

# Position Classification Standard for Medical Records Administration Series, GS-0669

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## SERIES DEFINITION

This series includes positions the duties of which are to manage, advise on, preserve, analyze, and supervise the use of diagnostic and therapeutic medical records. Medical records administration personnel develop medical records policies and procedures and provide advice on the use of medical records. The work requires a knowledge of medical records administration and management skills and abilities.

This standard replaces the Position Classification Standard for Medical Records Librarian Series, GS-0669, issued in February 1963 (TS-44).

## SERIES COVERAGE

Most positions in this series work directly with the medical records system of a single medical facility such as a hospital, service unit, or outpatient clinic. A smaller group of medical records administration personnel perform at a staff or advisory level. They act as consultants at headquarters level or other echelons above the level of the individual medical or research facility on medical records systems and programs, organize and direct the medical records programs of several medical facilities within a geographical area, or direct the medical records program for all medical facilities within an agency.

## EXCLUSIONS

1. Classify professional positions which require knowledge of statistical theories, techniques, and methods to gather and interpret quantified data to the [Statistician Series, GS-1530](#).
2. Classify positions which require knowledge of statistical methods, procedures, and techniques to collect, process, compile, compute, analyze, edit, and present statistical data when such work does not require the application of professional knowledge of statistics to the [Statistical Assistant Series, GS-1531](#).
3. Classify positions which require knowledge of information technology principles, concepts, and methods; e.g., data storage, software applications, networking, to the [Job Family Position Classification Standard for Administrative Work in the Information Technology Group, GS-2200](#).
4. Classify positions which require a practical knowledge of medical records to perform clerical or technical work to analyze, code, compile, and index medical records information when the work is subject to technical supervision and review by medical records administration personnel to the [Medical Records Technician Series, GS-0675](#).

## OCCUPATIONAL INFORMATION

Medical records administration is an allied health occupation concerned with the management of medical records administration programs to meet statutory and regulatory requirements. Employees in this occupation carry out medical records administration program goals by performing work requiring specialized knowledge of the concepts, principles, and practices of medical records administration. The work requires the application of analytical methods to medical records system issues, reviews, and studies. In addition, employees must have an understanding and apply basic principles of other sciences such as anatomy and physiology. The administrative aspects of the work require an understanding of statistics, data processing, budgeting, contracting, procurement, personnel, and property management.

In a medical records system, records document the history and progress of a patient's illness or injury. They preserve information of medical, clinical, scientific, legal, financial, and planning value. The medical record is a compilation of observations and findings recorded by the patient's physician and other clinical staff. Entries and reports become part of the patient's medical record. Surgery, pathology, and nursing service reports, diagnostic test results, progress reports, and nutrition orders are examples of data included in the record.

### Uses of Medical Records

Information contained within a system of medical records is essential for:

**Patient Management and Services** - to diagnose and treat illnesses and document medical care services provided the patient.

**Financial Reimbursement** - to substantiate insurance claims of health facilities and patients and to ensure reimbursement under Federal and State medical programs.

**Management Planning** - to help administrative and medical staff in planning services and determining resources.

**Utilization Review and Quality Assurance** - to evaluate the quality, adequacy, and appropriateness of medical care services.

**Research** - to provide data to expand the body of medical knowledge. The record allows medical researchers to formulate new methods of treatment and to compare the effectiveness and efficiency of different treatments and medications.

**Legal Affairs** - to provide data to help in protecting the legal interest of the patient, the physician, and the facility.

**Education** - to provide actual case studies for the education of health professionals.

**Accreditation** - to provide the factual data necessary for accreditation and licensure.

Public Health - to identify disease incidence to formulate plans to improve the overall health of the nation or world.

### Nature and Variety of Work

The functions of the medical records department and specific demands for services vary according to the type of institution. The knowledge and skills required to perform work in this occupation will differ in depth and intensity in different facilities and at different grade levels. Differences depend on a combination of factors: the complexity of the care provided patients, the size and type of facility, the level of advice provided, and the scope of the program directed. The number of patients, medical records, and personnel is greater in a large teaching, research, or regional facility which has an impact upon workload and management needs of the medical records department. Such facilities treat more critically ill patients and provide more comprehensive care, using the latest treatment methods. Employees in these facilities constantly face new terms, new drugs, new treatments, and new procedures or therapies listed in the records, requiring medical records personnel who can exercise ingenuity in solving complex problems. Medical records administration personnel in these facilities participate significantly in research projects. They must keep up with the newest techniques and advances in medical records administration. Smaller facilities tend not to use medical records for teaching or research purposes, or use them very minimally for these purposes, and maintain fewer secondary records. Medical care at such facilities is less complex and less varied. In smaller facilities, the medical records employee may function as a subject matter expert in a broad range of medical records functions, including quality assurance, utilization review, risk management, and requirements of other regulatory bodies. In very large facilities some employees specialize in one of these areas.

Medical records administration personnel report to an administrative officer, a medical director, a director of administrative services, or a hospital administrator or assistant. The work frequently involves negotiations with professional people in high-level positions within the agency. Medical records administration employees prepare many technical reports and budget and staffing projections. They also design technical manuals and develop standards and guidelines for controlling medical records.

With implementation of Federal legislation aimed at slowing the rising cost of medical care, the medical records department has become a revenue and resource generating department. The legislation requires hospitals to keep detailed and complex documentation of the diagnosis and treatment of patients under the prospective payment plan. Under this plan, the Government assigns a flat rate for treatment of a certain disease or procedure. Medical records personnel develop and implement coding procedures to get the most reimbursement for services provided patients.

Medical records administration personnel conduct quality assurance reviews, evaluate documents in the record, and identify unrecorded diagnoses, inadequate coding, over or under use of services or resources, inadequate documentation, and other procedural problems. For the risk management component of quality assurance, employees identify patient complaints, other

patient incidents, equipment failures, deficiencies in informed consent agreements, inappropriate record alteration, or other problems which may increase liability.

Staff level employees develop policies and procedures, and integrate them into organizational goals, or act as a consultant at agency headquarters level on medical records programs and problems. Consultation and specialization may occur in any aspect of medical records; one example would be an expert in classifying and coding of diseases who contributes to the current edition of the International Classification of Diseases. Another example would be surveying facilities to ensure compliance with medical records standards for participation in Medicare and Medicaid programs. Others include drafting and reviewing proposed legislation, notices of proposed rule making, and implementing regulations. Recommendations or decisions made by staff level medical records administration personnel frequently involve legislative changes, amendments, organization initiatives, and recurring problems with far-reaching impact.

#### Technical and Administrative Functions Performed

Personnel must have the medical records management and administrative knowledge and skills necessary to perform the following duties:

- Plan and manage the development and maintenance of a medical records program.
- Develop and implement policies and procedures to process medico-legal documents and insurance and correspondence requests, and to document, store, and retrieve medical records information conforming with Federal, State, and local statutes.
- Determine the need for and direct the set up of special indices (for example, treatment, diseases, operations, patients, etc.).
- Advise management and staff on medical records procedures and problems and provide solutions to the problems.
- Advise staff members or research investigators on methods of recording and retrieving health care data for special studies and perform retrieval of data for studies.
- Coordinate with appropriate personnel to manage, supervise, and perform administrative work to meet procedural, legal, and administrative requirements concerned with the admission, treatment, transfer, and discharge of patients.
- Design, conduct, and test an in-service education program for medical records employees, medical staff members, students, and other health care personnel.
- Plan, organize, implement, and test a hospital's medical records utilization review, quality assurance, and risk management programs.

- Advise in the design, development, and evaluation of automated systems to meet the changing technological needs for information required to manage resources.
- Plan for, justify, test, and advise on the use of computer technology for collecting health care information, statistical data, and management of a medical records program.
- Apply legal principles, policies, regulations, and standards for the control and use of medical records information, handling subpoenas and court orders, and assessing risk.
- Serve on various hospital committees whose policies may impact directly on the medical records program and contribute to decisions that establish hospital policies for medical records management.
- Plan, organize, and evaluate a facility's case mix (compile statistics of disease and procedural data to furnish quantitative data on the incidence of certain diseases/procedures and the cause of death) and systems for resource allocation.
- Review and analyze information reported into data systems and provide recommendations for more efficient use of resources to medical center management.
- Make projections on growth of medical records system and implement design changes to accommodate program expansion.

Medical records administrators have responsibility for making and implementing administrative decisions directly affecting the care of medical records programs. Medical records administration specialists must have considerable knowledge of the specialized principles and practices related to medical records management to test and make recommendations for improving the medical records programs. They do not, however, have the final line decision-making authority; the medical records administrator has this authority.

Medical records administration personnel must keep up-to-date on new technologies used in medical records information systems to manage medical records systems efficiently and effectively.

Medical records departments use computer technology to maintain master patient indices, for utilization screening, record completion, analysis and abstracting of discharged patient records, coding of diagnostic procedures, diagnostic related group (DRG) assignment, record access control, research and case mix analysis, word processing of medical dictation and reports, and claims processing.

## TITLES

Medical Records Administrator is the title for the highest level positions having significant program scope, functional depth, and delegated final line decision-making authority and responsibility to plan, manage, advise on, and direct a medical records department in a medical facility, a network of several hospitals in an extended geographical area, or positions performing staff level work involving medical records advisory and administrative responsibilities.

Medical Records Administration Specialist is the title for all other positions in this series regardless of function performed. Included are positions responsible for directing the operations of a medical records department for a medical facility subject to administrative supervision and control from a higher level. Also included are positions assigned responsibility for a section of a medical records department as well as those assigned quality assurance and risk management responsibilities.

Agencies may supplement the basic title by adding parenthetical titles, where necessary, to identify duties and responsibilities which reflect specific knowledges and skills required in the work.

## EVALUATING POSITIONS

Evaluate full performance level nonsupervisory positions at GS-9 and above on a factor-by-factor basis, using the factor level descriptions provided in this standard. Use only the designated point values of the Factor Evaluation System (FES). Evaluate trainee and developmental positions using related FES standards and the [primary standard](#) for the Factor Evaluation System to apply factor levels lower than those reflected in the standard. Use the primary standard and related FES standards to evaluate factors of positions that significantly exceed the highest levels described in this standard.

Evaluate positions which perform supervisory and program management work with the criteria in this standard and by the appropriate [supervisory guide](#) to determine the grade level. When this approach produces two different results, the proper grade is the higher of the two.

## GRADE CONVERSION TABLE

Total points on all evaluation factors are converted to GS grades as follows:

GS Grade	Point Range
9	1855-2100
10	2105-2350
11	2355-2750
12	2755-3150
13	3155-3600
14	3605-4050

## FACTOR LEVEL DESCRIPTIONS

### FACTOR 1, KNOWLEDGE REQUIRED BY THE POSITION

*Level 1-6 -- 950 Points*

This level of knowledge is appropriate for medical records administration positions at the first full performance level. The employee has knowledge and understanding of recognized reference standards, medical and legal requirements, and regulatory and accrediting agency requirements to perform medical records analysis and evaluate the adequacy of a medical records program.

The employee has a knowledge of automated medical records systems, requirements of the Privacy and Freedom of Information Acts, and agency policies about the release of information.

Positions with this level of knowledge require skill in applying established principles, concepts, and techniques of medical records administration to perform recurring medical records administration assignments of a procedural and factual nature for which there are standard methods and practices. This level requires a knowledge of anatomy and physiology and a practical knowledge of medical procedures and diagnosis. The employee uses knowledge of the basic functions, responsibilities, and relationships of the various areas within the medical records department to assess and correlate data and verify information. He or she has a knowledge of statistics to assess patient workload and establish quality controls.

**Illustrations:**

- Plans and directs the activities of a medical records department in a medical facility that provides general medical care services. Regularly provides advice and help to management on medical records requirements and standards issued by a variety of organizations. Conducts evaluations of departmental activities to be sure they meet current professional standards, and makes recommendations for changes. Manages

- the work flow so production meets time frames and avoids backlogs. Participates on hospital committees which address medical records, quality assurance, and utilization review. Keeps current on applicable new technologies. Writes procedures for the medical records system. Prepares records in tort claims. Drafts various reports such as surgical case reviews and long-term care surveys. Coordinates efforts with other departments, and prepares estimates of budget, equipment, and staffing needs.
- Establishes and monitors a quality assurance program for a medical records department and coordinates the program with the facility's quality assessment activity. Uses established quality control measures to evaluate the performance of functional areas of a medical records department. Responds to requests for studies such as infection control, length of stay, or others.
  - Directs the activities of a section of a medical records department in a large teaching or research facility where complexities such as high patient turnover, staffing problems, or similar difficulties may be present. Medical records administration in these facilities deals with medical records which document conditions treated by therapies characterized by rapidly changing technologies. There is a recurring need to inform and train others and to update guidance material about the most current protocols.

### *Level 1-7 -- 1250 Points*

In addition to the knowledge at the previous level, employees at this level apply a thorough knowledge of agency and governmental policies, procedures, applicable Federal statutes and legislation governing medical records programs. The work requires knowledge of regulatory, licensing, and accrediting agency requirements, and medico-legal responsibilities. They use this knowledge to:

- solve problems covering diverse medical records situations;
- direct and supervise a medical records staff in the various functional areas of a medical records department;
- direct or supervise planning and management of medical records programs and operations;
- develop management plans;
- design programs including estimates of personnel, equipment, and materials; and
- deal with diverse technical and administrative problems and concerns.

Management, administrative, or coordination knowledge and skill is used to provide advisory, education and training, or problem-solving services on complex problems, projects, programs, or functions in the area of medical records.

The assignments require knowledge and skill sufficient to solve complex problems involving different aspects of medical records administration, by changing or adapting established methods, making significant departures from previous approaches to solve similar problems, revising procedures to improve or extend information gathering, and testing, changing, or adapting new methods to meet regulatory requirements. Comprehensive knowledge of the interrelationships between the medical records management program and other medical care services is used to evaluate and change or adapt new procedures to meet changing regulatory requirements and changing health care practices.

### Illustrations:

- Designs and administers the medical records program in a large medical center that receives a variety of critically ill patients and provides new and experimental treatments. Assigns personnel, estimates budget and operates department within budgetary limitations, determines staffing and equipment needs, and plans for future needs and developments. Implements hospital and regulatory policies and rules; helps and advises section supervisors on the preparation, maintenance, review and revision of procedural manuals; organizes and reviews in-service education and recommends changes based on findings; reviews and recommends new reporting or documentation methods; maintains liaison with other medical records departments to get necessary support of department activities, and represents the department on institutional committees; prepares reports and position papers; and develops medical records portions of hospital guidelines. Aids medical staff by conducting studies to provide specialized data for research projects. Devises methods for gathering, analyzing, and reporting specific groups of data. Selects and furnishes information from various indices, such as disease and operation indices assuring relevancy to the subject under study. Aids in developing group studies, case reports, and other projects.
- Plans and develops the goals, priorities, standards, and working guidelines for the medical records component of a medical service program covering an extended geographical area with various types of facilities, which may range from a complex medical center in a district or a state, to a regional program. Furnishes technical guidance and advice to the medical staff and to personnel at facilities on resolving difficult problems. Evaluates new procedures and equipment for use in the medical records program. Reviews and recommends revision of the program standards, and plans and conducts training.
- Sets up, implements, and monitors an internal quality assurance program. Determines quality control measures needed, selects controls appropriate to monitor problems, conducts quality control reviews, evaluates results of quality control procedures, and implements corrective actions. Conducts special studies to examine specific problems. Suggests additional reviews that could clarify problems and recommends new or improved methods to enhance the reliability of particular procedures and the effectiveness of the medical records program.

*Level 1-8 -- 1550 Points*

In addition to the knowledge at the previous level, employee has a mastery of medical records administration to identify, define, and resolve managerial, administrative, and medical records problems associated with unique, undeveloped, or controversial aspects of medical records management. This level requires comprehensive knowledge of a range of medical records laws, policies, regulations, and precedents applicable to the administration of a medical records program for an agency. This includes knowledge of agency program goals, the sequence and timing of key program milestones, and methods of evaluating program accomplishments. Work requires knowledge of the relationships with other programs and key support functions within the agency.

Serves as a recognized agency program authority to develop new policies and procedures for administering medical records programs; to improve program effectiveness; and to apply new developments or theories to problems which require new approaches. Applies medical records administration knowledge to the solution of problems that are not susceptible to resolution under existing policies, or to otherwise accomplish the most difficult and complex assignments, or to make recommendations significantly changing large medical records programs.

Uses knowledge to prepare recommendations for legislation to change the way medical records programs are carried out, evaluate the content of new or modified legislation for projected impact on agency programs and resources, and translate legislation into program goals, actions, and services.

**Illustrations:**

- Conducts the overall planning, administration, and evaluation of an agency medical records program that includes facilities which have shortages of personnel and other resources, system wide performance deficiencies, or similar management problems. Conducts studies of activities and recommends policy changes to correct deficiencies and improve the program. Develops and maintains an agencywide medical records information system. Analyzes proposed legislation against agency medical records program goals and advises agency officials and medical records personnel at all organizational levels on various aspects of medical records management.
- Analyzes emerging trends in medical records administration and applies expertise to improve medical records management within the agency. Contributes to the development of agency medical records policies. Plans major program or procedural changes for various aspects of the program and incorporates new developments into the medical records program. Develops and tests medical records projects of regional and national significance to meet program goals. Provides authoritative advice and consultation on medical records management and related issues.

## **FACTOR 2, SUPERVISORY CONTROLS**

### *Level 2-3 -- 275 Points*

The supervisor specifies the immediate goals, scope of the assignment, and deadlines. The supervisor also identifies limitations such as budgetary or policy constraints, and helps the employee with unusual situations which do not have clear precedents.

The employee independently plans, coordinates, and carries out assignments in accordance with instructions, policies, previous training, or accepted practices in medical records administration. On assignments that may involve controversial matters the employee discusses issues and possible approaches with the supervisor before carrying out the assignment.

The supervisor reviews completed work for technical soundness, accomplishment of specific goals, and for conformity to hospital policy and regulatory requirements.

### *Level 2-4 -- 450 Points*

The supervisor sets the overall goals and resources available for the assignment. The employee and supervisor consult and reach mutual agreement on deadlines, new projects, and management approaches to the work.

The employee, having gained expertise in medical records administration, operations, and systems, is responsible for independently planning the medical records program, resolving most of the conflicts which arise, coordinating the work with others as necessary, and interpreting policy. The employee keeps the supervisor informed of potentially controversial matters or decisions which may have far-reaching implications.

The supervisor assesses performance by evaluating the effectiveness of the medical records program in meeting statutory, regulatory, and agency requirements or expected results. The supervisor reviews completed projects, reports, or recommendations for compatibility with organizational goals, guidelines, and effectiveness in achieving intended objectives.

### *Level 2-5 -- 650 Points*

The supervisory guidance or control at this level is through broad, general objectives. The employee operates within the context and constraints of agency policy and overall agency goals as they relate to the development and management of medical records.

The employee has complete responsibility and authority to plan, design and carry out the medical records program. Recommendations and decisions made by the employee are technically authoritative and normally accepted without significant change. The supervisor reviews the work in relation to broad policy requirements.

## **FACTOR 3, GUIDELINES**

### *Level 3-3 -- 275 Points*

General guidelines are available including established procedures and hospital regulations although they are not completely applicable to every situation encountered.

The employee uses judgment to: interpret, select, and adapt guidelines and precedents to specific problems; apply established policies and accepted practice in setting up new procedures; and recommend changes to procedures to improve the reliability of data, enhance services, and correct deficiencies.

### *Level 3-4 -- 450 Points*

Broad guidelines such as administrative policies and precedents, laws, regulatory directives, agency regulations, and accreditation requirements apply. Guidelines are often scarce, of limited use, and inadequate in dealing with the full scope of problems found in a medical records program.

The employee uses initiative when developing operating procedures and instructions which deviate from traditional methods or when developing new procedures. The employee develops new procedures and policies due to lack of specificity of current guidelines to the work situation. The employee must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work.

### *Level 3-5 -- 650 Points*

Guidelines consist of broad administrative policy statements concerning medical records administration. In many areas guidelines are very general and require considerable judgment, originality, and creativity to translate legislative or agency objectives and policies into specific medical records administration plans and programs. The employee evaluates the direction and significance of trends and developments occurring in medical records administration to adjust programs to the latest advancement in medical records management and to changing needs. Interprets Federal and State statutes, legislation, and regulations to satisfy regulatory requirements.

The employee frequently is recognized as an authority or consultant in a medical records administration program area with responsibility for influencing, developing or interpreting policies, plans, procedures, and instructions that guide other personnel in executing medical records administration programs.

## **FACTOR 4, COMPLEXITY**

### *Level 4-3 -- 150 Points*

The work includes a variety of duties that require different and unrelated medical records processes and methods. Assignments consist of a full range of operational problems involving aspects of medical records administration such as quality assurance, risk management, documentation requirements, and case mix analysis.

The work involves the analysis and evaluation of a medical records program which requires consideration of a variety of factors and possible courses of action to determine the correct solution or approach.

The work involves identifying problem conditions and elements that exist in medical records systems, analyzing the interrelationships of data entered from various sources, and taking action to resolve conflicting data entries. The employee prepares specific instructions for ongoing operations or implements medical records policies designed by higher level personnel.

### *Level 4-4 -- 225 Points*

The work involves full responsibility for the technical aspects of a medical records department or several segments of a medical records department in a teaching facility. It includes a wide variety of duties involving diverse and complex technical or administrative problems and considerations: for example, testing, refining, and implementing new methods in records processing, quality assurance, and medical care cost recovery; developing procedural manuals for processing of data and release of information; or establishing standards of acceptable performance that meet internal and external requirements and regulations.

Assignments involve a recurring need for program changes as a result of changing technology, revised documentation requirements, or improvements in control systems or validation methods. Assignments are further complicated by inadequate information about the effect of new procedures (for example, prototype methodologies for which only a minimum of guidance is available); or special studies to meet research requirements.

The work typically requires determining ways to extend the capabilities of the medical records systems, changing the medical records system or program to produce acceptable results, developing new or revised procedures and protocols using standard medical records techniques, or refining existing criteria for administering or evaluating medical records programs.

Assignments require independent action involving the full range of services offered in a medical records department. The work requires actions by the employee such as determining the nature and extent of problem areas and developing recommendations for solutions.

*Level 4-5 -- 325 Points*

The work includes planning and coordinating activities covering a broad range of medical records programs involving several facilities or intensive analysis and problem solving as a technical expert in medical records administration.

Decisions about what needs to be done include largely undefined issues and elements, requiring extensive probing and analysis to determine the nature and scope of problems. The work requires continuing efforts to establish concepts, theories, or programs, or to resolve unyielding problems.

The work requires the employee to be innovative in devising new or improved medical records systems; or establishing criteria to produce effective results; or implementing advances in such areas as quality assurance, in-service education, or program development; establishing new criteria for evaluating medical records programs; or policy guidance and procedural material for use by operating personnel.

**FACTOR 5, SCOPE AND EFFECT***Level 5-3 -- 150 Points*

The purpose of the work is to perform a full range of medical records administration tasks to resolve problems, questions, or situations; and to plan, administer, and oversee the implementation of standardized management and use of medical records. It involves review and analysis of issues and operational processes and the formulation of recommendations on program improvements or changed operational procedures to meet medical records management goals and agency objectives.

The work affects the efficient development and use of medical records which provide medical information necessary to defend against legal claims, help research efforts, support patient treatment, and assure the efficient operation of the medical records system and programs.

*Level 5-4 -- 225 Points*

The work involves developing new or improved solutions to complex technical problems in a medical records department or in one or more areas of a medical records department, assessing the effectiveness of a medical records program, providing advisory and planning assistance; conducting analysis on specific functions or problems that are particularly difficult, widespread, or persistent, or developing procedural manuals or guidelines for major program functions. Assignments typically involve problems that occur at several facilities within a broad geographic area; at a facility that provides specialized services to other facilities in a geographic area; or problems that involve major analysis of record keeping and retrieval systems for quality assurance, risk management, and utilization review activities.

The work contributes to the improvement, effectiveness, and efficiency of the medical records program operations.

*Level 5-5 -- 325 Points*

The work affects the development of major segments of an agency's medical records program and policies. It also has an impact on the work of top-level managers of the agency or other medical and administrative experts in many different programs and locations within the agency, and on accreditation of agency medical facilities. The work influences the effectiveness of an agencywide medical records system or program located in multiple geographic locations.

## **FACTOR 6, PERSONAL CONTACTS AND FACTOR 7, PURPOSE OF CONTACTS**

Match the level of regular and recurring personal contacts with the purpose of contact and credit the appropriate point value using the chart on the next page.

### Persons Contacted

1. Employees within the immediate organization or work unit and in related or support units.
2. Employees, supervisors, and managers in the same agency but outside the immediate department. Contacts with the public are conducted in a moderately structured setting.
3. Personal contacts are with individuals or groups from outside the employing agency such as regulatory personnel, law enforcement officers, attorneys, public health officials, congressional representatives, etc. This level may also include ad hoc contacts with the head of the employing agency or program officials several managerial levels above the employee.
4. Personal contacts are with high-ranking representatives from outside the employing agency at national or international levels.

### Purpose of Contacts

- a. Contacts are to obtain and exchange information.
- b. Contacts are to coordinate work efforts and solve technical problems.
- c. Contacts are to influence, motivate, and negotiate issues with various individuals and groups to accept and comply with established policies and regulations. Persons contacted may be skeptical or uncooperative.
- d. Contacts are to justify, defend, negotiate, or settle matters involving significant or

controversial issues, for example, recommendations substantially affecting the medical records program. Work often involves active participation in conferences, meetings, hearings, or presentations. The persons contacted typically have diverse viewpoints, goals, or objectives requiring the achievement of a common understanding of the problem and the development of a satisfactory solution through persuasion, compromise, or agreement on suitable alternatives.

**P U R P O S E**

**C  
O  
N  
T  
A  
C  
T  
S**

	a	b	c	d
1	30	60	130*	230*
2	45	75	145	245
3	80	110	180	280
4	130*	160	230	330

\*These combinations are unlikely

**FACTOR 8, PHYSICAL DEMANDS**

*Level 8-1 -- 5 Points*

The work is primarily sedentary. The employee sits comfortably to do the work. However, there may be some walking, standing, or carrying of light items such as manuals or files. The work does not require special physical demands.

**FACTOR 9, WORK ENVIRONMENT**

*Level 9-1 -- 5 Points*

The work environment involves everyday risks or discomforts which require normal safety precautions typical of such places as offices in a medical facility. There is adequate light, heat, and ventilation in the work area.