

Instructor's Manual to Accompany

# STRATEGIC HUMAN RESOURCES MANAGEMENT IN HEALTH SERVICES ORGANIZATIONS

**THIRD EDITION**

Prepared by

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*University of Alabama at Birmingham  
Birmingham, AL*



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**Instructor's Manual to Accompany Strategic  
Human Resources Management in Health  
Services Organizations, Third Edition**  
Alice Sharp Johnson, BS, MBA

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# PREFACE

The *Instructor's Manual to Accompany Strategic Human Resources Management in Health Services Organizations*, Third Edition, is comprised of a sample syllabus, suggested answers to the discussion questions in each chapter, guidelines for answers to the case questions, and suggested activities where

appropriate. The syllabus can easily be customized to the length and depth of the course you are teaching with this text. The manual may be used for lecture purposes, discussion groups, additional writing, or research assignments.

# SAMPLE SYLLABUS

Department of XYZ

School of XYZ

University of XYZ

COURSE # (3-credits)

Management of Human Resources in Health Services Administration

Fall, 2010

Instructor:

Phone:

E-mail:

Office:

Office Hours:

Class Location: Building, Room #

Class Times: Tuesday, 4:30 p.m. – 7:00 p.m.

## Course Description

This course provides a survey of topics in human resources management. It is for students who intend to hold management and executive positions in health services organizations. Course material builds on concepts and ideas from organization theory and behavior and serves as background for strategic planning and management.

## Rationale and Goals for the Course

Health care organizations are labor-intensive. To attract, motivate, and retain employees and achieve the goals of the organization, a sophisticated human resources system is required. Development of this system is not totally under the control of management because of the variety of government legislation, regulation, and court decisions that influence it. In addition, it is important to understand that human resource management is more than the function of a "personnel office." It is a holistic approach to management and managing employees throughout the organization. Furthermore, the strategic management actions of health care organizations must be incorporated with human resources management activities.

This course is designed to expose students to the major issues, laws, managerial processes, procedures, and psychological factors that should be considered when developing a human resource management function in modern health care organizations.

## Behavioral Course Objectives

General behavioral objectives for the course are to:

1. Develop and apply skills in problem diagnosis, critical thinking, and problem solving.

2. Increase understanding of human resource issues, problems, and solutions.
3. Apply specific learning objectives that can be found at the beginning of each chapter, and which are listed under the specified topics below.

## Course Materials

TEXT: S. Robert Hernandez and Stephen J. O'Connor (2010). *Strategic Human Resource Management in Health Services Organizations*, Third Edition. Clifton Park, NY: Delmar, Cengage Learning.

The above-listed text is available at the University Bookstore.

## Course Requirements

Grading will be based on the following assignments and activities (these are described in greater detail at the end of the syllabus):

- 20% Examination I
- 20% Examination II
- 10% Diversity Exercise
- 10% Class Contribution/Participation
- 40% Team Activities

These activities can include debates, analyses, projects, reports, role plays, etc.

Team Peer Evaluation

The criteria for the Team Peer Evaluation are as follows. Evaluation forms will be given out near the end of the semester. Note: Team members will evaluate each member of their team, *not* including themselves, according to the following equally weighted

criteria *as they apply to this course's team assignments*. Item scoring is on a 100-point scale ranging from 0 (strongly disagree) to 100 (strongly agree). The rater will then compute the average of item scores for each individual team member.

- This person worked cooperatively with the team to complete assigned tasks.
- This person did her/his fair share of the total workload.
- This person was reliable and met agreed-upon team deadlines.
- This person put forth efforts to be present at team meetings.

- This person's presence was instrumental in helping the team achieve its goals.
- I would willingly work with this person on future projects.

Letter and numerical grades will be given for examinations and for team assignments. The grading scale is as follows: A = 93–100; B = 83–92; C = 70–82; F < 70.

All examination questions will be drawn from material covered by this syllabus, including text chapters, other readings, case studies, debates, and experiential exercises.

## Class Schedule and Readings

Session	Date	Subject
1	DATE TEXT: TEXT:	<b>Introduction and Course Overview; The Legal and Economic Environment of Human Resources Management</b> Chapter 1, "Integrating Strategic Management and Human Resources." Chapter 2, "The Legal and Financial Environment."
2	DATE TEXT:	<b>Strategic Human Resources Management in Health Care</b> Chapter 3, "Formulating Organizational Strategy."
3	DATE TEXT:	<b>Health Care Workforce Issues</b> Chapter 4, "The Health Care Workforce."
4	DATE TEXT:	<b>Health Care Competencies in Human Resources</b> Chapter 5, "Using Health Care Competencies in Strategic Human Resource Management."
5	DATE TEXT:	<b>Managing Culture Through Human Resources</b> Chapter 6, "Management of Corporate Culture."
6	DATE TEXT:	<b>Managing a Diverse Workforce</b> Chapter 7, "Managing a Diverse Health Services Workforce."
7	DATE TEXT:	<b>Leadership Succession; Mentoring</b> Chapter 8, "Leadership Development, Succession Planning, and Mentoring."
8	DATE TEXT: EXERCISE:	<b>Job Analysis</b> Chapter 9, "Job Analysis." "Writing Job Descriptions."
9	DATE	<b>EXAMINATION #1</b>

Session	Date	Subject
10	DATE TEXT:	<b>Recruitment and Retention</b> Chapter 10, "Recruitment and Retention."
11	DATE TEXT:	<b>Selection and Onboarding</b> Chapter 11, "Personnel Selection and Onboarding."
12	DATE TEXT:	<b>Training and Development</b> Chapter 12, "Training and Development."
13	DATE TEXT:	<b>Managing Employee Performance</b> Chapter 13, "Performance Appraisal."
14	DATE TEXT:	<b>Compensation</b> Chapter 14, "Compensation Principles for the Health Care Environment."
15	DATE TEXT:	<b>Labor Relations</b> Chapter 15, "Labor Relations."
16	DATE TEXT:	<b>Physician Alignment</b> Chapter 16, "Physicians and Health Care Organizations: Achieving Aligned Performance."
17	DATE TEXT:	<b>Future Challenges; Course Wrap-Up</b> Chapter 17, "Future Challenges in Human Resources Management."
18	DATE	<b>EXAMINATION #2</b>



## CHAPTER 1

# INTEGRATING STRATEGIC MANAGEMENT AND HUMAN RESOURCES

S. Robert Hernandez, DrPH and Stephen J. O'Connor, PhD, FACHE

### ANSWERS TO CHAPTER DISCUSSION QUESTIONS

1. *Describe the changes that have taken place in the distribution of health care personnel among various occupational categories. What changes do you anticipate in this distribution during the next decade? Why?*

In 1900, three of five health professionals were physicians compared to one in eight by 1990. There has been rapid growth in physician extenders, therapists, practitioners, technicians, and many other allied health and support service personnel. This growth has occurred due to technological change, specialization, and the emergence of the hospital as the central focus of the health care system. In the next decade, technology utilization patterns and funding for health services will continue to change and the demand for nonphysician health personnel will increase.

2. *What are the organizational advantages of integrating strategic management and human resources management? What are the steps involved in such an integration?*

Human labor is the largest and most important resource of a health care organization. In order to have an effective strategy, human resources and its activities must be closely integrated with strategic management. Organizations that integrate the two have significantly better financial results than organizations that do not. These organizations are much better able to deal with a changing environment.

In order to integrate these two, human resource professionals must be involved in formulating the organization's strategy, they must determine the human resource requirements based on that strategy, compare

current personnel to future organizational requirements, and develop plans and tactics to ensure that the strategy decided on is reinforced.

### ANSWERS TO CASE QUESTIONS

1. *Describe the steps you would take to identify the measures that should be included in the performance measurement system.*

First, the organization's overall strategy must be identified. To do this, the organization must take internal and external components into account and determine strengths, weaknesses, opportunities, and threats. Then the organization must decide its goals for the next 3, 5, and 10 years. The organization must decide what the most important factors are in reaching its strategic goals. Following this, the organization can decide upon metrics that measure those important factors. The organization must set target levels for each of the metrics in the system and come up with action plans to improve those areas that do not meet the target levels. Through the performance measurement system the organization will be able to determine the things it does well and the things it does that need improvement.

2. *List suggested measures you believe are important items to include in this analysis. Discuss your rationale for including each item.*

It seems that Affiliated HealthSystems is pursuing an aggressive growth strategy and hoping to gain market share by offering a wide array of integrated services. In the performance measurement analysis, Affiliated should include number and types of referrals received from outside institutions and from Affiliated institutions. This will help Affiliated know the areas that need attention and those that are succeeding. In order

to successfully implement their strategy, Affiliated must have human resources measures in place that correspond to the overall strategy. This would include measures that correspond to success in recruitment, selection, training, development, and rewards systems. These measures need to support the overall strategy of growth and increase of market share.

## SUGGESTED ACTIVITY

### Linking HR Processes to Overall Strategy

Divide the class up into four even groups. Each group is assigned one of the overall corporate strategies. These are

1. Low-cost strategy
2. Quality-differentiation strategy

3. Growth-through-acquisition strategy
4. Focus-differentiation strategy (e.g., heart hospital)

Each group must come up with a strategy for each human resources process that is in line with the overall corporate strategy. The human resource processes are recruitment, retention, selection and onboarding, training and development, performance appraisal, and compensation. Each group will present and discuss its strategies to the class.

#### Example: Low-cost strategy

- Training—geared toward improving efficiency
- Compensation—average or below average