

Final as of 15 August 2011

Trinity University
Department of Health Care Administration

HCAI 5380
HEALTH CARE HUMAN RESOURCES MANAGEMENT

Fall 2011

Lawrence M. Johnson, Ph.D., Instructor

210 771-0519 (cell)

ljohnso4@trinity.edu

Overview

This course gives you a framework for analyzing and evaluating issues and trends in human resource management (HRM) as they impact the health care industry and health care organizations.

Objectives

- (1) Develop an understanding of human resource management by analyzing the strategy and organizational systems that presently characterize the health industry.
- (2) Analyze critically structural elements that comprise organizational differentiation and the integration of work activities within the health care organization.
- (3) Understand organizational culture and its impact on motivation and change in a health care organization.
- (4) Develop a working knowledge of how the technical aspects of human resources process systems function in a health care setting.

Readings

Healthcare Human Resource Management”, Walter J. Flynn; Robert L. Mathis; John M. Jackson. Second edition. Thomson South-Western, Ohio. 2007.

Final as of 15 August 2011

Competencies

Competencies Covered	Level	How addressed	How assessed
Healthcare Professionals	2	Lecture and Case Studies	Assignments/Class Discussion
Standards & Regulations	1	Student-led Discussion/Presentation	HR Issues Presentation
Human Resources Management	2	Lecture and Case Studies	Assignments/Class Discussion

Level: 1 = Knowledge
2 = Application

Schedule

The class schedule given below indicates the dates and materials to be covered. Minor adjustments to the class schedule may be necessary.

Day	Reading Assignment	Topic
On Campus Session 1 Tuesday 8/16, 1pm-5pm	Flynn, Mathis and Jackson Ch 1-2	Healthcare HR Challenges Management Healthcare HR Competencies, Structures and Quality Standards
On Campus Session 2 Wednesday 8/17 8am-12pm	Flynn, Mathis and Jackson Ch 3-4	Strategic HR Management Legal Issues Affecting the Healthcare Workplace
Teleconference 1 Saturday 9/10	Flynn, Mathis and Jackson Ch 5-6	Job Design and Analysis Healthcare Recruitment and Selection
Teleconference 2 Saturday 10/1	Flynn, Mathis and Jackson Ch 7-8	Organizational Relations and Retention Training and Development
Teleconference 3 Saturday 10/22	Flynn, Mathis and Jackson Ch 9-10	Performance Management Employee Relations
Teleconference 4 Saturday 11/12	Flynn, Mathis and Jackson Ch 11-12	Labor Relations & Healthcare Organizations Healthcare Compensation Practices
Teleconference 5 Saturday 12/3	Flynn, Mathis and Jackson Ch 13-14	Benefits Management Safety, Health and Security

Final as of 15 August 2011

Due Dates:

Assignment	Due Date
Assignment 1	Tuesday September 6 th
Assignment 2	Monday September 26 th
Assignment 3	Monday October 17 th
Assignment 4	Monday November 7 th
Assignment 5	Monday November 28 th

Requirements

1. Attendance at the on-campus session
2. Active participation in the five teleconference sessions
3. Teleconference Assignments

A short written assignment will be due prior to each regularly scheduled teleconference session. Submitting assignments on time is important for our teleconference discussions; thus, any assignment received after the due date will be reduced by one letter grade. Assignments received after the teleconference will be reduced two letter grades. Assignment specifics are detailed later.

If you refer to an assigned article, it's not necessary to provide a reference listing at the end of the paper. However, you *should* include a (name, date) reference in the body of the text. Any other outside material should be referenced appropriately.

In preparing your assignments, you should try to integrate all of the assigned material. Effective communication is a key leadership skill. Thus, grammar and writing style do matter and will be considered in assessing your work.

Please submit assignments electronically to ljohnso4@trinity.edu

4. **HRM Journal**

You are asked to keep a brief (about one page) weekly account of your observations and reflections on human resources. It's a good idea to focus on your professional setting, but you may observe instances of good (or poor) leadership in any settings. Part of your reflection could include "lessons learned" from the particular situation or observation. At least one of your observations should focus on the topic for the following teleconference (e.g. the complexity of the health care setting, managing a diverse workforce).

Final as of 15 August 2011

These journal entries should be submitted as part of the regular teleconference assignments. Be prepared to share at least one 'story' with your classmates during each teleconference session.

5. **Human Resources Business Plan.**

Based on your organization, describe the strategic HR purpose of the this proposal and include introduction, problem or need identification, market analysis, HR analysis with cost estimates, feasibility and timeline and include a recommendation that will address the HR problem. A one page proposal of this HR plan is due before teleconference session 2 and a executive summary presentation (5 minute) of the plan will be given during session 5.

Other

1. For most assignments, I've given guidelines in terms of number of words. In general, a double-spaced printed page has 250-300 words.
2. Please double-space your assignments. They are easier to read.
3. I would suggest that you read the assigned articles in the order listed.
4. The instructor reserves the right to assign one or two additional articles as the course progresses!

Evaluation

Grades will be assigned as follows:

Teleconference Participation	15%
Teleconference Assignments (10% each)	50%
Management Journal entries (2% each)	10%
Human Resources Business Plan	25%

Academic Integrity

As graduate students in their second year, students should be familiar with the Trinity University policy on academic integrity and the penalties for violation of academic integrity (see appropriate section in the *Faculty and Contract Staff Handbook*, http://www.trinity.edu/departments/academic_affairs/hb/instrpol/acadintg.htm#TOP.)

They should also be familiar with the rules for proper referencing and attribution of ideas and text. Any questions should be discussed with the instructor.

Schedule for On-campus Session

Tuesday

Healthcare HR Challenges Management

Learning Objectives:

- Identify the types of healthcare organizations.
- Describe the current and future states of the healthcare industry.
- Discuss several of the human resource challenges existing in healthcare.
- Explain the unique aspects of managing human resources in healthcare organizations.
- List and briefly describe human resource management activities.

- Apply and Discuss Chapter One Case: “Rationale for Merger”

Healthcare HR Competencies, Structures and Quality Standards

Learning Objectives:

- Define the competencies required for healthcare HR professionals.
- Describe the importance of attaining HR management credentials.
- Explain the relationship between the type of healthcare organization and the level of senior HR position.
- Discuss how the healthcare industry compares to other industries in terms of HR staffing and expenditures.
- Determine the importance of HR programs to the delivery of safe, competent healthcare.

- Apply and Discuss Chapter Two Case: “St. Michael’s Hospice”

Wednesday

Strategic HR Management

Learning Objectives:

- Define why a strategic view of Human Resources (HR) is important.
- Discuss HR as an organizational core competency.
- Define HR planning in healthcare organizations.
- Explain how healthcare HR planning contributes to the attainment of organizational strategies and objectives.
- Identify three HR management challenges found in healthcare organizations.

- Apply and Discuss Chapter Three Case: “Sharonville Community Med Center”

Legal Issues Affecting the Healthcare Workplace

Learning Objectives:

- Describe the major laws affecting the healthcare workplace.
- Define what are lawful and unlawful pre-employment inquiries.
- Discuss the components of an Affirmative Action Plan (AAP).
- Compare and contrast legal responsibilities and ethics.
- Identify the important elements of a sexual harassment prevention program.
- Describe the steps to take in responding to an Equal Employment Opportunity (EEO) complaint.

- Apply and Discuss Chapter Four Case: “Harrison Family Practice Center”

Final as of 15 August 2011

Teleconference #1

The Job Design and Analysis Healthcare Recruitment and Selection

Read: Flynn, Mathis and Jackson Chapters 5-6

Learning Objectives:

Job Design and Analysis

- Explain the relationship between productivity and job design.
- Describe the importance and typical uses of job analysis.
- Explain the relationship of Joint Commission on Accreditation of Healthcare Organizations (JCAHO) standards to job descriptions.
- List the common methods of job analysis.
- Identify the stages of the job analysis process.
- Define the elements of job descriptions and job specifications.
- Apply and Discuss Chapter Five Case: “Orange County Pediatric MEDCEN”

Healthcare Recruitment and Selection

- Specify the strategic decisions necessary as part of a strategic approach to recruitment.
- Describe the methods utilized for both internal and external recruitment.
- Discuss the criteria used to evaluate the effectiveness of organizational recruitment efforts.
- Compare and contrast job performance, selection criteria, and predictors.
- Identify the legal requirements of the selection process and outline that process.
- Explain the importance of conducting pre-employment background investigations.
- Apply and Discuss Chapter Six Case: “PrimeHealth Nursing Care Center”

Assignment:

1. *From your organizational setting, describe how job analysis works and explore at least 3 areas of organizational performance impacted by job analysis, descriptions, and specification in healthcare organization (Suggested length: 400 words.)*
2. *One page proposal of your Human Resources Business Plan*

Final as of 15 August 2011

Teleconference #2

Organizational Relations and Retention Training and Development

Read: Flynn, Mathis and Jackson Chapters 7-8

Organizational Relations and Retention

Learning Objectives:

- Explain the factors affecting the relationship between employees and healthcare organizations.
- Discuss the importance of retention for healthcare organizations.
- Define the various organizational retention determinants.
- Identify the common reasons employees voluntarily leave organizations.
- Describe how to compute the cost of organizational turnover.
- Apply and Discuss Chapter 7 Case: “Non-Profit Health System”

Training and Development

Learning Objectives:

- Discuss how job performance and training can be integrated.
- Identify how organizational and training strategies are linked.
- Define various learning styles.
- Describe the orientation, training, and staff development requirements of the Joint Commission.
- Evaluate the unique aspects of healthcare employee development.
- Apply and Discuss Chapter 8 Case: “Associated Community Health Center”

Assignment: From your organizational setting, describe how employee development works and explore at least 3 organizational performance areas impacted by training and development in healthcare organizations. (Suggested length: 400 words.)

Final as of 15 August 2011

Teleconference #3

**Performance Management
Employee Relations**

Read: Flynn, Mathis and Jackson Chapters 9-10

Performance Management

Learning Objectives:

- Discuss the importance of the performance management.
- Compare and contrast the administrative and development uses of performance appraisals.
- Review the informal versus systematic appraisal processes.
- Describe the various methods of appraising performance.
- Identify the various rater errors that occur during the appraisal process.
- Apply and Discuss Chapter 9 Case: “Queen City Clinic”

Employee Relations

Learning Objectives:

- Review the common components of an employment agreement.
- Define *employment-at-will* and identify exceptions to this concept.
- Describe *due process* and explain the alternative dispute resolution process.
- Discuss issues associated with drug testing for healthcare employees.
- Identify elements common to employee handbooks.
- Outline the progressive discipline process.
- Apply and Discuss Chapter 10 Case: “Carol County Hospital”

1. From your organizational setting, describe how performance management works and explore at least three areas of organizational performance impacted by performance management in healthcare organizations (Suggested length: 400 words.)

Final as of 15 August 2011

Teleconference #4

Labor Relations & Healthcare Organizations Healthcare Compensation Practices

Read: Flynn, Mathis and Jackson Chapters 11-12

Labor Relations & Healthcare Organizations

Learning Objectives:

- Explain the labor relations challenges facing the healthcare industry.
- Describe the National Labor Relations Act, including the unique healthcare provisions.
- Outline the stages of the unionization process.
- Discuss the collective bargaining process.
- Identify the contract negotiations process in the healthcare industry.
- Apply and Discuss Chapter 11 Case: “Specialty Clinic and Union Organizing”

Healthcare Compensation Practices

Learning Objectives:

- Describe the differences between an entitlement compensation philosophy and a performance-focused compensation philosophy.
- Define the issues confronting the healthcare industry in complying with the Fair Labor Standards Act (FLSA).
- Identify the steps in the compensation administration process.
- Explain the issues associated with awarding pay increases.
- Discuss the five components of executive compensation.
- Apply and Discuss Chapter 12 Case: “Gardenview Long-Term Care”

Assignment:

1. From your organizational setting, describe how compensation works and explore at least three areas of organizational performance impacted by this practice in healthcare organizations (Suggested length: 400 words.)

Final as of 15 August 2011

Teleconference #5

Benefits Management
Safety, Health and Security

Read: Flynn, Mathis and Jackson Chapters 13-14

Benefits Management

Learning Objectives:

- Describe the challenges that confront healthcare employers in providing benefits and variable pay programs.
- Discuss why healthcare employers must offer competitive benefits programs to their employees.
- Identify various types of benefits.
- Explain the role that healthcare HR professionals must play in administering benefits.
- Compare and contrast individual and team-based incentives.
- Apply and Discuss Chapter 13 Case: “Regional Hospital”

Safety, Health and Security

Learning Objectives:

- Explain the nature of safety, health, and security in the healthcare workplace.
- Identify the various aspects of Occupational Safety & Health Administration (OSHA) compliance.
- Define the components of an effective ergonomics program.
- Discuss health issues in the healthcare workplace.
- Understand the importance of dealing with workplace violence.
- Apply and Discuss Chapter 14 Case: “Shining Smile Dental Services”

Assignment: From your organizational setting, present an executive summary of your Human Resources Business Plan.

Recommended HR Readings

These articles are not required, but you may find them some of them helpful in preparing the final assignment, as compliments to the regular assignments, or for future reference

Websites:

<http://www.shrm.org/Pages/default.aspx> The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management.

<http://www.ashhra.org/about/index.shtml> The American Society for Healthcare Human Resources Administration (ASHHRA) of the American Hospital Association (AHA) is the nation's only membership organization exclusively dedicated to meeting the professional needs of human resources leaders in health care.

Longest, Beaufort & Kurt Darr. Managing Health Services, Organizations and Systems. Health Professions Press. Baltimore, MD. 2008.

Freshman, Brenda, et. al. Collaborations Across the Disciplines in Health Care. Jones and Bartlett Publishers. Sudbury, MA. 2009.

Kovner, Anthony, et. al. Evidence-Based Management in Healthcare. Health Administration Press. Chicago, IL. 2009.

Cellucci, Leigh & Carla Wiggins. Essential Techniques for Healthcare Managers. Health Administration Press. Chicago, IL. 2009.

Manion, Jo. The Engaged Workforce: Proven Strategies to Build a Positive Health Care Workplace. AHA Press. Chicago, IL. 2009.

McConnell, Charles. Umiker's Management Skills for the New Health Care Supervisor. Jones and Bartlett Publishers. Sudbury, MA. 2009.

Singh, Douglas. Effective Management for Long-Term Care Facilities. Jones and Bartlett Publishers. Sudbury, MA. 2009.

Fallon, L. Fleming and Charles McConell. Human Resource Management in Health Care. Jones and Bartlett Publishers. Sudbury, MA. 2007.

CASE STUDIES

1. PURPOSE OF CASE STUDIES

A. To provide an opportunity to apply concepts and perspectives covered in the course to typical problems and situations faced by health services managers.

B. To provide an opportunity to practice analyzing management problems, developing solutions, and designing implementation strategies.

C. To provide an opportunity to practice organizing and delivering presentations that are clear and to the point, and that communicate what you want to say.

D. To assist you in developing your own approach to analyzing and acting on problems, and to help you think about your own management philosophy and style.