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| **Outcome** | **1.1 Employability Skills:** Develop career awareness and employability skills (e.g., face-to-face, online) needed for gaining and maintaining employment in diverse business settings. |
| **Competencies** | 1.1.2 Identify the scope of career opportunities and the requirements for education, training, certification, licensure and experience.  1.1.6 Explain the importance of work ethic, accountability, and responsibility and demonstrate associated behaviors in fulfilling personal, community and workplace roles. |

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| **Outcome** | **1.2 Leadership and Communications:** Process, maintain, evaluate and disseminate information in a business. Develop leadership and team building to promote collaboration. |
| **Competencies** | 1.2.3 Identify and use verbal, nonverbal, and active listening skills to communicate effectively.  1.2.5 Communicate information (e.g., directions, ideas, vision, workplace expectations) for an intended audience and purpose.  1.2.9 Identify advantages and disadvantages involving digital and/or electronic communications (e.g., common content for large audience, control of tone, speed, cost, lack of non-verbal cues, potential for forwarding information, longevity).  1.2.12 Use technical writing skills to complete forms and create reports. |

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| **Outcome** | **1.3 Business Ethics and Law:** Analyze how professional, ethical, and legal behavior contributes to continuous improvement in organizational performance and regulatory compliance. |
| **Competencies** | 1.3.2 Follow protocols and practices necessary to maintain a clean, safe and healthy work environment.  1.3.3 Use ethical character traits consistent with workplace standards (e.g., honesty, personal integrity, compassion, justice).  1.3.5 Access and implement safety compliance measures (e.g., quality assurance information, safety data sheets [SDSs], product safety data sheets [PSDSs], United States Environmental Protection Agency [EPA], United States Occupational Safety and Health Administration [OSHA]) that contribute to the continuous improvement of the organization.  1.3.8 Verify compliance with computer and intellectual property laws and regulations. |

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| **Outcome** | **1.4 Knowledge Management and Information Technology:** Demonstrate current and emerging strategies and technologies used to collect, analyze, record and share information in business operations. |
| **Competencies** | 1.4.1 Use office equipment to communicate (e.g., phone, radio equipment, fax machine, scanner, public address systems).  1.4.2 Select and use software applications to locate, record, analyze and present information (e.g., word processing, e-mail, spreadsheet, databases, presentation, Internet search engines).  1.4.3 Verify compliance with security rules, regulations and codes (e.g., property, privacy, access, accuracy issues, client and patient record confidentiality) pertaining to technology specific to industry pathway.  1.4.4 Use system hardware to support software applications.  1.4.5 Use information technology tools to maintain, secure and monitor business records.  1.4.6 Use an electronic database to access and create business and technical information.  1.4.7 Use personal information management and productivity applications to optimize assigned tasks (e.g., lists, calendars, address books).  1.4.8 Use electronic media to communicate and follow network etiquette guidelines. |

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| **Outcome** | **3.1 Customer Relations:** Apply techniques, strategies and tools to develop, maintain and grow positive internal and external customer, or client, relationships. |
| **Competencies** | 3.1.5 Maintain confidentiality or privacy of internal and external customers.  3.1.6 Reinforce company’s image and culture to exhibit the business’s brand promise.  3.1.7 Describe the scope of customer-relationship management to show its contribution to business.  3.1.10 Confer with patients about their rights and responsibilities as stated in the Patient Bill of Rights, the legal ownership of medical records, advanced directives and informed consent. |
| **Outcome** | **3.4 Social Media Communications:** Apply tools, strategies and processes to plan, create, implement, monitor and evaluate social media communications to support corporate brand and strategy. |
| **Competencies** | 3.4.2 Compare and contrast the use of social media for personal and business purposes. |

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| **Outcome** | **4.3 Compliance:** Develop compliance systems, processes and procedures used to manage compliance risk across an organization. |
| **Competencies** | 4.3.3 Explain the elements of a compliance program and how requirements and expectations differ across industry sectors (e.g., financial services, healthcare, consumer products, restaurants and food and beverages, etc.).  4.3.5 Develop the elements of a basic compliance program to promote consistent behaviors (e.g., policies, procedures, training).  4.3.6 Analyze existing policies, procedures and documents to ascertain compliance with regulatory requirements (e.g., Centers for Medicare and Medicaid Services [CMS], Health Insurance Portability and Accountability Act [HIPAA]) and self-regulatory guidelines.  4.3.7 Monitor compliance with organizational or departmental compliance policies and procedures (e.g., continuing education requirements, prevention of fraudulent practices, record falsification or alteration, patient or customer abuse, lack of follow-up).  4.3.8 Identify strategies for managing professional liability and malpractice risks (e.g., incompetent or impaired physicians, unnecessary procedures, patient or customer misconduct, service or medical errors, lack of training, poor documentation). |

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| **Outcome** | **4.6 Corporate Social Responsibility (CSR):** Interpret, apply and communicate an organization’s ethics and social responsibility policies and code of conduct in routine and ambiguous situations. |
| **Competencies** | 4.6.2 Compare and contrast ethical challenges across industry sectors (e.g., healthcare, financial services, consumer products, manufacturing, retail) and functional areas (e.g., marketing, human resources, financial reporting). |

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| **Outcome** | **6.2 Information Management:** Institute and evaluate information management tools, policies, procedures and strategies to achieve business unit and organizational goals. |
| **Competencies** | 6.2.1 Apply information literacy skills to assess information needs, identify and evaluate information quality (e.g., sufficiency, trustworthiness or reliability), and apply information to accomplish a task.  6.2.2 Manage business records to maintain needed documentation (e.g., routing orders, tracking shipments, expense reports, healthcare data, customer data, budget data, quality data, human resources data).  6.2.3 Monitor and audit internal records.  6.2.4 Identify critical artifacts requiring preservation, establish retention guidelines, and archive information according to retention systems and procedures and regulatory requirements.  6.2.5 Select and use tools, systems, and processes to manage the preparation of documentation for teams and projects in a cost-effective manner (e.g., agendas, reports, minutes, training materials, RFPs [Requests for Proposal], process analysis charts and diagrams).  6.2.6 Perform scheduling functions to facilitate on-time, prompt completion of work activities (e.g., calendars, travel arrangements and itineraries, meeting arrangements and requests for audio-visual or technical support and information).  6.2.9 Create and institute policies and procedures to protect data and intangibles. |

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| **Outcome** | **6.3 Business Applications:** Apply tools, processes and procedures to manage the efficient and effective use of technology to achieve organizational goals. |
| **Competencies** | 6.3.2 Mine standard databases (e.g., accounting, customer, product, vendor, sales, operations, human resources, patient, supplier, procurement), apply analytical tools, and interpret the findings.  6.3.10 Manage data change risks (e.g., change authorization, change documentation, spreadsheet controls, test databases, offsite backups). |

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| **Outcome** | **6.7 Talent Onboarding and Development:** Apply strategies, policies and procedures to orient new hires and provide growth opportunities to engage new and existing union and non-union employees in the workplace. |
| **Competencies** | 6.7.3 Orient talent to organizational culture, values and norms using appropriate techniques (e.g., coaching or mentoring, cross-departmental networking, toolkits, training). |

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| **Outcome** | **7.1 Safety, Health and Security:** Develop, administer and manage policies and procedures to promote business safety, health, and security and to reduce risk of loss. |
| **Competencies** | 7.1.1 Promote adherence to health and safety regulations to support a safe work environment.  7.1.2 Identify needed safety and security policies and procedures to protect organizational stakeholders (e.g., employees, contractors, directors and officers, customers, guests and visitors).  7.1.3 Identify types of hazardous materials, and describe their impact on human health and environmental resources.  7.1.4 Describe the requirements for the treatment, storage, and disposal of hazardous materials, and evaluate the impact of hazardous material releases on organizational performance.  7.1.5 Identify strategies for protecting business’s digital assets, customer data, and other confidential business information.  7.1.6 Develop policies, procedures, performance aids, and monitoring activities to promote and support workplace security goals established within safety and security plans. |

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| **Outcome** | **7.4 Quality Management:** Design, implement, and manage quality-control processes to minimize errors, expedite workflow, and achieve performance objectives at a reasonable cost, using continuous improvement techniques (e.g., lean, Six Sigma or DMAIC [Define, Measure, Analyze, Improve, Control]). |
| **Competencies** | 7.4.3 Evaluate the impact of quality on internal and external brand experience, reputation, financial performance (e.g., healthcare reimbursement), procurement and sourcing options, and process design. |

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| **Outcome** | **7.8 Operations Risk Management:** Identify and execute strategies to reduce the risk of loss from operational failures to acceptable levels. |
| **Competencies** | 7.8.1 Compare the costs of routine operational failures (e.g., execution errors, accidents, processing failures) with non-routine operational failures (e.g., fraud, conscious violation of professional ethics, acts of nature).  7.8.3 Describe strategies for reducing the risk of routine and non-routine operational risk as staffing size and organizational complexity increase (e.g., automation, procedures, checklists).  7.8.6 Develop alternative strategy for performing operational duties in a disaster situation. |

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| **Outcome** | **8.3 Project Management:** Plan, manage, monitor, and control projects to improve workflow, minimize costs, and achieve intended project outcomes using planning and project-management tools. |
| **Competencies** | 8.3.4 Document, sequence, allocate, and schedule activities to facilitate on-time and on-budget completion of project by qualified resources. |

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| **Outcome** | **8.6 Medical Operations:** Develop foundational skills and knowledge to execute the operational processes in medical offices. |
| **Competencies** | 8.6.1 Register, screen, and direct patients and non-patient visitors.  8.6.2 Adapt patient handling approach to address cultural needs of different patient groups (e.g., elderly, non-native English speaking).  8.6.3 Prepare data for a referring physician.  8.6.4 Recognize and respond to medical emergencies based on protocols, standard triage procedures, and first aid and cardiopulmonary resuscitation (CPR) practices.  8.6.5 Conduct telephone triage procedures to obtain information required to identify urgency of needs and properly direct phone calls.  8.6.6 Determine the cause of denied insurance claims, and recommend follow-up actions to resolve claims.  8.6.7 Process payments on accepted insurance claim, and post adjustments and write-offs.  8.6.8 Initiate procedures to collect remaining balances (e.g., bill patient responsibility, initiate secondary insurance claim).  8.6.9 Analyze and establish fee schedules and discounts.  8.6.10 Manage a scheduling and registration system (e.g., monitor patient flow, verify insurance coverage, confirm appointments, process referrals).  8.6.11 Complete and maintain the medical office credentialing process.  8.6.12 Prepare for on-site inspection by credentialing authority. |

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| **Outcome** | **8.7 Medical Coding and Billing:** Code and bill medical procedures in accordance with applicable requirements and guidelines. |
| **Competencies** | 8.7.1 Explain the need for standardized patient terminology in insurance coding and processing.  8.7.2 Identify coding conventions used to obtain standardization.  8.7.3 Explain the health-care insurance system and factors impacting processing and payment of insurance claims (e.g., eligibility, insurance networks, primary and secondary providers).  8.7.4 Identify the appropriate section of authorized resources (e.g., ICD-10-CM alphabetical index and tabular list) to locate and assign a code at the highest level of detail required for the code to be valid.  8.7.5 Identify condition modifiers that impact code selection (e.g., acute or chronic condition, late effects, secondary manifestations or complications, threatened condition, laterality, syndromes).  8.7.6 Identify diagnoses and conditions that have specific coding guidelines in addition to general guidelines (e.g., Human Immunodeficiency Virus [HIV], antibiotic resistant infections, sepsis, neoplasms, blood diseases), and evaluate factors influencing the reporting and collection of data on these diagnoses or conditions.  8.7.7 Code diseases for human anatomical systems (e.g., endocrine, nervous, circulatory, respiratory, digestive, musculoskeletal).  8.7.8 Code obstetric and perinatal conditions and progressions.  8.7.9 Code external causes of injury, poisoning, and morbidity.  8.7.10 Code outpatient services.  8.7.11 Distinguish between principal diagnosis and additional diagnoses.  8.7.12 Complete required procedures and insurance forms for private insurance carriers, self-pay patients, and government-insured patients using the coding of the International Classification of Diseases (ICD10) and Current Procedural Terminology (CPT) coding systems.  8.7.13 Identify required data elements, and manage the conversion of patient information to electronic medical records (e.g., manage data collection; process consent forms; input, review, edit documents). |

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| **Outcome** | **9.4 Internal Controls:** Establish suitable internal controls to ensure the proper recording and reporting of transactions in compliance with applicable standards. |
| **Competencies** | 9.4.4 Develop and implement internal control procedures (e.g., cash controls, inventory controls, payroll controls, plant asset controls, data protection, personal information controls).  9.4.5 Inspect and ensure the continued functioning of internal controls. |

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| **Outcome** | **10.3 Change Management:** Adapt to, manage, and create change initiatives in an organization to accomplish organizational objectives. |
| **Competencies** | 10.3.4 Evaluate opportunities for company or departmental changes. |