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STUDY GUIDE
2025-2026



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HIMSS Certified Professional in Healthcare Information and Management Systems Sample Questions (Q45-Q50):

NEW QUESTION # 45

What key management practice BEST ensures the ongoing value of an IT project?

- A. Attention to costs and project completion timeframes.
- B. Identification of investment risks.
- C. Organizational change management.
- D. Alignment of project purpose with the organization's strategy.

Answer: C

Explanation:

Organizational change management (OCM) best ensures the ongoing value of an IT project because value in healthcare IT is realized only when the solution is adopted, used correctly, and sustained in daily operations. Even if a project is strategically aligned, delivered on time, and within budget, it can fail to produce lasting benefits if clinicians and staff do not change workflows, follow standardized processes, and consistently use the system as intended. OCM addresses the human and operational side of transformation:

stakeholder engagement, communication, role-based training, readiness assessment, super-user networks, leadership sponsorship, workflow redesign, and reinforcement after go-live. These elements reduce resistance, improve competency, and support stabilization and optimization—where many long-term benefits (quality, safety, efficiency, data integrity) are actually achieved.

Option B (strategic alignment) is essential for selecting the right project, but it does not guarantee continued performance once implemented.

Option C focuses on project management constraints (time/cost) and is necessary for delivery, not sustained value.

Option D strengthens governance by anticipating risks, but risk identification alone does not drive adoption or behavior change.

OCM is therefore the most direct practice for ensuring that an IT investment delivers and maintains measurable benefits over time.

NEW QUESTION # 46

When initiating clinical practice guidelines into an EHR, which of the following has the LEAST impact on patient care?

- A. Infrequent but high-risk health conditions.
- B. Frequently occurring health conditions.
- C. Randomized clinical trials.
- D. Variations in care compared to evidence-based practices.

Answer: C

Explanation:

The correct answer is D. Randomized clinical trials because, while they are foundational sources of clinical evidence, they do not directly represent a patient care condition or operational factor within the EHR environment. When initiating clinical practice guidelines into an EHR—often through clinical decision support (CDS) tools—prioritization is based on conditions or care processes that will most directly influence patient outcomes.

Frequently occurring health conditions affect large patient populations; embedding guidelines for these conditions (such as diabetes or hypertension) can significantly improve quality metrics and standardize care delivery. Infrequent but high-risk conditions (e.g., sepsis or stroke) may affect fewer patients but have substantial morbidity and mortality impact, making CDS interventions highly valuable. Variations in care compared to evidence-based practices directly indicate quality gaps; addressing these variations through standardized guidelines can markedly improve safety, consistency, and outcomes.

Randomized clinical trials, however, are research methodologies used to generate evidence. While their findings inform guidelines, the trials themselves are not operational targets within the EHR. Therefore, compared to direct clinical conditions or practice variations, randomized clinical trials have the least immediate impact on patient care when prioritizing EHR-based guideline implementation.

NEW QUESTION # 47

During which stage in a cloud computing adoption model would a SWOT analysis be used?

- A. Follow-up.
- B. Action.
- C. Evaluation.
- **D. Planning.**

Answer: D

Explanation:

A SWOT analysis is best used during the Planning stage of a cloud computing adoption model because it is a strategic tool intended to shape decisions before execution begins. In healthcare technology environments, moving to cloud services (IaaS, PaaS, SaaS) requires early alignment of business goals, clinical priorities, risk tolerance, regulatory obligations, and technical readiness. SWOT supports that planning work by identifying internal strengths (e.g., strong governance, mature security program, skilled infrastructure team), internal weaknesses (e.g., legacy integrations, limited identity management maturity, bandwidth constraints), external opportunities (e.g., scalability for analytics, improved disaster recovery, vendor-managed security capabilities, faster deployment), and external threats (e.g., cybersecurity exposure, compliance risks, vendor lock-in, outages, data residency concerns).

These insights help leaders decide what to migrate first, what to keep on-premise, what controls must be strengthened, and how to structure vendor contracts and service-level expectations. In contrast, the Evaluation stage typically focuses on comparing solutions and validating requirements through assessments, proofs-of-concept, and cost/risk analysis. Action is the implementation and migration execution. Follow-up is optimization, monitoring, and continuous improvement after go-live. Because SWOT informs strategic direction and readiness planning, Planning is the correct stage.

NEW QUESTION # 48

After a new pharmacy dispensing system is implemented, issues are reported regarding pharmacies not being able to process prescriptions that were received before the cutover to the new system. Which testing phase could have identified this issue?

- A. Regression testing.
- B. System integration testing.
- C. Unit testing.
- **D. Acceptance testing.**

Answer: D

Explanation:

Acceptance testing (User Acceptance Testing/UAT) is the testing phase most likely to identify an inability to process prescriptions that existed before cutover, because UAT validates that the solution supports real operational workflows and business requirements under conditions that mirror production use. A key go-live risk in pharmacy system replacement is data conversion and continuity of care: prescriptions entered in the legacy system prior to cutover must be accessible and actionable in the new environment (e.g., visible in work queues, eligible for verification, dispensing, labeling, adjudication, and documentation). In well-designed acceptance testing, users execute scripted scenarios that include "pre-cutover" items—converted orders, historical prescriptions, and in-flight work—specifically to confirm that the new system can safely continue processing without interruption.

By comparison, unit testing focuses on individual components and would not validate end-to-end prescription processing across converted legacy data. System integration testing emphasizes interfaces between systems (e.g., EHR-to-pharmacy, claims, automation) but may not adequately validate business readiness with converted pre-cutover prescriptions unless explicitly included. Regression testing checks that changes did not break previously working functions, but it is not the primary phase for validating cutover continuity. Therefore, acceptance testing is the best answer.

NEW QUESTION # 49

Which of the following is the INITIAL step to achieve successful implementation of a new system?

- A. Evaluate the technical environment.
- **B. Identify common goals and expectations.**
- C. Conduct site visits at successful implementations.
- D. Allocate budget and staff for the new system.

Answer: B

Explanation:

The initial step in a successful system implementation is to identify common goals and expectations because this establishes the shared purpose, scope, and outcomes that will guide every later decision. Before an organization evaluates infrastructure, visits peer

sites, or commits resources, leadership and key stakeholders must agree on what problem the new system is solving, what success looks like (clinical, operational, financial, compliance), who the primary users are, and what constraints exist (time, risk tolerance, regulatory requirements, workflow priorities). This early alignment reduces downstream conflict, prevents scope creep, and ensures that technical and budgeting choices are tied to business and clinical objectives rather than vendor features.

Only after goals and expectations are clarified does it make sense to evaluate the technical environment (to confirm readiness and integration needs), conduct site visits (to validate workflows and lessons learned against the organization's own objectives), and allocate budget and staff (to resource a plan that is clearly defined). In health IT management, starting with shared goals is a foundational governance practice because it supports stakeholder buy-in, defines measurable outcomes for adoption and value, and creates a clear basis for change management, training, and post-go-live optimization.

NEW QUESTION # 50

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