

**Healthcare Human Resources Management -
PUBH 6547
Spring 2009
Course Syllabus**

1. Class Time - Half Semester

Tuesday/Thursday 3:35 to 5:25
March 24 - May 7, 2009

2. Instructor

Pat Langan
e-mail address: plangan@planganconsulting.com
Cell: 612-202-8996
Work: 612-869-8887

*Note: All assignments need to be **sent to my work e-mail** address recorded above.*

Note: For best response contact me by e-mail or cell phone.

3. Texts

- a. Healthcare Human Resources Management
Flynn, Mathis, Jackson Second Edition
- b. Getting to Yes
Fischer and Ury

4. Course Requirements

- | | |
|------------------------|------------|
| a. Chapter Tests | 25 points |
| b. Literature Searches | 25 points |
| c. Research Paper | 50 points |
| d. Final Test | 200 points |

Chapter Tests - There will be a series of chapter tests to encourage students to buy a book and read the chapters. Tests will be conducted randomly.

Literature Search - Topics will be selected by the instructor. Students will be required to review two (2) articles per topic. Students will be selected to lead a panel discussion of the topic based on the articles they read. Hard copies of the

articles must be submitted including student names. ***A short two paragraph summary will be required for each assignment.***

Research Paper - Each student will be required to write a ten (10) page paper (double spaced) on a topic of his or her choice related to a contemporary issue in healthcare human resources management. Topics must be pre-approved by the instructor. The paper should be based on the research conducted on a minimum of ten (10) articles that have been written in the past five (5) years. Each article should be at a minimum of five (5) pages in length. A bibliography of the articles should be included. Papers are due on April 30, 2009.

The paper should include the following information:

- Thorough review of the topic

- Summary of the articles/author's opinions

- Student opinions

- Recommendations - How would you incorporate your recommendation on this issue into your workplace?

- Description of the problems or barriers to implementation

Deliverables include:

- The Paper

- The Bibliography

- The full article(s) used to write the paper (must be e-mailed to the instructor along with your paper).

5. Final Exam

- Take Home Final

- Multiple Questions - pick 4-5

- Essay Format

- Due May 14, 2009

Course Overview

March 24, 2009 - Introduction and Course Overview

Student Introductions

Student Expectations Instructor Expectations (Attendance, Participation)

Course Requirements

Exercise - Managing in Uncertain Times

Revenues are down by 20 percent, Overhead costs remain constant, Major employers are laying off staff, Health Insurance is being dropped by COBRA participants, Morale is down, Board wants HR actions and ideas presented, and Revenue and Expense increases/reductions.

What strategies will you use to keep your organization afloat?

Note: *For the next class review an article on Organizational Culture and be prepared to talk about how culture impacts an organization. Be prepared to talk about how Mission, Vision, and Values drive culture. Use examples that you may be aware of in real life. Find an organization that has its Mission, Vision and Values published on their website and bring a hard copy to class to hand in.*

March 26, 2009 - Organizational Culture - (Read Chapters 1,2,3 HHRM)

What is Organizational Culture? - Definition?

What program have been used to help build or strength culture?

If you were the CEO of a new organization, that never existed, what would you do to create culture?

Define Mission, Vision and Values.

How would you develop an Accountability Model for your organization?

What Standards of Behavior would you expect of your employees?

What Customer Service Behaviors would you expect of your employees?

What role, if any, does how you structure your organization play in defining culture?

With a new organization being put in place, what is your thought about how you want to develop your senior leaders?

How do you intend to engage your employees?

What does your orientation program look like for new employees?

How would you design jobs in your new organization?

Learning Objectives:

- Understand the difference between Vision, Mission and Values of an organization.
- Understand how culture impacts strategy.
- Understand how culture is developed in an organization.
- Understand how Organizational Culture and Human Resources Management intersect.

Exercise: Develop mission, vision, and value statements for a new public health program designed to provide homecare services to an uninsured elderly population.

Note: For the next class review an article on Strategic Human Resources Management/ Planning and be prepared to talk about how HR is a strategic partner in an organization. Use examples from the article that demonstrate the strategic importance of Human Resources.

Bring in a Human Resources Strategic Plan from an organization that has their plan published. Be prepared to discuss the Human Resources Strategic Plan that you discovered and make a hard copy to hand in.

Read "In Our Hands: How Hospital Leaders Can Build a Thriving Workforce" AHA The entire report is about 90 pages long, so start reading for our class on April 2, 2009

March 31, 2009 - Human Resources Management and Strategic Issues (Read Chapters 1,2,3 HHRM)

Learning Objectives

- Understand the strategic nature of HR
- Understand the relationship between Organizational Strategic Planning and Strategic HR Planning
- Understanding different types of organizations
- Understand the challenges confronting HR
- Understand the functional areas of HR
- Understand the unique aspects of healthcare HR management
- JCAHO and HR - regulatory issues and HR Management

Exercise: Develop a strategic Human Resources Plan

Note: Continue reading "In Our Hands: How Hospital Leaders Can Build a Thriving Workforce"

April 2, 2009 - Recruitment, Selection, Retention, Succession Planning (Read Into Our Hands) (Chapter 6 HHRM)

Learning Objectives

Understanding the Recruitment and Selection Process

Understanding the Executive Search Process

Understand the critical success factors of candidates

Understand the process of employee retention

Understand Succession Planning/Workforce Planning

Review the AHA Commission on Workforce for Hospitals and Health Systems

Report: "In our hands: how Hospital Leaders can build a thriving workforce"

What are some of the challenges that face healthcare and Human Resources?

What one initiative intrigued you?

Exercise: You have been appointed to a committee to find the next Vice President of Fund Raising and Development. What is your process for the recruitment, selection, and retention of this key executive level position?

Note: Research two articles that describe the basics of Compensation Administration. Be prepared to lead a panel discussion. Write a summary of the two articles and hand in a hard copy of the articles.

April 7 Compensation Administration (Read Chapter 12)

Learning Objectives

Understand what a compensation philosophy is.

Learn the difference between longevity and pay for performance pay systems.

Understand the Fair Labor Standards Act (FLSA)

Review the basic components of a Compensation Plan

Review Salary Administration Guidelines

Understand the basic mechanics of an Executive Compensation Plan

Exercise: Review staff and management position and determine pay hierarchy.

Review Salary Survey Information and provide market analysis of positions and their market pay evaluations
Develop Salary Ranges for two positions using Merit Based Pay and Longevity Based Pay Ranges/Scales
Review Executive Compensation Plans including deferred compensation and benefit programs

Note: Research two articles on Benefits Planning. Be prepared to lead a panel discussion on Employee Benefit Plan issues. Write a summary of the two articles and hand in hard copies of the articles.

April 9, 2009 Benefits Administration (Read Chapter 13)

Learning Objectives

Understand the philosophy that guides Employee Benefits Planning
Understand Employee Benefit Plan Design Issues
Understand Employee Benefit Plan Pricing
Identify the typical components of an Employee Benefit Plan
Understand mandatory and voluntary Employee Benefits
Understand Long and Short Term Objectives of Variable Pay Plans
Understand Retirement Benefit Plan Design

Exercise: Review the Employee Benefit Plans for two organizations.

Review the anticipated costs of each program

Develop your ideal benefit plan

Discuss the differences in Employee Benefit interest for different age groups

Discuss the benefits changes that are being made to employee plans currently

Note: Find two performance appraisal models and be prepared to discuss the pros and cons of each model. Write a summary of the models and be prepared to lead a panel discussion on the topic and hand in hard copies of the articles.

April 14, 2009 Job Descriptions, Job Analysis, Performance Appraisals, Performance Management (Read Chapter 5)

Learning Objectives

Understand how job descriptions are developed

Understand how jobs are analyzed for job hierarchy and compensation decisions
Understand how performance appraisals are designed
Understand the performance appraisal process
Understand the Performance Management process

Exercise:

Review a job description and analysis it for job hierarchy and compensation decisions.

Review a performance appraisal model and evaluate it for effectiveness

Review the performance appraisal process and understand how the process works

Understand the performance management process

Note: Review two articles on conflict resolution or mediation/arbitration. Be prepared to lead a panel discussion of these issues. Write a summary of the articles and hand in a hard copy of the articles.

April 16 Labor Relations and Employee Relations (Read Chapters 7,10,11)

Learning Objectives

Understand the concept of "Creating a Healthy Work Environment"

Understand "Employee Engagement: as an employee relations philosophy

Review the use of Policies and Procedures/Handbooks to describe the employee/employer relationship

Review and understand the concept of Employment at Will

Understand the problem resolution and employee grievance process

Understand HR's role in conflict resolution including strategies to resolve conflict

Review "Best Places to Work"

Understand the history of the labor relations movement

Understand the National Labor Relations Act/National Labor Relations Board

Understand and differentiate between a union campaign and collective bargaining

Exercise: Mock Negotiations: Concession Bargaining - Retiree Health is the issue.

April 21, 2009 Labor Relations and Employee Relations (Continued)

Note: Find one article on assessing the education needs of an organization. Be prepared to lead a panel discussion of the topic. Provide a brief summary of the article. Hand in a hard copy of the article.

April 23, 2009 Training and Development of Staff (Read Chapters 8,9)

Learning Objectives

Understand the difference between training and development

Licensure and certification requirements

Annual Mandatory Training requirements

Policies on Training and Development (Tuition Reimbursement)

Develop a method for assessing training needs of staff

Discuss effective methods of training and development (Adult learning)

Understand the linkages between performance appraisals and training and development

Discuss the training and development compliance issues with JCAHO

Exercise: Develop an assessment model for employee training and development needs and discuss how it relates to retention and workforce planning.

Note: Begin reading "Getting to Yes". Find one article on Human Resource Audits. Be prepared to lead a group in a panel discussion. Write a brief summary of the article and hand in a hard copy of the article.

April 28, 2009 Human Resources Performance Measurement (Read Articles)

Learning Objectives

Understand how HR is measured.

Understand the basics of an HR Audit

Discuss the concept of scorecards or dashboards for HR

Review the Board of Director HR interests

Review professional metrics that have been developed for the HR function

Exercise

Review the HR metrics used in organizations. Understand the ease and difficulty of measurement. Review the JCAHO HR requirements.

April 30 Legal Issues and Human Resources Management (Read Chapter 2-4)

Learning Objectives

Understand the basic laws and regulations that govern the relationship between employee and their employers.

Understand the basic legal principles that have emerged from case law.
Understand the top three legal liabilities that routinely confront an organization
Review the Federal and State laws and compare and contrast the laws.
Equal Employment Opportunity and Affirmative Action*
Americans with Disabilities Act*
Age Discrimination in Employment Act*
Immigration Reform and Control Act*
Fair Labor Standards Act*
Family Medical Leave Act*
Equal Pay Act*
Wrongful Discharge
Constructive Discharge
Whistleblower Protection
Other cases and laws that are impacting Human Resources Management

Exercise: To be determined.

Note: Finish reading the book and be prepared to lead a panel discussion.

May 5 Getting to Yes (Read the Book)

Understand the process

Understand the steps in the process and their desired outcome

Understand how to apply the process

May 7 Getting to Yes and Wrap Up