

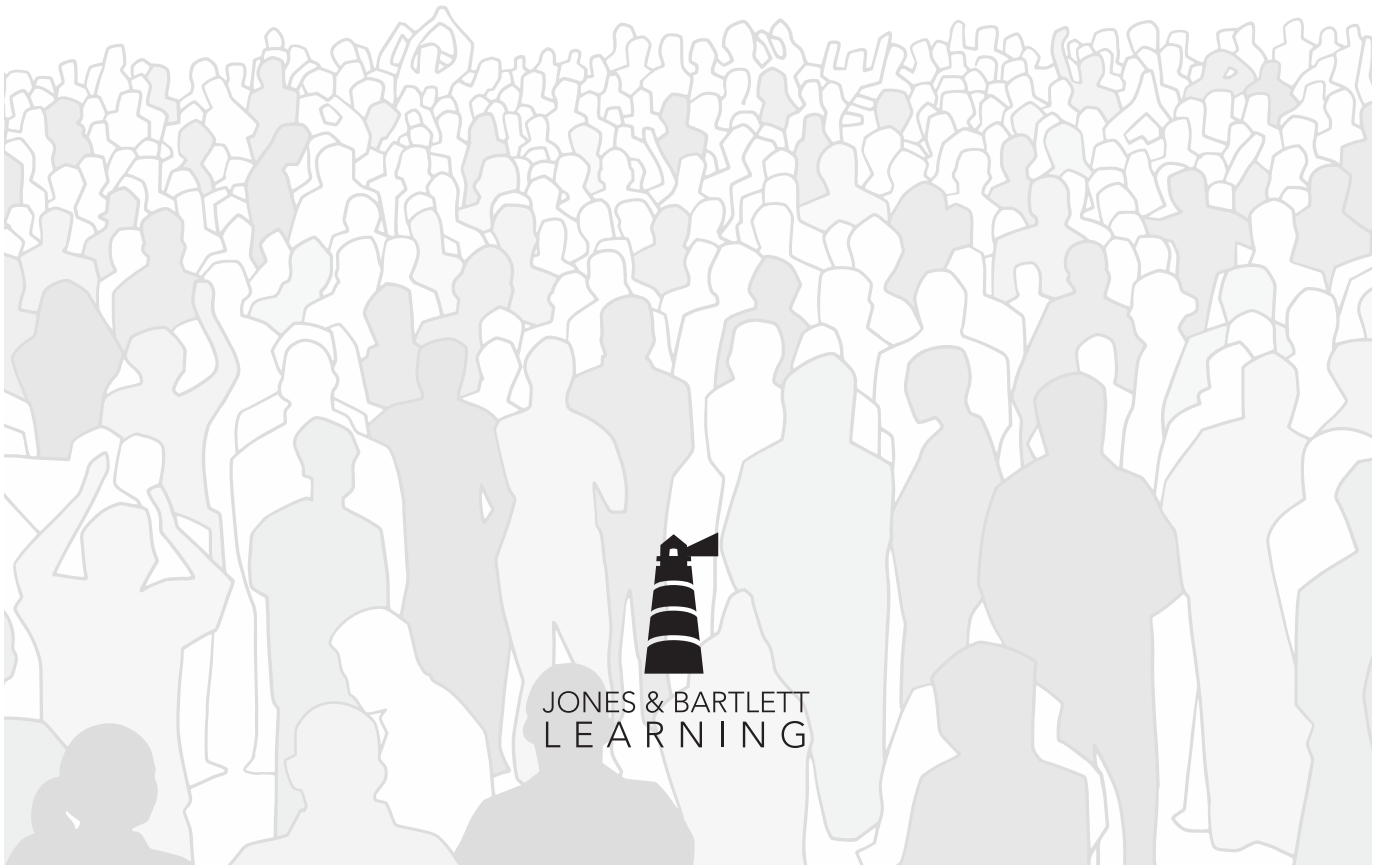
BASIC CONCEPTS OF

HEALTH CARE HUMAN RESOURCE MANAGEMENT

SECOND EDITION

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Preface

I have been teaching human resource management (HRM) for many years. Prior to teaching, I was in management. I realized as I managed employees how important the HRM department is to the success of an organization. I think any HRM course should be a core course for all managers, regardless of industry. If you cannot manage your employees, your organization will not be successful. Plain and simple. Yet, it continues to amaze me how often a human resource (HR) department is located in the basement of a building, far from senior management.

Although larger organizations have established HRM departments that managers can utilize, smaller organizations may not have an HR department; therefore, general management should be comfortable with HRM activities. This text will provide information that both general managers and HR managers can apply to the healthcare industry. The text is organized into five sections.

► Part I: Introduction

This text provides a glimpse into the importance of HRM in all aspects of healthcare organizations. Each chapter discusses HRM and its role in many different aspects of healthcare management. The following is a summary of each chapter in this text as it relates to HRM.

Chapter 1: What Is Human Resource Management?

This introductory chapter emphasizes the important role that HRM activities play in the

operations of a healthcare organization. It is fascinating that HRM activities were observed as early as 2000 BC. HR can be applied to any activity in the operations of an organization, regardless of the industry. The role of HRM was briefly discussed in this chapter in the following organizational activities, including legal and safety issues, careers in health care and HRM, labor unions in health care, job analysis and design, recruiting and selecting employees, employee benefits, training and motivating employees, and terminating employees. Strategic planning, including labor budget and forecasting, was also addressed because of the contribution of HRM to successful strategic planning. In addition, the impact of the global economy, demographic trends, and information technology on HRM was discussed because these trends have impacted how HRM is now implemented in the healthcare industry.

Chapter 2: Human Resources-Related Law

Employers have a legal mandate to provide a safe and fair workplace. A healthcare manager must be familiar with the different federal and state laws that affect the healthcare industry. The HRM department must provide training for all employees to ensure they understand the seriousness of violating the law and understand the differences between civil and criminal law and the penalties that may be imposed for breaking those laws. Both federal and state laws have been enacted and policy has been implemented to protect both the healthcare

provider and the healthcare consumer. New laws have been passed and older laws have been amended to reflect needed changes regarding health care to continue to protect its participants. The healthcare industry is no different. Because of continued legal changes, training must be routinely offered by HRM. The MeToo movement has increased the number of sexual harassment complaints across the country—unfortunately, with the increase of mass shootings across the country and workplace violence, in general. There is a section on strategies for dealing with an active shooter situation. Workplace bullying continues to be a problem. Strategies and training suggestions are highlighted to address these major employment issues.

► Part II: Staffing the Organization

Chapter 3: Designing Jobs

Evaluating the workflow of any organization is the first step toward developing jobs for individuals to perform that will ensure the workflow produces the desired outputs of an organization. Once the workflow is analyzed, the next step is to create jobs for individuals who will be employed by the organization who will be responsible for producing the output of the organization. Prior to creating the jobs, a job analysis must be performed to determine which type of activities will be performed within a certain position in the organization. Job analysis is the foundation of HRM because the analysis of a job is required before an organization recruits individuals for specific jobs. At the conclusion of a job analysis, a written job description and written job specifications are developed that outline the responsibilities, skills, and experience needed to perform the job successfully.

An important component of developing jobs is how the jobs are designed to ensure that the health and safety of the employees are ensured through ergonomics, that the work is efficiently performed, and that the employees are motivated to perform at a high level. Motivational job designs include flextime, job sharing, job enlargement, enrichment, rotation, and telework.

The same process must be performed if the organization decides to alter the way a service is being offered. For example, if electronic medical records will be implemented in a healthcare facility, it is necessary to determine the current workflow patterns and then redesign the projected workflow to accommodate the new technology. If an organization is diligent in these job processes, the analysis and design will help the organization perform at their highest level.

Chapter 4: Recruiting, Selecting an Hiring a Workforce

An organization should plan a systematic recruitment process to ensure that the appropriate candidates will apply for positions. Organizations can recruit both internally and externally to the organization. Regardless of the recruitment method, the organization must assess the effectiveness of the types of recruitment methods chosen. Characteristics of good interviewers and recruiters are emphasized because they represent the organization. Once the recruitment process has been completed, the next step is to select the appropriate candidates for the organization using approaches like interviews and, in some instances, tests that assess aptitude, attitude, honesty, and personality. These processes must be legally defensible, which means that the processes must be objective and fair to all applicants. Hiring and retaining diverse employees are a priority for many organizations; so, a cultural competence

training is outlined to encourage the successful completion of this goal. HRM plays a considerable role in these processes to ensure that the most qualified applicants are hired for the organization.

► Part III: Training and Developing the Organization

Chapter 5: Careers in the Health Industry

Healthcare personnel represent one of the largest labor forces in the United States. This chapter provides an overview of the several types of employees in the healthcare industry, e.g., healthcare consumers and potential employees. Some of these positions require many years of education; however, some of these positions can be achieved through 1- to 2-year programs. The healthcare industry will continue to progress as the U.S. trends in demographics, disease, and public health pattern change and cost and efficiency issues, insurance issues, technological influences, and economic factors continue to evolve. More occupations and professions will develop because of these trends. Because of the aging of our population, the Bureau of Labor Statistics indicates that the health industry will generate nearly 2.5 million new jobs by 2026. When one thinks of healthcare providers, one automatically think of physicians and nurses. However, the healthcare industry comprises many different health services professionals, such as dentists, optometrists, psychologists, chiropractors, podiatrists, nonphysician practitioners, administrators, and allied health professionals. Allied health professionals, who represent nearly 60% of the healthcare workforce, provide a range of essential healthcare services that complement the services provided

by physicians and nurses. This chapter also contains information for the HR department in any healthcare organization that may be used to provide career education for employees.

Chapter 6: Employee Benefits

There are four legally mandated employee benefits: social security, unemployment insurance, workers' compensation, and family and medical leave. However, there are several employee benefits that employers can offer to employees that can be used as a recruitment and/or retention tool. Employees expect employers to provide medical insurance, including dental and vision plans, vacation and sick leave, and retirement plans. However, employers can offer other benefits, such as education reimbursement, childcare or eldercare services, or flexible work schedules. Employers may consider a cafeteria plan, which enables employees to select which benefits are best suited for their lifestyles. Employers should survey their employees and their competition to determine the best type of benefits package that would motivate and retain quality employees. Establishing a quality benefits package would also be an excellent recruitment tool. The HR department plays a key role in educating employees about their different benefits. Although most organizations provide an orientation to new employees that reviews benefits and provides an employee benefit handbook, benefit education is ongoing in an organization. Often, HR departments will invite experts from disability and long-term care insurance to the organization to provide information to employees about their benefits choices.

Chapter 7: Developing and Retaining Healthcare Employees

The goal of healthcare organizations is to provide quality of care to their patients. Nurses,

physicians, and other healthcare providers have direct contact with patients. There are also different types of healthcare employees who provide indirect care to patients. Laboratory technologists and technicians play a major role in diagnosing disease, assessing the impact of interventions, and applying highly technical procedures, but they may never see the patients.

Regardless of the employees' role, employees underperforming could risk the lives of their patients. Research on high-performing organizations, including healthcare organizations, reveals that employees are motivated to perform well by the quality of their work environment. A quality work environment includes initiatives, such as employee empowerment, training and career development programs for employees, pay for performance, management transparency and support, and work-life balance.

Motivation of healthcare employees can be achieved in different ways. Provision of both extrinsic and intrinsic rewards is appropriate. Employee training and development programs are motivational. Described in this chapter are several different motivational theories that can improve employee performance. In health care, high productivity is vital. If employees are not satisfied, their job performance will suffer. Nurses suffer from burnout because of high patient/nurse ratios. A high patient/nurse ratio also causes lower quality of care because nurses do not have time to provide quality care, and if they are dissatisfied in general, the quality of work suffers. Employee burnout causes high employee turnover, which results in high organizational operating costs. This chapter will discuss different motivational theories and different organizational strategies for motivating employee performance.

► Part IV: Employee Relations

Chapter 8: Labor Unions and Health Care

Because of the economic revolution in the United States, President William Howard Taft established the U.S. Department of Labor in 1913. Its mission was and is to promote the welfare of working people and the decency of their working conditions. By the end of World War I, the U.S. Department of Labor had established policies to ensure fair wages and decent working conditions so that human resources, employees, were treated fairly (Grossman, 1973). Early **labor union** organizations were established from the late 1700s to the early 1800s because employees believed that management was not treating them fairly with respect to wages and hours. Early membership labor organizations represented different types of skilled employees, such as printers or carpenters, to ensure the fair treatment of the employees by management. Labor unions focused on job security, fair wages, and shorter working hours. Union membership reached its peak in the 1950s but has declined over the last 20 years in many industries. Labor unions can be regarded as the predecessors of HR departments. The goal of both is the equitable treatment of employees by management.

Despite the decrease in union membership, healthcare unions are increasing in strength, particularly in the nursing sector. In 2007, the Service Employees International Union (SEIU) created a national healthcare union, which is the largest healthcare union nationally. SEIU Healthcare represents one million members, including hospitals, nursing,

physicians, long-term care, and many outpatient facility workers. In 2009, the California Nurses Association, the United American Nurses, and the Massachusetts Nurses Association merged, creating the National Nurses United, the largest nurses' union in the United States, representing more than 150,000 members in every state. This chapter will describe the history of U.S. union development, how unions are formed, legislation that affects unions, and the impact of healthcare unions on the industry.

Chapter 9: Terminating Healthcare Employees

Employment is a relationship between an employee and an employer with expectations by each that the responsibilities of the other will be fulfilled. Both employers and employees have rights and should treat each other respectfully. Employers must provide a safe working environment for their employees. Employees must perform to the best of their ability in accordance with their job descriptions, which is why they were hired. However, that does not always happen, which is why there are rules and regulations in place to ensure that both sides maintain their rights when an employee is terminated. The author decided to focus one chapter of this text solely on employee termination because it is often the most difficult action taken by a manager and the organization. Although this is the shortest chapter in the text, it may be the most important. If an organization has a legally defensible hiring process that provides an opportunity to hire the best employees for the organization, there should be minimal need to terminate many employees. If an employee is terminated for deficient performance, it is

possible that the person should not have been hired. The organization must emphasize to their employees that the hiring process must be a quality process that will select the best employees for an organization. This chapter will focus on the types of employee separation actions, employees' legal and contractual rights in the termination process, the impact of the employment-at-will doctrine on termination of employees, employee discipline approaches, and the importance of a systematic termination process.

► Part V: Long-Term Planning in HR

Chapter 10: Trends in Healthcare Human Resource Management

The opioid epidemic is a public health emergency. The U.S. Surgeon General has asked that employers play a more active role in the opioid epidemic. The opioid crisis has impacted every socioeconomic class. Employers need to think of their employees' health outside their business because employees' health impacts the productivity of their business. HR departments need to work with state and local resources that promote best practices, such as pain management centers that identify nonopioid treatments, disease management programs, and behavioral health interventions.

U.S. healthcare organizations are expanding their facilities overseas and U.S. patients are seeking healthcare services internationally because of the high costs of U.S. health care. Technology continues to impact the industry, and the industry is developing creative ways for health services to be delivered. Recent mergers and acquisitions have changed the

healthcare industry operations. Managing intergenerational workforce can also be a challenge. These initiatives require HRM training, development, and support to their employees to ensure that personnel or organizational issues are managed.

Chapter 11: Strategic Human Resource Management

Strategic thinking is the ability to assess the organization's operations with a long-term perspective using creativity and intuition. It is about what to modify or eliminate (Harris, 2018). HRM plays an integral role in strategic management of any organization, including healthcare organizations. For a healthcare organization to be competitive, it must provide quality care to its consumers or patients. Quality care comes from quality employees. Quality employees come from quality HRM procedures, which include a recruitment and

selection process that will find appropriate employees for an organization. The HR department must provide appropriate training for employees as healthcare organizations evolve and change their strategic plans. Long-term planning also requires employees to remain up to date with the newest scientific information regarding health care. **Employee turnover** in a healthcare organization is very costly. The HR department can play a role in developing an organizational culture that empowers employees and encourages their productivity. Another integral role that the HR department plays in strategic planning is forecasting the supply of labor and the future labor demands of the healthcare organization. In addition to finding qualified employees for the organization, budgeting for labor costs is necessary because labor costs are the greatest operating expense of a healthcare organization. This chapter will focus on the five steps of strategy development and implementation and the role of HRM in the strategic management process.



About the Author

Nancy J. Niles is an Associate Professor of Health Care Administration at Rollins College, located in Winter Park, Florida. She became interested in health services because of her experience as a rural development agent with the U.S. Peace Corps in Senegal, West Africa. Her graduate education focused on health policy and

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