and Security Solutions for Interoperable Health Information Exchange. The major topic in the paper is the electronic matching of patients to their electronic health records. Accurate and efficient matching is important because associating the wrong electronic health record with a patient can result in medical errors as well as issues with patient privacy and data security. The paper looks at the use of a Unique Patient Identifier (UPI) as well as other matching techniques. http://www.healthit.gov/providers-professionals/health-information-exchange This is a Health Information Exchange web page on the HealthI



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	Identify best practices for ensuring data quality for clinical interventions	 Information Exchange. The web page includes links to additional information and related topics. Topics covered on the web page include: Definition of Health Information Exchange (HIE) Why HIE is important Some benefits of HIE The Nationwide Health Information Exchange Network The State Health Information Exchange Cooperative Agreement Program
Describe how care guidelines relate to electronic health records	Explain the relationship between care guidelines and electronic health records	Recommendation: Develop a learning activity in which learners review some care guidelines and identify ways that electronic health records could be used to facilitate adherence to the guidelines. The following resource could be used in this activity. http://guideline.gov/ This is a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The web page is the National Guideline Clearinghouse, which is a public resource for evidence-based clinical practice guidelines. • Learners can search for guidelines with specific characteristics.
	Identify tools that leverage evidence-based care guidelines to improve quality of care	Recommendation: Develop a learning activity in which learners research clinical decision support tools and other tools that make use of clinical practice guidelines. Learners can summarize the results of their research and recommend a course of action for leveraging clinical practice guidelines. Recommendation: Develop a learning activity in which learners examine how Best Practice Alerts in an electronic health records system and/or health maintenance guidelines can improve quality of care.
Identify ways that data and data quality affect adherence to care	Explain why data quality in electronic health records is essential to effective adherence to care guidelines	Recommendation: Develop a learning activity in which learners list issues that can arise In applying clinical care guidelines when a provider is depending on data from electronic health records that is inaccurate or incomplete. The



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guidelines and quality of care	Explain why data quality in electronic health records is essential to effective adherence to care guidelines	following resources could be used in this activity.
		http://guideline.gov/
		This is a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and
		Human Services. The web page is the National Guideline Clearinghouse, which is a public resource for evidence-
		based clinical practice guidelines.
		Learners can search for guidelines with specific characteristics.
		http://library.ahima.org/xpedio/groups/public/documents/ahima/bok1_047417.hcsp?dDocName=bok1_047417
		This web page is part of the web site of the American Health Information Management Association (AHIMA). It
		contains AHIMA's statement on Quality Healthcare Data and Information. This statement includes:
		AHIMA'S position on quality healthcare data and information.
		AHIMA'S call for specific actions related to quality healthcare data and information.
		AHIMA'S rationale for its position and call for action.
		http://www.usgs.gov/datamanagement/plan/stewardship.php
		This is a web page on the U.S. Geological Survey web site, entitled Data Stewardship: Roles and Responsibilities.
		A Data Steward is one who manages another's facts or information to ensure that they can be used to draw conclusions or make decisions. They are "keepers of the flame" in regard to data quality.
		This web page describes what data stewards can do to ensure data quality.
		Because everyone in a practice has some responsibility for data and data quality, they are all data stewards, and the information on this web page is relevant to their work.
		http://www.hitechanswers.net/engaging-clinicians-in-input-of-quality-ehr-data/
		This is a web page on the HiTech Answers web site, which describes itself as helping users achieve meaningful use of



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		 certified EHR technology. Contents of the web page include: A description of the problem of poor data entry in electronic health records systems. An argument for finding ways for clinicians to enter data faster and more accurately. A recommendation that clinicians be rewarded for entering data accurately.
	Identify ways that poor data interferes with adherence to care guidelines and quality of care	Recommendation: Develop a learning activity in which learners describe how inaccurate or incomplete data from electronic health records can affect the quality of patient care. The following resource could be used in this activity.
		http://guideline.gov/ This is a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The web page is the National Guideline Clearinghouse, which is a public resource for evidence-based clinical practice guidelines. • Learners can search for guidelines with specific characteristics.
Describe ways that electronic health records can facilitate adherence to care guidelines	Identify best practices for the use of electronic health records in the adherence to care guidelines	http://guideline.gov/ This is a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The web page is the National Guideline Clearinghouse, which is a public resource for evidence-based clinical practice guidelines. • Learners can search for guidelines with specific characteristics. What Works: Effective Tools and Case Studies to Improve Clinical Office Practice
		 ISBN-10: 0970718713 ISBN-13: 978-0970718716 http://meded.ucsd.edu/clinicalmed/thinking.htm A Practical Guide to Clinical Medicine: Defines clinical decision making and incorporates a series of questions in a step-wise fashion.



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
Change Management		
Describe the components of an assessment for a healthcare organization in relation to meaningful use	Enumerate the relevant components of a healthcare organization assessment in relation to meaningful use and practice readiness	http://www.hitechanswers.net/meaningful-use-and-security-risk-assessments/ This web page is entitled, Meaningful Use and Security Risk Assessments. The web page discusses meeting HIPAA requirements in a Meaningful Use implementation of electronic health records. The following topics are addressed: • A security risk analysis • Implementing security updates • Correcting identified security deficiencies • Managing information risks in an organization
Complete the tasks necessary for a healthcare assessment in relation to meaningful use	Determine the tasks necessary for completing an assessment of a healthcare facility in relation to meaningful use	http://www.change-management.com/ This web page is billed as a Change Management Resource Center. It includes links to additional change management information. Links include: Change management best practices Change management toolkit Downloadable templates, worksheets, and assessments The Prosci ADKAR change management model Change management tutorials and classes http://www.healthit.gov/sites/default/files/tools/nlc_changemanagementprimer.pdf This is a document entitled Change Management in EHR Implementation, available from the HealthIT.gov web site and developed by the Health Information Technology Research Center (HITRC). Topics covered in the document include: What is change management and why is it important? Steps needed to get started



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	Identify the skills necessary for completing an assessment of a healthcare facility in relation to meaningful use	http://www.change-management.com/ This web page is billed as a Change Management Resource Center. It includes links to additional change management information. Links include: Change management best practices Change management toolkit
Describe the processes	Determine the goals of a workflow redesign involving	 Downloadable templates, worksheets, and assessments The Prosci ADKAR change management model Change management tutorials and classes http://www.himss.org/files/HIMSSorg/content/files/workflow_redesign_030910.pdf
included in a workflow redesign involving electronic health records Determine the goals of a workflow redesign involving electronic healthcare records	-	This is a document published by the Health Information and Management Systems Society (HIMSS). The document is entitled, Workflow Redesign in Support of the Use of Information Technology Within Healthcare. The document describes how workflow can be redesigned to support the use of information technology in healthcare. Topics covered in the document include: • Workflow and process concepts
		 Workflow improvement theories Workflow components Workflow applications Case studies
		http://www.healthit.gov/providers-professionals/ehr-implementation-steps/step-2-plan-your-approach This is a workflow redesign web page on the HealthIT.gov web site. The page is entitled, Step 2: Plan Your Approach. • The web page contains a link to download workflow redesign templates.
	Describe how process mapping can be used in a workflow redesign	http://www.himss.org/files/HIMSSorg/content/files/workflow_redesign_030910.pdf This is a document published by the Health Information and Management Systems Society (HIMSS). The document is



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
Competency	Describe how process mapping can be used in a workflow redesign Enumerate the steps in a workflow redesign involving electronic healthcare records	entitled, Workflow Redesign in Support of the Use of Information Technology Within Healthcare. The document describes how workflow can be redesigned to support the use of information technology in healthcare. Topics covered in the document include: Workflow and process concepts Workflow improvement theories Workflow components Workflow applications Case studies http://www.healthit.gov/providers-professionals/ehr-implementation-steps/step-2-plan-your-approach This is a workflow redesign web page on the HealthIT.gov web site. The page is entitled, Step 2: Plan Your Approach. The web page contains a link to download workflow redesign templates. http://www.himss.org/files/HIMSSorg/content/files/workflow redesign 030910.pdf This is a document published by the Health Information and Management Systems Society (HIMSS). The document is entitled, Workflow Redesign in Support of the Use of Information Technology Within Healthcare. The document describes how workflow can be redesigned to support the use of information technology in healthcare. Topics covered in the document include: Workflow and process concepts Workflow improvement theories Workflow improvement theories
		 Workflow components Workflow applications Case studies



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	Enumerate the steps in a workflow redesign involving electronic healthcare records	http://www.healthit.gov/providers-professionals/ehr-implementation-steps/step-2-plan-your-approach
		This is a workflow redesign web page on the HealthIT.gov web site. The page is entitled, <i>Step 2: Plan Your Approach</i> . • The web page contains a link to download workflow redesign templates.
	Identify the tasks each role completes in a workflow redesign	Recommendation: Develop a learning activity in which learners identify the task each role in a practice will complete during a workflow redesign project. The following resources may be used in the activity.
		http://www.himss.org/files/HIMSSorg/content/files/workflow_redesign_030910.pdf This is a document published by the Health Information and Management Systems Society (HIMSS). The document is entitled, Workflow Redesign in Support of the Use of Information Technology Within Healthcare. The document describes how workflow can be redesigned to support the use of information technology in healthcare. Topics covered in the document include: Workflow and process concepts Workflow improvement theories Workflow components Workflow applications Case studies
		http://www.healthit.gov/providers-professionals/ehr-implementation-steps/step-2-plan-your-approach This is a workflow redesign web page on the HealthIT.gov web site. The page is entitled, Step 2: Plan Your Approach. • The web page contains a link to download workflow redesign templates.



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Identify the skills necessary to complete a workflow redesign project involving electronic healthcare records	Identify the skills necessary for each role involved in a healthcare workflow redesign	Recommendation: Develop a learning activity in which learners identify the skills necessary for each role in a practice that is involved in a workflow redesign project. The following resources may be used in the activity. http://www.himss.org/files/HIMSSorg/content/files/workflow_redesign_030910.pdf This is a document published by the Health Information and Management Systems Society (HIMSS). The document is entitled, Workflow Redesign in Support of the Use of Information Technology Within Healthcare. The document describes how workflow can be redesigned to support the use of information technology in healthcare. Topics covered in the document include: Workflow and process concepts Workflow improvement theories Workflow components Workflow applications Case studies http://www.healthit.gov/providers-professionals/ehr-implementation-steps/step-2-plan-your-approach This is a workflow redesign web page on the HealthIT.gov web site. The page is entitled, Step 2: Plan Your Approach.
Develop a plan for change focused on outcomes that involves health information technology	Describe what is meant by outcome-driven change and give examples, including process changes and quality improvement	 The web page contains a link to download workflow redesign templates. http://library.ahima.org/xpedio/groups/public/documents/government/bok1 037314.pdf This document was prepared for the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the document is <i>Health Information Technology for Improving Quality of Care in Primary Care Settings</i>. Reports on a study of the links between health information technology and quality improvement in a range of primary care settings. The intent of this document is to propose frameworks and specific, testable changes that could help primary care clinicians and administrators, as well as policymakers and vendors, accelerate progress toward fulfilling the



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	Describe what is meant by outcome-driven change and give examples, including process changes and quality improvement	 promise of health IT for health care quality. http://www.pcori.org/ This is the web site of the Patient Centered Outcomes Research Institute. The Patient-Centered Outcomes Research Institute (PCORI) helps people make informed health care decisions, and improves health care delivery and outcomes, by producing and promoting high integrity, evidence-based information that comes from research guided by patients, caregivers and the broader health care community. Links are provided to additional information.
	Define desired outcomes for outcome-driven change involving health information technology	 http://library.ahima.org/xpedio/groups/public/documents/government/bok1 037314.pdf This document was prepared for the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the document is Health Information Technology for Improving Quality of Care in Primary Care Settings. Reports on a study of the links between health information technology and quality improvement in a range of primary care settings. The intent of this document is to propose frameworks and specific, testable changes that could help primary care clinicians and administrators, as well as policymakers and vendors, accelerate progress toward fulfilling the promise of health IT for health care quality.
	Link actions to outcomes in change that involves health information technology	 http://library.ahima.org/xpedio/groups/public/documents/government/bok1 037314.pdf This document was prepared for the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the document is Health Information Technology for Improving Quality of Care in Primary Care Settings. Reports on a study of the links between health information technology and quality improvement in a range of primary care settings. The intent of this document is to propose frameworks and specific, testable changes that could help primary care clinicians and administrators, as well as policymakers and vendors, accelerate progress toward fulfilling the



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
		promise of health IT for health care quality.
	Identify ways reports can be used to plan and implement outcome-driven change	 http://library.ahima.org/xpedio/groups/public/documents/government/bok1 037314.pdf This document was prepared for the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the document is <i>Health Information Technology for Improving Quality of Care in Primary Care Settings</i>. Reports on a study of the links between health information technology and quality improvement in a range of primary care settings. The intent of this document is to propose frameworks and specific, testable changes that could help primary care clinicians and administrators, as well as policymakers and vendors, accelerate progress toward fulfilling the promise of health IT for health care quality.
Prepare a healthcare facility for outcome-driven change	Identify challenges and mitigations for those challenges for process change or quality improvement change that involves health information technology	Recommendation: Develop a learning activity in which learners identify likely challenges arising from process change and quality improvement change involving health information technology. Ask learners to suggest ways to address the challenges. Recommendation: Develop an interactive learning activity based on resources listed above. You may want to give
		learners access to an EHR system and ask them to match EHR tools to tasks for which they will be used in an implementation; or you may ask learners to simulate EHR uses for various appropriate tasks.
	Create a plan to prepare a healthcare organization to undertake a process change or quality improvement change that involves health information technology (to be used only if the plan can be evaluated)	Recommendation: Develop a learning activity in which learners develop a plan to prepare a healthcare organization for process change and/or quality improvement change involving health information technology.
Identify and describe the main concepts of systems thinking	Describe what is meant by systems thinking	http://whqlibdoc.who.int/publications/2009/9789241563895 eng.pdf This document, from the Alliance for Health Policy and Systems Research of the World Health Organization, is entitled, <i>Systems Thinking for Health Systems Strengthening</i> . Topics in the document include:



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Describe what is meant by systems thinking	 Systems thinking definition Applying a systems perspective to design and evaluate health systems interventions Systems thinking for health systems: Challenges and opportunities in real-world settings
		http://www.masspro.org/toolkits.php This is a web page on the web site of Masspro, a performance improvement organization. Under the Corporate Toolkits heading on this page is a link to a workbook entitled, A Systems Approach to Operational Redesign. This workbook is designed to provide guidance for the implementation of electronic health records systems. As a part of that process, the workbook includes help to document the current workflow and analyze it for the future state that includes electronic health records. It also includes: Worksheets for analyzing the current state of the practice Best practices Help for planning documentation
		http://www.ncbi.nlm.nih.gov/pubmed/15540399 This is a web page of the National Center for Biotechnology Information that provides an abstract and link to the full text of an article entitled, Aligning the stars: Using systems thinking to (re)design Canadian healthcare. The article: • Uses systems thinking to describe the various components and nuances of the Canadian healthcare system. • Describes the current Canadian healthcare system and other versions that are possible. • Describes political means by which other alternatives could be implemented. http://www.ajpmonline.org/article/S0749-3797%2808%2900425-X/abstract This is a web page of the American Journal of Preventive Medicine that provides an abstract and link to the full text of an article entitled, Systems Thinking to Improve the Public's Health. The article:



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Explain how systems thinking could be applied to a project that involves health information technology	 Proposes systems thinking as a conceptual rubric for the practice of team science in public health. Aims for a conceptual understanding of systems thinking and transdisciplinary research. Provides a set of recommendations for a systems-centric approach to translational science. http://whqlibdoc.who.int/publications/2009/9789241563895 eng.pdf This document, from the Alliance for Health Policy and Systems Research of the World Health Organization, is entitled, Systems Thinking for Health Systems Strengthening. Topics in the document include: Systems thinking definition Applying a systems perspective to design and evaluate health systems interventions Systems thinking for health systems: Challenges and opportunities in real-world settings http://www.masspro.org/toolkits.php This is a web page on the web site of Masspro, a performance improvement organization. Under the Corporate Toolkits heading on this page is a link to a workbook entitled, A Systems Approach to Operational Redesign. This workbook is designed to provide guidance for the implementation of electronic health records systems. As a part of that process, the workbook includes help to document the current workflow and analyze it for the future state that includes electronic health records. It also includes: Worksheets for analyzing the current state of the practice Best practices Help for planning documentation
	List the benefits of systems thinking for implementation of a project involving meaningful use and health information technology	http://whqlibdoc.who.int/publications/2009/9789241563895 eng.pdf This document, from the Alliance for Health Policy and Systems Research of the World Health Organization, is entitled, Systems Thinking for Health Systems Strengthening. Topics in the document include: Systems thinking definition Applying a systems perspective to design and evaluate health systems interventions Systems thinking for health systems: Challenges and opportunities in real-world settings



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	List the benefits of systems thinking for implementation of a project involving meaningful use and health information technology	http://www.masspro.org/toolkits.php This is a web page on the web site of Masspro, a performance improvement organization. Under the Corporate Toolkits heading on this page is a link to a workbook entitled, A Systems Approach to Operational Redesign. This workbook is designed to provide guidance for the implementation of electronic health records systems. As a part of that process, the workbook includes help to document the current workflow and analyze it for the future state that includes electronic health records. It also includes: • Worksheets for analyzing the current state of the practice • Best practices • Help for planning documentation
Apply systems thinking to	Explain how systems thinking can facilitate the successful implementation of meaningful use	Recommendation: Develop an interactive learning activity in which learners propose creative ways to use systems thinking in the implementation of Meaningful Use in a healthcare setting.
the implementation of meaningful use in a healthcare organization		 http://whqlibdoc.who.int/publications/2009/9789241563895 eng.pdf This document, from the Alliance for Health Policy and Systems Research of the World Health Organization, is entitled, Systems Thinking for Health Systems Strengthening. Topics in the document include: Systems thinking definition Applying a systems perspective to design and evaluate health systems interventions Systems thinking for health systems: Challenges and opportunities in real-world settings
Describe the benefits of working collaboratively	Identify the barriers to working collaboratively related to meaningful use of health information technology	http://www.pcpcc.net/sites/default/files/media/cehia_mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include:



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Identify the barriers to working collaboratively related to meaningful use of health information technology	 Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples
		http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home.
		 http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is <i>Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality</i>. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home model How the AHRQ is involved with health information technology and the Patient Centered Medical Home
	List the benefits of working collaboratively related to meaningful use of health information technology	http://www.pcpcc.net/sites/default/files/media/cehia mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	List the benefits of working collaboratively related to meaningful use of health information technology	 document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples
		 http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home.
		 http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home model How the AHRQ is involved with health information technology and the Patient Centered Medical Home
	Identify best practices for working collaboratively related to meaningful use of health information technology	http://www.pcpcc.net/sites/default/files/media/cehia_mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Identify best practices for working collaboratively related to meaningful use of health information technology	Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home model How the AHRQ is involved with health information technology and the Patient Centered Medical Home



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Describe how working collaboratively can be	http://www.pcpcc.net/sites/default/files/media/cehia_mc.pdf
	incorporated into team-based care for better outcomes	This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: • Empowering Health IT to Support the Connected Medical Home • Health IT Functional Priorities to Support the Patient Centered Medical Home • Engaging the Patients with Health IT • Case Examples
		http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx
		 This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home.
		 http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home model



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
Explain how implementation of meaningful use can facilitate working collaboratively	Describe how a successful meaningful use implementation can facilitate working collaboratively	http://www.pcpcc.net/sites/default/files/media/cehia mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrg.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Generate a list of specific ways to use electronic health records to foster collaborative work	http://www.pcpcc.net/sites/default/files/media/cehia mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Identify ways that meaningful use can facilitate	http://www.pcpcc.net/sites/default/files/media/cehia_mc.pdf
	collaboration in team-based care	This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, <i>Meaningful Connections: A resource guide for using health IT to support the patient centered medical home</i> . Topics in this document include: • Empowering Health IT to Support the Connected Medical Home • Health IT Functional Priorities to Support the Patient Centered Medical Home • Engaging the Patients with Health IT • Case Examples
		 http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address.
		 Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrq.gov/news/commentaries/comhitpcmh.htm
		This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is <i>Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality</i> . Topics covered in the paper include: • How health information technology can help in the implementation of the Patient Centered Medical Home model



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Describe how meaningful use can facilitate effective communication skills	Describe communication failures that are common in healthcare settings	http://www.pcpcc.net/sites/default/files/media/cehia mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrg.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include: How health information technology can help in the implementation of the Patient Centered Medical Home



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	Identify ways that meaningful use can facilitate and encourage better communication practices	 How the AHRQ is involved with health information technology and the Patient Centered Medical Home http://www.pcpcc.net/sites/default/files/media/cehia_mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered Medical Home from Concept to Reality. Topics covered in the paper include:



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MU Detailed Competency	MU Learning Objectives	Resources/Recommendations
	Identify best practices for using electronic health records to facilitate effective communication	 How health information technology can help in the implementation of the Patient Centered Medical Home model How the AHRQ is involved with health information technology and the Patient Centered Medical Home http://www.pcpcc.net/sites/default/files/media/cehia_mc.pdf This document is published by the Patient-Centered Primary Care Collaborative (PCPCC) and is entitled, Meaningful Connections: A resource guide for using health IT to support the patient centered medical home. Topics in this document include: Empowering Health IT to Support the Connected Medical Home Health IT Functional Priorities to Support the Patient Centered Medical Home Engaging the Patients with Health IT Case Examples http://www.odh.ohio.gov/landing/medicalhomes/pcmh.aspx This is a web page on the Ohio Department of Health web site. The title of the web page is Patient Centered Medical Homes. The web page includes these topics: Ohio PCMH practice sites and Ohio practices recognized by the NCQA and AAAHC. The problem that patient centered medical homes attempt to address. Patient centered medical homes as a solution to the problem. Link to the Ohio Patient-Centered Primary Care Collaborative. The Joint Principles of the Patient Centered Medical Home. http://www.ahrq.gov/news/commentaries/comhitpcmh.htm This is a paper on a web page of the Agency for Healthcare Research and Quality (AHRQ) of the U.S. Department of Health and Human Services. The title of the paper is Health Information Technology: Turning the Patient-Centered



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		Identify best practices for using electronic health records	Medical Home from Concept to Reality. Topics covered in the paper include:
		to facilitate effective communication	How health information technology can help in the implementation of the Patient Centered Medical Home
			model
L			How the AHRQ is involved with health information technology and the Patient Centered Medical Home