SECOND EDITION

Human Resource Management in Health Care
Principles and Practice

L. Fleming Fallon, Jr., MD, DrPH, MBA
Distinguished Teaching Professor of Public Health
Bowling Green State University
Bowling Green, Ohio

Charles R. McConnell, MBA, CM
Healthcare Management and Human Resources Consultant
Ontario, New York

JONES & BARTLETT LEARNING
DEDICATION

To the memory of Marie, my best friend and partner, who had no regrets even as she was losing the last battle with cancer of the pancreas.

LFF

To Kate, for the years of support and encouragement.

CRM
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In theory a second edition should be easier to assemble than the first edition. Theories, however, often include some weaknesses, and the likelihood of the task being easier was the first assumption to vanish. All material was checked for accuracy and currency; that effort itself overpowered the belief that second editions require less time.

Since the initial edition was published in 2007, health care has continued to change in numerous and sometimes surprising ways. In some respects the rate of change continues to accelerate.

Some historical context may be useful. Human resources, known earlier as “personnel,” emerged as a separate entity in business organizations in the 1930s and 1940s. The importance of human resources has steadily increased over the intervening decades. As many providers of healthcare services resist the present-day pressures calling for increased efficiency, the public continues to demand more services.

It seems clear to us that the demand for healthcare services will continue to increase as the population expands and new technologies arise. Using past behavior as a basis for predicting future actions, it is clear that the means of paying for the desired additional services will continue to lag the demand for those services. Although we do not know precisely what the future may bring, we can say with confidence that human resources will be affected.

Non-health businesses, manufacturing companies foremost among them, were the first to recognize the utility of human resources. Out of necessity, healthcare provider organizations began to rely increasingly on human resources professionals as legal protections for workers proliferated. Owing to characteristics of size and structure, however, some elements of health-related activity have not received the full benefit of modern human resources capabilities. For example, public health as a discipline has been slow to embrace human resources, and many smaller health-related organizations, such as independent laboratories and free-standing clinics and group practices, have too few employees to justify a full-time human resources presence.

This book introduces human resources to those who are preparing for employment in any area of health care or health services. It is written for practitioners and students in all disciplines related to health, from individual providers to major medical centers and administrators in a broad range of healthcare settings.

To accommodate a large and diverse audience, we have endeavored to provide a comprehensive yet balanced approach to the subject. Each chapter is intended to stand alone; chapters are not sequential and can be
addressed in any order. Each chapter opens with a case study introducing the reader to key topics and provides questions to ponder while reading the material that follows. Each case study is resolved with commentary and suggestions that can be utilized should the reader someday become interested or involved in a similar situation. Finally, each chapter concludes with an application of customer service in the context of the chapter’s subject. All chapters include learning objectives, discussion points, and listings of resources that provide supplementary materials.

Our goal was to produce a practical book. Discussions of theory are included when needed to aid understanding of application guidelines, but pure theory runs a distant second to practicality in the pages that follow. Examples and sample forms and documents are included, drawn from our professional experiences and supplemented with input from others.

Thank you for sharing some of your time with us as you use this book. We freely share credit with others from whom we have learned much of what is presented here, but we reserve for ourselves responsibility for any errors that may have crept into the book.

L. Fleming Fallon, Jr.
Bowling Green, Ohio

Charles R. McConnell
Ontario, New York
The events surrounding this revision were anything but normal. With that as a backdrop, thanks are in order to Mike Brown for his understanding, patience, and unwavering support. Chloe Falivene and Kayla Dos Santos handled the office details and assisted prior to production with grace and professionalism. Rebekah Linga’s expertise and experience in production were appreciated at the conclusion of this project. Jones & Bartlett Learning found flexibility in a system known for its deadlines. The company’s attitude toward customer service in general and internal customers in particular is noteworthy. We express our sincere thanks.

While spouses infrequently appear on the covers of books, they maintain a constant presence. Their contributions start with time and range to items on a list that is too long to reasonably contemplate, always accompanied by love. With humility, we thank our spouses, knowing that they make projects like this possible.

L. Fleming Fallon, Jr.
Charles R. McConnell
ABOUT THE AUTHORS

L. Fleming Fallon, Jr., MD, DrPH, MBA

Fleming Fallon is a Distinguished Teaching Professor of Public Health at Bowling Green State University, Bowling Green, Ohio. He is Co-Director of the Northwest Ohio Consortium for Public Health, a fully accredited MPH degree program that is offered jointly by Bowling Green State University and the University of Toledo. He has many years of experience as a management and human resources consultant and has authored 12 books and more than 450 papers and book chapters on a variety of topics, in addition to making presentations throughout the world. Dr. Fallon is a columnist for *Stained Glass News* and *Quilters’ Digest* and has written a weekly newspaper column since 1995. He is currently the president of his local board of health.

Dr. Fallon is a physician with residency training in occupational and environmental medicine. He received a DrPH degree in environmental health science from Columbia University, New York; his MD degree from St. George University School of Medicine, St. Georges, Grenada; and an MBA from the University of New Haven, New Haven, Connecticut.

Charles R. McConnell, MBA, CM

Charles McConnell is an independent healthcare management and human resources consultant. For 11 years he was active as a management engineering consultant with the Management and Planning Services (MAPS) division of the Hospital Association of New York State (HANYS) and later spent 18 years as a hospital human resources manager. Mr. McConnell is also a freelance writer specializing in business, management, and human resource topics. As author, coauthor, and anthology editor, he has published 31 books. He has also contributed chapters to several additional books and has contributed numerous articles to a wide range of publications. He is in his 32nd year as editor of the quarterly professional journal, *The Health Care Manager*.

Mr. McConnell received a BS in engineering and an MBA from the State University of New York at Buffalo, Buffalo, New York.
CONTRIBUTORS TO
THE FIRST EDITION

Marie M. Fallon, EdD

Anthony J. Santarsario, MBA

Hans D. Schmalzried, PhD