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## CPHIMS Reliable Exam Question - Reliable CPHIMS Guide Files

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## HIMSS Certified Professional in Healthcare Information and Management Systems Sample Questions (Q98-Q103):

### NEW QUESTION # 98

A CIO is hearing from staff members that the team needs additional resources to be successful with maintaining all of the organization's current systems. The MOST appropriate first step for the CIO would be to:

- A. adjust the departmental budget to allow for the hiring of additional staff members.

- B. review process improvement opportunities and develop a plan to implement the changes.
- C. poll each member to understand their thoughts on what skill sets and abilities are needed from the new hires.
- **D. review performance indicators and service metrics along with organizational perception of the team's effectiveness.**

**Answer: D**

Explanation:

The most appropriate first step is to establish an objective, evidence-based baseline of operational performance and customer experience. In health IT management practice, staffing assertions must be validated against measurable service performance (e.g., ticket volumes, backlog aging, mean time to resolve, change success rate, system uptime/availability, on-call burden, cybersecurity response times) and against how well IT services are meeting clinical and business expectations (e.g., clinician satisfaction, recurring downtime complaints, escalation frequency). This aligns with foundational governance and service management principles emphasized in healthcare information systems leadership: decisions about resourcing should be driven by data, risk, and service obligations to patient care-not by anecdote alone.

Option A (polling) can be useful later, but it is subjective and may reflect local pain points rather than enterprise priorities. Option C (budget adjustment) presumes the solution (more headcount) before diagnosing whether the issue is demand, process, tooling, skill mix, or governance. Option D (process improvement) also jumps to intervention without first confirming where performance gaps exist and how severe they are. By starting with metrics and stakeholder perception, the CIO can perform a defensible gap analysis and then determine whether the right remedy is additional FTEs, reallocation, automation, vendor support, training, or process redesign.

#### **NEW QUESTION # 99**

An IT director is in negotiations to purchase a new system. Which of the following is the BEST document to ensure the product and services are delivered?

- A. Project charter.
- B. Request for proposal.
- **C. Statement of work.**
- D. Purchase order.

**Answer: C**

Explanation:

A Statement of Work (SOW) is the best document to ensure a vendor delivers the promised product and services because it defines, in enforceable detail, what will be delivered, how it will be delivered, when it will be delivered, and how delivery will be validated. In healthcare IT procurements, a strong SOW typically includes scope and deliverables (software modules, interfaces, conversion, training), roles and responsibilities, timelines and milestones, testing requirements, acceptance criteria, service levels, security/privacy obligations, documentation, and support arrangements. It also specifies assumptions, constraints, change-control processes, and often links payments to measurable deliverables-creating accountability and reducing ambiguity during implementation.

An RFP is used earlier to solicit vendor proposals and compare solutions; it helps select a vendor but does not by itself ensure delivery. A purchase order authorizes purchase and references quantities and pricing, but it usually lacks the implementation detail and acceptance criteria needed to manage complex clinical system deployments. A project charter authorizes the project internally by defining objectives, governance, and high-level scope, but it is not the primary vendor-delivery control instrument. Therefore, the SOW is the most effective procurement artifact for ensuring that both the technology and the associated professional services are delivered as agreed.

#### **NEW QUESTION # 100**

Which of the following is MOST useful in supporting analysis of existing business and clinical processes?

- A. Brainstorming.
- B. Affinity chart.
- **C. Flow diagram.**
- D. Mind mapping.

**Answer: C**

Explanation:

A flow diagram (flowchart) is the most useful tool for analyzing existing business and clinical processes because it visually maps the

sequence of steps, decision points, handoffs, inputs, and outputs within a workflow. In healthcare environments, processes often involve multiple roles (physicians, nurses, pharmacists, registration staff, IT systems) and cross-departmental interactions. A flow diagram makes these interactions explicit, allowing stakeholders to identify inefficiencies, bottlenecks, duplicate steps, workarounds, delays, and potential safety risks.

When implementing or optimizing health information systems-such as EHR upgrades, medication workflows, discharge processes, or revenue cycle improvements-understanding the "current state" is critical.

Flow diagrams support root cause analysis by clarifying where errors occur and how information moves through the system. They also provide a foundation for designing a "future state" process that is safer, more efficient, and better aligned with technology capabilities.

By contrast, brainstorming generates ideas but does not structure workflow analysis. Mind mapping organizes related concepts but does not show sequential process flow. An affinity chart groups related ideas or issues but does not depict operational steps. Therefore, the flow diagram is the most effective method for analyzing existing business and clinical processes.

### NEW QUESTION # 101

Which of the following is the best example of a task that falls within the scope of responsibility of a Chief Nursing Informatics Officer?

- A. Incident reports filed as a result of patient safety issues.
- B. Financial impact of a new dialysis unit for a local hospital.
- C. Nursing workload and staffing in the Intensive Care Unit.
- **D. Order set configuration to reduce medication errors in the EHR.**

**Answer: D**

Explanation:

A Chief Nursing Informatics Officer (CNIO) leads the strategic and operational alignment of nursing practice with health information technology, with a strong focus on optimizing the EHR to improve care quality, safety, and nursing workflow. Order set configuration to reduce medication errors is a clear informatics responsibility because it involves translating clinical best practices into standardized, usable EHR tools-such as evidence-based order sets, nursing protocols, documentation prompts, and safety checks-that reduce variation and prevent errors. A CNIO commonly partners with pharmacy, physician informatics, and IT analysts to ensure workflows support safe medication administration (e.g., standardized orders, consistent defaults, required fields, guardrails, and integration with eMAR/BCMA processes).

The other options are less directly within CNIO scope. Assessing the financial impact of a dialysis unit is typically a finance/operations function. Managing incident reports is usually led by risk management and patient safety departments (though informatics may support reporting systems). Nursing workload and staffing decisions are generally nursing operations/leadership responsibilities, even though informatics data can inform them. Therefore, the most appropriate CNIO task is EHR configuration work aimed at improving nursing-related patient safety outcomes, as described in option A.

### NEW QUESTION # 102

During the requirements phase of an implementation project, the consulting team discovers a gap that is critical to the success of the project; however, it involves additional cost and resources. What step would be performed by the project manager to address this?

- **A. Create a change request and ensure review and approval from the key stakeholders and sponsors.**
- B. Include activities in the change management plan to ensure the gap is communicated and understood by staff and resources on the program.
- C. Conduct stakeholder interviews to understand the challenges due to the gap identified.
- D. Update the cost and timeline of activities and notify the downstream impact to the stakeholders.

**Answer: A**

Explanation:

Within healthcare information system implementations, formal governance and structured change control are essential components of effective project management. When a critical gap is identified during the requirements phase-particularly one that affects scope, cost, or resource allocation-the appropriate action is to initiate a formal change request process. This ensures that the proposed modification is documented, evaluated, and reviewed through established governance channels before execution.

Creating a change request allows the project manager to formally define the scope impact, cost implications, resource adjustments, timeline changes, risks, and expected benefits. The request is then submitted to key stakeholders, sponsors, or a steering committee for structured review and approval. This aligns with healthcare IT governance best practices, which emphasize transparency, accountability, and executive oversight-especially when budget or strategic objectives are affected.

Option A relates to organizational change management but does not address scope or funding authorization. Option B assumes approval and prematurely adjusts baseline plans without formal authorization. Option D may be useful earlier during gap analysis but does not resolve funding or approval requirements. Healthcare Information and Management Systems governance principles stress that scope, cost, and resource changes must follow formal change control procedures, making option C the correct and most compliant response.

## NEW QUESTION # 103

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