

SECOND EDITION

Human Resource Management in Health Care Principles and Practice

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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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P R E F A C E

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.

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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.

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