

What Is Human Resource Management?

Learning Objectives

The student will be able to:

- Discuss the history of human resource management.
- Define human resource management.
- Identify four applications of human resource management to healthcare organizations.
- Examine the importance of human resource management to organizations.
- Assess the impact of Frederick W. Taylor on managing employees.
- Analyze the impact of the Hawthorne studies on motivating employees.

DID YOU KNOW THAT?

- The Chinese and Greeks used employee screening and apprenticeship programs in 2000 B.C.
- It is the legal responsibility of the employer to provide a safe and healthy work environment.
- The healthcare industry employs more than 3% of the U.S. workforce.
- Employee benefits are considered incentives to recruit and retain employees.
- In 1900, the B.F. Goodrich Company was the first to establish a human resource management department.

■ Introduction

Human resource management is defined as a system of activities and strategies that focus on successfully managing employees at all levels of an organization to achieve organizational goals (Byars & Rue, 2006). Employees are the human resources of an organization and its most valuable asset. To be successful, an organization must make

employee productivity a major goal. The level of productivity can vary depending on the skill levels the employees demonstrate in their jobs and the satisfaction levels of the employees with the organization and their jobs. To develop a high-performance and effective workforce, the organization should use human resource management input in the following organizational areas:

1. Establishment of a legal and ethical management system
2. Job analysis and job design
3. Recruitment and selection
4. Healthcare career opportunities
5. Distribution of employee benefits
6. Employee motivation
7. Negotiations with organized labor
8. Employee terminations
9. Determination of emerging and future trends in health care
10. Strategic planning

■ Major Milestones of Human Resource Management

At what point in history did the concept of human resource management emerge (Table 1.1)? During prehistoric times, there existed consistent methods for selection of tribal leaders. The practice of safety and health while hunting was passed on from generation to generation. From 2000 B.C. to 1500 B.C., the Chinese used employee-screening techniques, and the Greeks used an apprentice system (History of Human Resource Management, 2010). These actions recognized the need to select and train individuals for jobs.

During the late 1700s and early 1800s, because of the rapid industrialization of Great Britain, the United States evolved from an agricultural nation to an industrial nation. British factories were being built, and innovative manufacturing processes were being developed. The United States benefitted from this progress as British immigrants brought their new knowledge to the United States. Because of this **Industrial Revolution**, there developed a separate class of managers and employees in the factories (The Emergence of Modern Industrialism, 2010). **Labor unions** were established from 1790 to 1820. These membership labor organizations represented different types of skilled employees, such as printers or carpenters, to ensure that these employees were treated fairly by management. Labor unions focused on job security, fair wages, and shorter working hours for employees (Byars & Rue, 2006). This dramatic change in the U.S. economy emphasized the need for a system in the workplace to manage both employees and management—the human resources of these new types of organizations. During this period, labor unions became powerful advocates for employee

Table 1.1 Major Milestones of Human Resource Management Development in the United States

2000–1500 B.C.	Chinese use employee-screening techniques. Greeks use an apprentice system.
1700 to early 1800	U.S. evolved from agricultural nation to industrial nation. Great Britain experienced rapid industrialization. British immigrants brought industrialization knowledge to the U.S. A new U.S. labor system established a division of labor: management and employees.
1790–1820	Labor unions were established to protect employees' rights.
1900	B.F. Goodrich Company established the first HR department.
1902	National Cash Register established an HR department to handle employee issues.
1911	Frederick W. Taylor: Scientific management principles established differential pay system.
1913	U.S. Department of Labor was established to promote welfare of employees.
1920–1930	Hawthorne studies: Increased productivity by changing the physical work environment of the employees.
1935	Social Security Act was passed, which created “old age” insurance for those of retirement age. Through payroll taxes, employees pay a portion of their wages to contribute to the fund.
1938	Fair Labor Standards Act of 1938 established federal minimum wage laws.
1960–1980	Equal Pay Act of 1963, Civil Rights Act of 1964, Occupational Health and Safety Act of 1970, and Pregnancy Discrimination Act of 1978. These Acts focused on employee discrimination and safety.
1990	Americans with Disabilities Act of 1990 and Older Workers Benefit Protection Act of 1990 prohibit discrimination against disabled workers and workers greater than 40 years of age.

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Table 1.1 (Continued)

2008–2009	Genetic Information Nondiscrimination Act of 2008 and the Lilly Ledbetter Fair Pay Act of 2009: Legislation prohibiting genetic testing and compensation discrimination.
2010	Patient Protection and Affordable Care Act of 2010 (PPACA): Controversial legislation that requires individuals to purchase health insurance by 2014. Contested by several states for its constitutionality, provisions of the Act will be reviewed by the Supreme Court most likely in 2012.

rights, although there were many court skirmishes attempting to mitigate the power of unions over the decades.

From 1950 to 1970, union membership represented more than 25% of the U.S. workforce. From 1980 to 1999, as the U.S. economy focused less on manufacturing and evolved into a service economy, union membership declined (Mathis & Jackson, 2006). Although union membership has since continued to decline, labor unions can be regarded as the predecessors of human resource management departments. The goal of both is the equitable treatment of employees by management.

In 1900, the B.F. Goodrich Company pioneered the establishment of an employee department to address labor concerns. In 1902, National Cash Register also formed a separate department to handle employee issues such as wages and grievances (History of Human Resource Management, 2010). More companies eventually followed their lead in human resource management.

A labor shortage existed in the early 20th century, thus management focused on increasing the productivity of its employees. In 1911, **Frederick W. Taylor** promoted scientific management through four principles:

1. Evaluate a task by dissecting its components.
2. Select employees that had the appropriate skills for a task.
3. Provide workers with incentives and training to do a task.
4. Use science to plan how workers perform their jobs (Kinicki & Williams, 2008).

Taylor developed a differential pay system that rewarded workers who performed at a higher level. This type of human resource management is still used today.

Because of the economic revolution in the United States, a federal agency, the **U.S. Department of Labor**, was established in 1913 by President Taft. Its mission was and is to promote the welfare of working people and their work conditions. By the end of World War I, the Department of Labor had established policies to ensure that fair

wages and work conditions existed so that human resources, the employees, were treated fairly (Department of Labor, 2010).

In the 1920s, a Harvard research group implemented the “**Hawthorne studies**,” which focused on changing the physical work environments of employees to assess any changes in their work habits. The results indicated an increase in productivity, as workers believed that management was concerned about their welfare, which improved their productivity. Although these experiments were eventually criticized for having a poor research design, they illustrated the importance of management treating employees well as an impetus to improved worker performance (Kinicki & Williams, 2008). The Fair Labor Standards Act of 1938, enforced by the U.S. Department of Labor, established federal minimum wage standards, child labor laws, and increased wages for overtime. Both laws and management theory established the precedent for human resource management today.

Recent Milestones of Human Resource Management

During the 1960s and 1970s, legislation such as the Equal Pay Act of 1963, the Civil Rights Act of 1964, the Occupational Safety and Health Act of 1970, and the Pregnancy Discrimination Act of 1978 required employers to recognize employee rights. During the 1980s and 1990s, legislation such as the Americans with Disabilities Act of 1990 and the Older Workers Benefit Protection Act of 1990 further supported employee rights. Recently, legislation such as the Genetic Information Nondiscrimination Act of 2008 and the Lilly Ledbetter Fair Pay Act of 2009 continued to focus on employment discrimination. The Patient Protection and Affordability Act of 2010 goal, although controversial, was to increase the number of individuals who will have health care insurance.

■ The Role of Human Resources in Healthcare Organizations

The role of human resource management is that of a partnership between the human resources (HR) department and management regardless of the organizational type. Most HR departments have similar responsibilities. The HR and management partnership is unique in the healthcare industry because many healthcare organizations have a dual administrative structure of clinical managers and health services managers that supervise two distinct groups of employees with different responsibilities and different training needs. For example, clinical managers have training or experience in a specific clinical area and, accordingly, have more specific responsibilities than do generalists or health services managers. For example, directors of physical therapy are experienced physical

therapists, nurse managers have nursing degrees, but most health service managers have a bachelor's degree or master's degree in health services (BLS, 2011).

According to Zingheim and Schuster (2002), there are steps that an organization can take to foster a relationship between the HR department and senior management:

1. Treat HR employees as internal consultants to the organization who can provide recommendations about employee relations.
2. Ensure that management actively collaborates with HR employees, which includes inviting HR management to strategic planning meetings.
3. Ensure that HR provides extensive training to all employees on a routine basis.
4. Both HR and management should participate in an HR audit to assess the state of the organization. Turnover rates, incentive plans, diversity rates, and strategic planning activities should be continuously reviewed to ensure the organization is performing at a high level.

The following sections of this chapter describe specific workplace issues where the role of HR management is integrated to ensure that these issues are addressed throughout an organization.

Legal, Ethical, and Safety Issues in Health Care

Employees at all levels should have an understanding of basic legal and ethical principles that affect the work environment, particularly in the healthcare industry. The legal relationship between the organization and the consumer—the healthcare provider and the patient—is the foundational relationship of all healthcare activities. Ethical behaviors, which are considered actions that are the right thing to do, not simply what is required by law, must also be addressed because the healthcare industry is fraught with difficult situations that involve ethical dilemmas.

Federal and state laws have been passed and policies have been implemented to protect both the healthcare provider and the healthcare consumer. The passage of new laws and amendments of older laws reflect needed changes to protect healthcare participants. For example, if research is performed by the organization and its employees, training must be implemented to ensure that ethical guidelines are followed when performing human research. A recent employee issue is that of workplace bullying, which is common in the healthcare industry. Workplace bullying awareness training is needed to address this unethical issue (Minding the Workplace, 2011). It is the role of the HR department and management to train employees at all levels regarding employment-related legislation. It is also the responsibility of HR and management to create an ethical organizational culture by providing ethics training and codes of ethics.

Another major employment issue is that of a safe working environment. According to the federal **Occupational Safety and Health Administration (OSHA)**, it is the responsibility of the organization to monitor and ensure a safe and healthy work environment

for employees (OSHA, 2011). Healthcare employees are exposed to toxic chemicals, contaminated blood, bacteria, and radiation. Hospitals, laboratories, physicians' and other healthcare providers' offices, and skilled nursing facilities require constant surveillance by OSHA to monitor workplace standards. As part of health and safety, the **Joint Commission** (formerly the Joint Commission on Accreditation of Healthcare Organizations [JCAHO]), also reviews health and safety standards for both patients and employees (Minding the Workplace, 2011). In collaboration with HR departments, OSHA provides training and educational materials to inform employees about the dangers of the workplace.

Job Analysis and Design

When starting or expanding any organization, the first goal is to determine its overall mission. If the mission is long-term care, for example, the first major decision is to decide how the work or tasks will flow through the organization to accomplish this goal. This process also applies to existing healthcare organizations if they decide to change their services. For example, healthcare organizations have integrated technology into their operations, such as the implementation of electronic patient health records. This type of major transition would require a review of the workflow to ensure this new activity would be successful. Evaluating the workflow of any organization is the first step in job development to produce the desired outputs of an organization. The second step in job development is job analysis.

The HR department is responsible for performing job analyses to assess the workflow of the organization. **Job analysis** is a process of determining the different tasks that are associated with a specific job (Dessler, 2012). It is the foundation of HR management. Job analysis is the tool for organizations to understand what type of staffing and training is required to ensure the high performance of employees. Job analysis enables the organization to develop job descriptions and specifications to recruit individuals that have specific knowledge, skills, and abilities for these jobs. The next step in the process of job development is job design.

Job design defines how tasks are performed and the types of tasks that are part of a job (Mathis & Jackson, 2006). Job design can be considered a retention strategy to encourage employee satisfaction. In health care, job design is less flexible than in other industries because many job responsibilities have legal restrictions and standards. However, teamwork is commonly used in the healthcare industry and can have some flexibility with its structure. **Team designs** such as functional teams, project teams, self-directed teams, task forces, and virtual teams are used in healthcare organizations. Job design in teams can be an important tool to ensure that teams fulfill their designated goals. In addition, **job schedule redesign**, such as flextime or compressed work schedules, may be an incentive for employee satisfaction and motivation (Byars & Rue, 2006). Once job analyses and job design are performed, the next step is to recruit the best employees for these jobs.

Recruitment, Selection, and Retention

The HR department is responsible for collaboration with management to ensure that the recruitment and selection process is **legally defensible**, which means the process is systematic and fair in order to objectively and fairly recruit and select potential employees. A legally defensible process must adhere to legal standards. HR collaborates with management to retain the best employees for the organization. **Recruitment** consists of any activity that focuses on attracting the appropriate candidates to fulfill job openings in the organization. Once candidates are identified, the next step is the **selection** process, which identifies the best employees for the organization (Noe, Hollenbeck, Gerhart & Wright, 2011). The selection process must abide by appropriate legal standards. Once an organization selects the preferred candidate, the organization should create a culture to retain its valued employees. Employee turnover costs industries millions of dollars annually. Recruitment, selection, and retention are very important in the healthcare industry. The nursing profession, often considered the backbone of health care, has experienced labor shortages for several years. This shortage is expected to continue for several years. There also continues to be a shortage of physicians in rural communities and in certain urban areas; thus, these two professions are a focus of many recruitment, selection, and retention strategies by HR and management.

Healthcare Career Opportunities

The healthcare industry is one of the largest employers in the United States, employing more than 3% of the U.S. workforce. There are approximately 200 health occupations and professions and a workforce of more than 14 million healthcare workers. Between 2005 and 2030, the 65 years and older demographic will increase from 6% to 10% of the total population, which will increase pressure on the healthcare system (National Center for Health Statistics, 2008). Because of the aging of our population, the Bureau of Labor Statistics indicates that health care will generate more than nearly 4 million new jobs through 2014 (High Growth Industry Profile: Health Care, 2007). When we think of healthcare providers, one automatically thinks of physicians and nurses. However, the healthcare industry is comprised of many different health service professionals. The healthcare industry includes dentists, optometrists, psychologists, chiropractors, podiatrists, non-physician practitioners, administrators, and allied health professionals. **Allied health professionals** are an integral component of this industry, as they provide a range of essential healthcare services that complement the services provided by physicians and nurses. Allied health professionals constitute 60% of the U.S. healthcare workforce (Shi & Singh, 2008). There are many opportunities for healthcare employees to have a long-term career in this industry. An excellent HR department provides career development guidance for employees.

Healthcare Employee Benefits

Employee benefits are a typical responsibility of the HR department. HR personnel educate employees about employee benefits and administer these benefits programs. Social security, unemployment insurance, workers' compensation, and unpaid family and medical leave are employee benefits required by law or **mandatory benefits**. **Employee voluntary benefits**, which are not required by law, such as retirement plans, paid leave, and different types of family care can be considered a recruitment tool because they can attract qualified candidates (Mathis & Jackson, 2006). Most full-time employees expect healthcare benefits, but there are other benefits that are attractive to employees, which motivate them to remain with an organization. Some potential employees may sacrifice salary expectations in exchange for benefits such as flexible scheduling, so benefits can play a role in attracting the right employees. Offering benefits that are attractive to employees may result in lower turnover for the organization.

Motivating Healthcare Employees

The goal of healthcare organizations is to provide the highest quality of patient care. The development of incentives such as work–life balance programs and employee career programs is an example of how HR can play an integral role in a high-performance organization. Nurses, physicians, and other healthcare providers have direct contact with patients. However, there are categories of healthcare employees that may provide indirect care to patients. Laboratory technologists and technicians or clinical laboratory technologists and technicians have a major role in diagnosing disease, assessing the impact of interventions, and applying highly technical procedures but may never see the patients directly. Regardless of the direct or indirect roles of providing health care, employees that are not performing at a high level could risk the lives of patients.

Research on high-performing organizations, including healthcare organizations, reveals that employees are motivated to perform well by the quality of the work environment including employee empowerment, training and career development programs, pay for performance, management transparency, and work–life balance philosophy.

Employee development consists of programs that focus on the expansion of an employee's career. Development programs tend to be long term and are awarded to employees that the organization believes have potential for promotion. **Employee training** programs improve an employee's performance in his or her current job (Dessler, 2012). Training can occur before a new employee starts a job or training can be given to employees during their tenure. Development and training programs can be a source of motivation to employees to improve their performance. Financial incentives can also be a source of motivation to improve employee productivity.

Job redesign such as job enlargement, which expands the number of tasks in a job, and **job enrichment**, which increases the responsibilities of a job, are both motivational

strategies. Both of these job redesigns provide a sense of employee empowerment because the employer is recognizing the ability of the employee to increase his or her workload. If an organization provides appropriate individual and group incentives to motivate its employees, the employees may be more inclined to remain with the organization. It is important to create a culture that values the employees and considers them assets.

Labor Unions and Health Care

Labor unions are membership labor organizations formed to protect their members' employee rights. Their main goal is to ensure that management treats its employees fairly. In the early 1900s, the establishment of unions occurred because of the industrialization of the United States and the consequent unfair treatment of employees by management. In 1935, the National Labor Relations Act (NLRA) was passed, which protected the right of workers to form unions, defined unfair labor practices, and established the National Labor Relations Board, which is responsible for NLRA regulatory oversight. It is the only federal union legislation that protects organized labor relations (Gentry, 2008). From 1950 to 1970, union membership represented more than 25% of the U.S. workforce. During the 1980s and 1990s, as the U.S. economy focused less on manufacturing and evolved into a service economy, union membership declined (Mathis & Jackson, 2006). However, service industries such as health care are being targeted by union organizers because they are an untapped source of potential union membership. In 2009, union membership represented 12% of all U.S. workers—a decrease from 24% in 1979. However, union membership in the healthcare industry is increasing slightly. In 2000, 12.9% of healthcare workers were unionized. In 2009, the percentage increased to 13.6% (Davis, 2010). Healthcare unions are increasing in strength, particularly in the nursing sector. In 2007, the Service Employees International Union (SEIU) created a separate national healthcare union, which is the largest healthcare union nationally. SEIU Healthcare represents hospital, nursing, long-term care, and many outpatient facilities. Unions representing physicians are affiliated with SEIU. The California Nurses Association, the National Nurses Organizing Committee, and the United American Nurses merged and created National Nurses United (NNU). The NNU is the largest nurses union in the United States, representing 150,000 members (Malvey, 2010). HR is responsible for engaging in labor negotiations with labor unions.

Terminating Employees

Employment is a legal relationship between an employee and an employer. Both employers and employees have established rights. 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 and organizational policies or they may risk being

terminated or fired from their jobs. If an organization has a legally defensible, quality hiring process that provides the best employees for the organization, there should be minimal need to terminate many employees. However, in a recent survey of healthcare managers, six reasons for healthcare employee termination were noted: (1) poor performance, (2) ethical misconduct, (3) excessive absences, (4) poor attitude, (5) personality conflicts, and (6) substance abuse (McKinnies, Collins, Collins & Matthews, 2010). Termination of an employee is a very difficult process. Rules and regulations are put in place to ensure that both sides maintain their rights when an employee is terminated. HR is responsible for monitoring an employee termination process.

Current Trends in Health Care

Demographic and Diversity Trends in the Workforce and the Population

Individuals require healthcare services as they age. With the increase in life expectancy in the United States, it is projected that an additional 3 million healthcare jobs will be created by 2018 to care for this population. There is also an increase in the diversity of the U.S. workforce. The projected 2018 workforce is 79% Caucasian, 12% African American, and 9% Asian and other minorities. The number of females in the workplace is expected to reach nearly 47% (Noe et al., 2011). In a 2002 report, the Institute of Medicine indicated there was a dire need to address the racial and ethnic disparities in health services. Research has indicated that there are significant disparities of access to health care based on cultural heritage that must be addressed (Andrulis, 2003). This also influences the diversity of the workforce. It is the responsibility of the HR department and management to develop strategies to respect both aspects of the diverse healthcare industry.

The United States participates in a **global economy**. The U.S. economy has become borderless as a result of information technology. Competing in a global economy has affected the area of human resource management. When companies compete outside their domestic borders, issues of cross-cultural awareness are vital to successful productivity. Employees must be trained in cross-cultural competencies. Because of the shortage of nurses and physicians, foreign healthcare professionals are being hired to work in the United States. In addition, the threat of terrorism has increased over the past decade. If a company decides to operate internationally, it is its responsibility to protect its employees. U.S. citizens are traveling outside the U.S. for medical procedures, which has created a **medical tourism** industry because the procedures are often much less costly overseas. Even with travel costs, international procedures are much less expensive than U.S. medical procedures. U.S. healthcare companies such as Aetna are also expanding their health insurance services overseas to emerging target markets such as India and Brazil's working middle class (Is the Latin American Health, 2011). These trends fall under the purview of human resource management. HR provides extensive cross-cultural training to ensure that diversity is respected in the healthcare environment.

Information Technology Impact

Health or **medical informatics** is the science of computer application that supports clinical and research data in different areas of health care. It is a methodology of how the healthcare industry thinks about patients and how treatments are defined and evolve. **Health information systems** are systems that store, transmit, collect, and retrieve these data (Anderson, Rice & Kominski, 2007). The goal of **health information technology** (HIT) is to manage health data for use by patients/consumers, insurance companies, healthcare providers, healthcare administrators, and any stakeholder that has an interest in health care (Goldstein & Blumenthal, 2008).

HIT affects every aspect of the healthcare industry, and all of the stakeholders in the healthcare industry use HIT. Information technology (IT) has had a tremendous impact on the healthcare industry because it enables rapid documentation of every transaction. When an industry focuses on saving lives, written documentation is required to describe this activity. Computerization of documentation has increased the efficiency of management of healthcare data. The focus of HIT is the national implementation of an electronic patient record. The electronic patient record is the foundation of many IT systems because it will enable systems to share patient information, which will increase the quality and efficiency of health care. A major issue with HIT is sharing and protecting patient information electronically. The HR department uses technology for maintaining electronic files about employees. Human resource management is responsible for protecting the privacy of both employee and patient information.

Teamwork and Accountable Care in Health Care

The Institute of Medicine report *To Err Is Human: Building a Safer Health System* treats the issue of preventable medical errors, which, according to the report, are in part the result of poor teamwork implementation. The report further states that effective teamwork can increase effective patient care. A model of teamwork in health care is the **accountable care organization (ACO)**, which consists of a network of organizations and healthcare providers that offer coordinated care. Their accountability is to improve clinical outcomes for designated populations. If the outcomes are met or exceeded, the group of physicians receives a financial bonus. There may be excessive penalties for not reaching the targets. For example, the Medicare Shared Savings Program will award ACOs rewards for lower patient care costs (Accountable Care Organizations, 2011). The model's assumption is that a group of providers is driven by peer pressure to achieve or exceed its stated objectives. Another form of teamwork is **interprofessional education**, which occurs when two or more professionals from different healthcare sectors engage in a dialogue so they can learn from each other—promoting interprofessional interaction. Interprofessional education promotes effective collaboration during patient care. It is an effective way of providing different perspectives of how to care for a patient within a team.

Pay for Performance

Pay for performance and **value-based purchasing** are terms that describe healthcare payment systems that reward healthcare providers for their **efficiency**, which is defined as providing higher quality care for less cost. They are another form of an accountable care organization. From a healthcare consumer perspective, the stakeholders should hold healthcare providers accountable for both the cost and high quality of their care. Because most health care in the United States historically has been provided by employers, in value-based purchasing, employers select healthcare plans based on demonstrated quality and cost-effectiveness of healthcare delivery (see www.ahrq.gov). Because of the uniqueness of this concept, human resource management plays an active role in training healthcare providers in this type of structure. Regardless of the model chosen, human resource management plays an integral role in the training of these types of programs.

Nursing Home Trends

In 2001, the Robert Wood Johnson Foundation funded a pilot project developed by Dr. Bill Thomas, the **Green House Project**, which is a unique type of nursing home established as a residence that provides services; that is, the concept of being a home to the residents rather than an institution at which to receive care. The home is managed by a team of workers who share the care of the residents including cooking and housekeeping. The daily staff members are certified nursing assistants. All mandated professional personnel such as physicians, nurses, social workers, and dieticians form visiting clinical support teams that assess the elders and supervise their care (Kane, Lum, Cutler, Degenholtz & Yu, 2007). Human resource management can play an active role in training these employees on how to treat their patients in this unique type of environment.

Social Media Communication

Social media is an electronic tool that provides a platform for customer interaction to create public awareness of their business. Facebook, Twitter, and YouTube are examples of social media. It is used increasingly by healthcare organizations not only as a recruiting tool but also as a communications tool for patient engagement, employees, and providers. According to a September 2011 employee survey of IT professionals, administrators, and physicians, 75% use social media for professional purposes in their jobs. The Mayo Clinic and the U.S. Department of Veterans Affairs are exploring ways to use social media for patient engagement including education (Lewis, 2011). Hospitals and academic medical centers are establishing more YouTube channels and Twitter accounts nationwide. Physicians use Twitter to communicate easily and quickly with other physicians. YouTube provides the opportunity to make available brief videos regarding certain points in healthcare education.

Strategic HR Management

The **strategic planning** of an organization consists of long-term goal setting to compete successfully in an industry (Thompson, Strickland & Gamble, 2006). An action plan of how to implement these goals is formulated based on the strengths of the organization. The ultimate goal is to maintain a sustainable competitive advantage over the organization's rivals. As part of this strategic planning process, human resource management plays a role in workforce planning to ensure that there exists the appropriate and adequate labor supply both currently and in the future to satisfy these strategic goals. HR departments have evolved to play an important role in the strategic planning of an organization. This is particularly important because of the continued labor shortage of nurses in the U.S. healthcare system and the geographic maldistribution of physicians who are generalists. Therefore, it may be necessary to develop different strategies to ensure that there is an infrastructure to deliver quality healthcare services in an organization.

■ Conclusion

Managers should be trained in human resource management concepts to be effective supervisors and leaders of their employees. This is true in small organizations that do not have the complex organizational structure to have a designated HR department. Most large organizations have a defined HR department that consists of both generalists and specialists in human resource functions that collaborate with managers to ensure they are managing their employees appropriately.

History indicates that human resource management activities were observed as early as 2000 B.C. Human resource management can be applied to any activity of a healthcare operation. It plays a role in the development of a legal and ethical workplace environment, provides information about healthcare careers to employees, assists with labor union negotiations, is responsible for job analysis and the hiring process, manages employee benefits, and provides input on employee performance. In addition, human resource management plays a role in emerging and future trends in health care and plays an integral role in strategic management including workforce planning.

■ Vocabulary

Accountable care organization
Allied health professionals
Efficiency
Employee benefits
Employee development

Employee training
Frederick W. Taylor
Global economy
Green House Project
Hawthorne studies

Health informatics	Mandatory benefits
Health information systems	Medical informatics
Health information technology	Medical tourism
Human resource management	Occupational Safety and Health Administration
Industrial Revolution	Pay for performance
Interprofessional education	Recruitment
Job analysis	Selection
Job design	Social media
Job enrichment	Strategic planning
Job redesign	Team designs
Job schedule redesign	U.S. Department of Labor
Joint Commission	Value-based purchasing
Labor unions	Voluntary benefits
Legally defensible	

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Real-Life Applications: Case Scenario 2

You understand that federal agencies often are responsible for monitoring and enforcing regulations in organizations.

Activity

You perform research to assess the roles of the Occupational Safety and Health Administration and the U.S. Department of Labor in monitoring the treatment of employees in healthcare organizations.

Responses

Industrial Revolution:

Employee training:

Employee development:

Health information technology:

Job schedule redesign:

Frederick W. Taylor:

Hawthorne studies:

Recruitment:

Labor unions:

STUDENT WORKBOOK ACTIVITY 1.3

Internet Exercises

Write your answers in the spaces provided.

- Visit each of the websites that are listed in the text that follows.
- Name the organization.
- Locate its mission statement on its website.

- Provide a brief overview of the activities of the organization.
- Apply this organization to the chapter information.

Websites

<http://www.osha.gov>

Organization name:

Mission statement:

Overview of activities:

Application to chapter information:

<http://www.dol.gov>

Organization name:

Mission statement:

Overview of activities:

Application to chapter information:

<http://www.jointcommission.org>

Organization name:

Mission statement:

Overview of activities:

Application to chapter information:

<http://www.medicaltourism.com>

Organization name:

Mission statement:

Overview of activities:

Application to chapter information:

<http://www.shrm.org>

Organization name:

Mission statement:

Overview of activities:

Application to chapter information:

<http://www.fiercehealthcare.com>

Organization name:

Mission statement:

Overview of activities:

Application to chapter information:

STUDENT ACTIVITY 1.4: DISCUSSION BOARDS FOR ONLINE, HYBRID, AND TRADITIONAL ONGROUND CLASSES

Discussion Board Guidelines

The discussion board is used in online and web-enhanced courses in place of classroom lectures and discussion. The board can also be used as an enhancement to traditional onground classes. The discussion board is the way in which the students “link together” as a class. The following are guidelines to help focus on the discussion topic

and to define the roles and responsibilities of the discussion coordinator and other members of the class. The educator will be the discussion moderator for this course.

1. The educator will post the discussion topic and directions for the upcoming week. These postings should all be responses to the original topic or responses to other students' responses. When people respond to what someone else has posted, they should start the posting with the person's name so it is clear which message they are responding to. **A response such as "Yes" or "I agree" does not count for credit. Your responses must be in your own words. You cannot copy and paste from the text.**
2. Postings (especially responses) should include enough information so the message is clear but should not be so long that it becomes difficult to follow. Remember, this is like talking to someone in a classroom setting. The postings should reflect the content of the text or other assignments. If you retrieve information from the Internet, the hyperlink must be cited.
3. Students should check the discussion daily to see if new information has been posted that requires their attention and response.

Good discussion will often include different points of view. Students should feel free to disagree or "challenge" others to support their positions or ideas. All discussions must be handled in a respectful manner. The following are discussion boards for this chapter.

Discussion Boards

1. Define human resource management. Based on your experience, how do you think human resource management has played a role in your workplace?
2. Why is it important for employees to be familiar with legal and ethical issues in the healthcare workplace? Review Table 1.1. Which laws do you believe are the most important? Defend your answer.
3. What is the role of the Joint Commission in health care?
4. What is the importance of training employees? What type of training have you received as an employee? Was it successful? Have you ever trained another employee?

Be specific.

