

**Table 1.** Demographic information of the interviewees

<b>Characteristics</b>		<b>Values/Number</b>
<b>Age, y</b>		27-49
<b>Work experience, y</b>		4-28
<b>Gender</b>	Male	9
	Female	4
<b>Educational level</b>	Diploma	3
	Associate degree	4
	B.Sc.	5
	M.Sc.	1
<b>Workplace</b>	Hospital A	8
	Hospital B	5
<b>The total number of participants</b>		13

**Table 2.** Health Information Management department Problems

<b>Main theme: Infrastructure and technical</b>	
Weakness in information systems	<ul style="list-style-type: none"> <li>• The weakness of the HIS system</li> <li>• The weakness of the HIS system to join the EHR in the future</li> <li>• Lack of coordination between HIM or IT departments</li> <li>• Using ADS9 system</li> </ul>
Inadequate equipment and facilities	<ul style="list-style-type: none"> <li>• Outdated equipment</li> <li>• Lack of a place to study documents</li> <li>• Lack of a place for admission</li> <li>• Lack of Internet access in the department</li> <li>• Ergonomic problems in the work environment</li> </ul>
<b>Main theme: Educational</b>	
Weakness in academic education	<ul style="list-style-type: none"> <li>• Low knowledge of HIT Graduates in the department</li> </ul>
Weaknesses in retraining courses	<ul style="list-style-type: none"> <li>• Lack of specialized courses</li> <li>• Very little use of the existing medical data</li> </ul>
Weakness in the instructions	<ul style="list-style-type: none"> <li>• Weakness in the archives department guidelines</li> <li>• Outdated guidelines</li> </ul>
<b>Main theme: financial</b>	
Dissatisfaction with salary and benefits	<ul style="list-style-type: none"> <li>• No payment to specialized personnel</li> </ul>
Lack of financial resources	<ul style="list-style-type: none"> <li>• Lack of funds for hiring skilled people</li> <li>• Lack of funds for needed equipment and facilities</li> </ul>
<b>Main theme: Organizational</b>	
Non-specialized attitude to health Information management department	
Protective and security issues of the organization	
The unknown HIM department	
Poor cooperation of the doctors in documenting and fixing deficiencies	
<b>Main theme: human resources</b>	
Distribution and missions	
Shortage of labor	<ul style="list-style-type: none"> <li>• Overall lack of labor</li> <li>• Lack of skilled labor</li> </ul>
Hiring unskilled personnel	

**Table 3.** Solutions provided by the participants to improve the performance of the Health Information Management department

<b>Main theme: Infrastructure and technical</b>	
Repair and renovation of the equipment and devices	<ul style="list-style-type: none"> <li>• Planning for the proper HIS system</li> <li>• Removing old systems like ADS9</li> <li>• Considering a system for scanning original documents</li> <li>• Increasing the physical security of documents</li> <li>• Improving documentation</li> <li>• Establishing stagnant archives</li> <li>• Equipping the various units of the department with the Internet</li> </ul>
Improvement of the physical space	<ul style="list-style-type: none"> <li>• Providing a place for clients for admission</li> <li>• Providing a place for clients to study documents</li> <li>• Providing a separate unit with a suitable physical location</li> </ul>
Improvement of the facilities for clients	<ul style="list-style-type: none"> <li>• Using Internet booking system for clinic and other departments</li> <li>• Using the automated telephone system</li> <li>• Providing a website for information</li> <li>• More communication with Rayavarani Co.</li> </ul>
<b>Main theme: Educational</b>	
Designing and providing specialized classes in cooperation with universities and the Ministry of Health	<ul style="list-style-type: none"> <li>• Courses on the principles of documentation</li> <li>• Courses on identification of new rules</li> <li>• Statistics workshops</li> <li>• Workshops on coding</li> <li>• Medical terminology workshops</li> <li>• Workshops on identification of other classification systems</li> <li>• Workshops to obtain satisfaction</li> <li>• Courses on the legal aspects of medical records</li> <li>• Workshops on security and confidentiality</li> <li>• Special courses for familiarizing personnel with the latest archival rules</li> </ul>
Modification Guidelines	<ul style="list-style-type: none"> <li>• Developing updated guidelines for departments</li> </ul>
<b>Main theme: financial</b>	
Financial reforms	<ul style="list-style-type: none"> <li>• Investing in research using existing data and information</li> <li>• Increased funding for recruiting skilled employees</li> </ul>
<b>Main theme: Organizational</b>	
Monitoring and Evaluation	<ul style="list-style-type: none"> <li>• Forcing physicians to attend the medical record department to resolve possible deficiencies</li> <li>• Quantitative and qualitative assessment of the documents</li> <li>• Regular assessment of documents as well as active participation in qualitative assessment</li> </ul>
Improvement of organizational communications	<ul style="list-style-type: none"> <li>• A direct communication between the health information management department and other departments</li> <li>• Evaluating indicators and providing appropriate, easy, understandable and relevant interpretations to the authorities</li> <li>• Introducing the department to the authorities</li> </ul>
<b>Main theme: human resources</b>	
Recruitment	<ul style="list-style-type: none"> <li>• Hiring the personnel required in the department</li> <li>• More attention to the employment quota of the department</li> </ul>
Specialized human resources	<ul style="list-style-type: none"> <li>• Hiring employees expert in health information management</li> <li>• Increasing the number of skilled employees of the department</li> </ul>