

The background of the slide is a light gray gradient with several realistic water droplets of various sizes scattered across it. The droplets have highlights and shadows, giving them a three-dimensional appearance. The text is centered on the slide.

HUMAN RESOURCES MANAGEMENT~ACHE TUTORIAL

PRESENTED BY

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SEPTEMBER 2022

HR FOCUS AREAS

- PERFORMANCE MGT SYSTEMS (EVALUATION, REWARDS, DISCIPLINARY POLICY/PROCEDURES)
- RECRUITMENT AND SELECTION TECHNIQUES
- LABOR RELATIONS STRATEGIES, TACTICS
- STAFFING METHODOLOGY AND PRODUCTIVITY MANAGEMENT (ACUITY-BASED, FLEXIBLE STAFFING, FIXED STAFFING)
- EMPLOYEE SATISFACTION MEASUREMENT/IMPROVEMENT
- MOTIVATIONAL TECHNIQUES
- COMPENSATION AND BENEFITS
- WORKER SAFETY, SECURITY, EMPLOYEE HEALTH (OSHA, WORKPLACE VIOLENCE)
- CONFLICT RESOLUTION AND GRIEVANCE



HEALTHCARE EXECUTIVE HR ROLE

- QUALIFIED STAFF~TYPE AND NUMBER
- EFFECTIVE HR FUNCTIONS
- HR PHILOSOPHY EXPRESSED IN POLICIES/PROCEDURES
- STRATEGIC HR MANAGEMENT
- PROCESS FOR STAFF PRIVILEGES
- CONFLICT MANAGEMENT



HEALTHCARE EXECUTIVE HR ROLE

- MANAGER EVALUATION
- SUCCESSION PLANNING
- DEVELOPMENT OF HIGH PERFORMANCE
WORK TEAMS
- ESTABLISH/EVALUATE PRODUCTIVITY
- LEGAL COMPLIANCE



HR FUNCTIONAL RESPONSIBILITIES

- WORKFORCE PLANNING
- MANAGEMENT PRACTICES
- SELECTION AND PLACEMENT
- TRAINING AND DEVELOPMENT
- COMPENSATION AND BENEFITS
- EMPLOYEE AND LABOR
RELATIONS
- HEALTH, SAFETY AND SECURITY

JOB ANALYSIS

- A SYSTEMATIC STUDY OF JOBS TO DETERMINE WHAT ACTIVITIES AND RESPONSIBILITIES THEY INCLUDE, RELATIONSHIP WITH OTHER JOBS, QUALIFICATIONS, CONDITIONS
- USED FOR DESIGNING JOBS, ORGANIZATIONAL DESIGN, RECRUITMENT, SELECTION, PLACEMENT, ORIENTATION, PERFORMANCE APPRAISAL, COMPENSATION, CAREER DEVELOPMENT, COMPLIANCE
- CORNERSTONE OF HR

WORKFORCE PLANNING



Forecasting

demand-pull approach

supply-push

Probability models (e.g. transition matrix)



Strategic Workforce Planning



Succession analysis

SAMPLE QUESTION

- A HEALTH SERVICES ORGANIZATION SHOULD USE WHICH OF THE FOLLOWING **SEQUENTIAL PROCESSES** TO HELP ESTABLISH HR OBJECTIVES AND POLICIES?
 - ANALYZE THE CURRENT HR SITUATION, FORECAST HR DEMAND, RECONCILE WITH THE BUDGET, FORECAST HR SUPPLY.
 - DESIGN HR RECRUITMENT AND SELECTION ACTIVITIES, DEVELOP AND HR COMPENSATION PLAN, AND ESTABLISH HR APPRAISAL SYSTEM
 - DETERMINE BEST HR JOB STRUCTURE, PERFORM HR JOB EVALUATIONS, ESTABLISH HR TRAINING AND DEVELOPMENT
 - CONDUCT HR JOB ANALYSIS, DETERMINE BEST HR JOB STRUCTURE, AND ESTABLISH HR POLICIES

SAMPLE QUESTION

- FORECASTING ORGANIZATIONAL NEED FOR HUMAN RESOURCES BY FOCUSING ON SPECIFIC POSITION OPENINGS THAT ARE LIKELY TO OCCUR AND USING THESE FOR PLANNING IS CALLED:
 - DEMAND-PULL APPROACH
 - SUPPLY – PUSH APPROACH
 - SUCCESSION ANALYSIS
 - TRANSITION MATRIX

MOTIVATIONAL THEORIES

- 1. MASLOW HIERARCHY
- 2. HERZBERG
 - HYGIENE
 - MOTIVATORS
- 3. MCCLELLAND
 - ACHIEVEMENT
 - POWER
 - AFFILIATION
- 4. PROCESS
 - EQUITY
 - EXPECTANCY
 - REINFORCEMENT
 - GOAL SETTING

SAMPLE QUESTION

- WHAT IS THE CORRECT ORDER OF MASLOW'S HIERARCHY OF NEEDS
- (BOTTOM TO TOP)

Pick from this list

- Money
- Safety
- Food/water
- Belonging
- Self Actualization
- Education
- Physiologic needs
- Esteem
- Family and Friends
- Medical Care



MOTIVATIONAL PROBLEMS

- **INADEQUATE PERFORMANCE
DEFINITIONS**
- **IMPEDIMENTS (OBSTACLES) TO
PERFORMANCE**
- **INADEQUATE PERFORMANCE~REWARD
LINKAGES**

MOTIVATION SOLUTIONS

- IMPROVED PERFORMANCE DEFINITIONS
 - JOB DESCRIPTIONS
 - STANDARDS
 - FEEDBACK
- ELIMINATE OBSTACLES
 - IMPROVE SELECTION
 - JOB REDESIGN/ENRICHMENT
 - ENHANCE COMPENSATION/BENEFITS

MOTIVATION SOLUTIONS

- STRENGTHEN PERFORMANCE-REWARD LINKAGE
 - BEHAVIOR MODIFICATION/COACHING
 - PAY FOR PERFORMANCE
 - AUTONOMY
 - WORK TEAMS
 - OTHER FINANCIAL/NON-FINANCIAL REWARDS
 - RECOGNITIONS
 - PROFESSIONAL ORGANIZATIONS
-

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CONFLICT

- IS CONFLICT HEALTHY OR UNHEALTHY?
- WHAT ARE THE CAUSES OF CONFLICT?
 - WHAT TO DO
 - WHO IS INVOLVED
 - HOW TO DO IT



MANAGING CONFLICT

- ACCOMMODATING
- PRESSING
- AVOIDANCE
- NEGOTIATION

NEGOTIATION STRATEGIES

- DISTRIBUTIVE (CLAIMING VALUE)
 - VALUE IS CLAIMED
 - IT IS A NECESSARY PART OF A NEGOTIATION
 - HOW MUCH WILL BE OBTAINED/DIVIDE THE PIE
- INTEGRATIVE (CREATING VALUE)
 - VALUE IS CREATED
 - IT IS NOT REQUIRED IN NEGOTIATION
 - MUTUAL BENEFICIAL SOLUTIONS
 - DIFFERENCES IN PREFERENCES ALLOW THIS TO OCCUR



MANAGING INTERGROUP CONFLICT

- AVOIDANCE
- DIFFUSION
- CONTAINMENT
- CONFRONTATION



PERFORMANCE APPRAISAL

- CATEGORY RATINGS
- COMPARATIVE METHODS
- NARRATIVE METHODS
- SPECIAL

PRODUCTIVITY STAFFING METHODS

- **PRODUCTIVITY IS THE RATIO OF OUTPUTS TO INPUTS**
 - TOTAL PATIENT DAYS / RN FTES
 - COLLECTIONS / FTES
 - # OF X/ WORKED OR PAID HOURS
 - **FTE/ADJUSTED AVERAGE DAILY CENSUS**
- **EFFICIENCY IS COST PER UNIT OF SERVICE**
- **STAFFING METHODS**
 - ACUITY-BASED
 - FLEXIBLE
 - FIXED

SAMPLE QUESTION

- WHICH OF THE FOLLOWING STATEMENTS BEST DEFINES INCREASED PRODUCTIVITY?
 - AN INCREASE IN PRODUCTIVITY OCCURS WHEN THE NUMBER OF UNITS OF SERVICE RENDERED IS GIVEN YEAR INCREASES OVER THE NUMBER RENDERED IN THE PREVIOUS YEAR.
 - AN INCREASE IN PRODUCTIVITY OCCURS WHEN AN INCREASE OCCURS IN THE VOLUME OR NUMBER OF UNITS OF SERVICE RENDERED.
 - AN INCREASE IN PRODUCTIVITY OCCURS WHEN A REDUCTION OCCURS IN THE RATIO OF HOURS WORKED TO THE NUMBER OF UNITS OF SERVICE RENDERED.
 - AN INCREASE IN PRODUCTIVITY OCCURS WHEN AN INCREASE OCCURS IN THE REVENUE FOR A GIVEN NUMBER OF FULL- TIME EQUIVALENT EMPLOYEES.



PRODUCTIVITY
EFFICIENCY
FACTORS

- HIGH STANDARDS AND GOALS
- INFORMATION AND FEEDBACK
- INTERDEPARTMENTAL COORDINATION AND RESOURCE SHARING
- ALIGNMENT OF COMPENSATION SYSTEMS
- PHYSICIAN INVOLVEMENT IN DECISION-MAKING AND GOVERNANCE.



LEGAL AND REGULATORY FACTORS

- FAIR LABOR STANDARDS ACT
- NON-DISCRIMINATION LEGISLATION
 - EQUAL PAY ACT
 - CIVIL RIGHTS ACT
 - AGE DISCRIMINATION IN
EMPLOYMENT
 - AMERICANS WITH
DISABILITY ACT
- FMLA – FAMILY MEDICAL LEAVE ACT

SAMPLE QUESTION

- WHICH WAS FIRST MAJOR LAW TO HAVE SIGNIFICANT IMPACT ON INDIVIDUAL PRIVACY IN THE WORKPLACE?
 - Civil Rights Act
 - Fair Credit Reporting Act
 - Polygraph Protection Act
 - Privacy Act



SEXUAL HARASSMENT

- QUID PRO QUO
- HOSTILE ENVIRONMENT



LABOR RELATIONS

- GOOD FAITH BARGAINING
- ARBITRATION
- FORMAL GRIEVANCE PROCESS
- ROLE OF AND RELATIONSHIPS WITH INFORMAL LEADERS (NON-UNION)

SAMPLE QUESTION

- IN A UNIONIZED ORGANIZATION, WHAT IS THE MOST EFFECT CONTRACT DISPUTE RESOLUTION FINALIZING ALTERNATIVE?
 - MEDIATION
 - CORPORATE CAMPAIGNS
 - ARBITRATION
 - STRIKE