Human Resource Management in Health Care
Principles and Practice

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To Marie and Cynthia, two wonderful human resources.

LFF

To Kate, for the years of support and encouragement.

CRM
CONTENTS

Preface ........................................ xiii
Acknowledgments .............................. xv
Authors and Contributors ..................... xvii

Chapter 1 An Overview of Human Resources ........ 1
An Evolving Department ....................... 3
What's In a (New) Name? ...................... 7
The Focus Broadens ............................. 10
Conclusion ...................................... 11

Chapter 2 How Human Resources Fits into an Organization .. 15
Human Resources in the Organization:
The Macro View ................................ 17
Line and Staff ................................... 17
The Appearance of Human Resources .......... 20
The Human Resources Internal Organization .... 24
Human Resources and Senior Management ....... 24
The Relationship Between Human Resources 
and Other Departments ..................... 26
Health Care Human Resources and the
Changing Scene ............................... 28
Human Resources Reengineered ............... 30
Conclusion ...................................... 35

Chapter 3 The Legal Framework of Contemporary
Human Resources ............................... 39
A Regulated Environment ..................... 40
The Growing Regulatory Environment:
An Annotated Chronology of Legislation ...... 42
Greater Responsibilities and Increased Costs
for Organizations ............................ 57
A Cumulative Effect ............................ 58
Conclusion ...................................... 60

v
Every Employee a Recruiter ........................................... 142
Conclusion ................................................................. 142

Chapter 8 Civil Service Systems ..................................... 147
Introduction .................................................................. 148
History of the Federal Civil Service System ................. 148
History of State and Local Civil Service Systems ....... 149
Using a Civil Service System ........................................ 150
Conclusion .................................................................. 157

Chapter 9 Conducting a Successful and Legal Selection Interview ............................................. 159
Legal and Other Prerequisites ...................................... 161
Before the Candidate Arrives ...................................... 161
Conducting an Interview .............................................. 164
Interview Questioning: To Ask or Not to Ask? ............. 166
Probing for Intangibles ................................................ 175
 Very Few Exceptions .................................................. 176
When Forbidden Information is Volunteered ............ 176
After the Interview ....................................................... 177
Behavioral Interviewing .............................................. 178
The Interviewer’s Behavior ........................................... 179
Résumé Fraud: Lies and Embellishments ................... 181
An Acquired Skill ......................................................... 183
Conclusion .................................................................. 183

Chapter 10 Employee Training ....................................... 187
Introduction: The Role of Training and Development ... 188
The Manager’s Role in Employee Training .................. 189
New-Employee Orientation ....................................... 190
Training to Correct Performance Problems ............... 190
Determining Departmental Learning Needs ............... 191
Employee Training Within a Department .................. 192
Cross-Training for Efficiency ...................................... 193
On-the-Job Training ..................................................... 193
Effective Mentoring .................................................... 194
Developing Potential Managers .................. 195
How Human Resources Can Help .............. 196
Conclusion ........................................ 198

Chapter 11 Compensation and Benefits .......... 201
Introduction ....................................... 202
Compensation ..................................... 202
Benefits ............................................ 207
Legal Actions ...................................... 213
External Agency Investigations .................. 214
Conclusion ........................................ 216

Chapter 12 Performance Appraisals .............. 219
Performance Appraisal Defined ................. 221
The Need for Performance Appraisal .......... 221
Conducting a Performance Appraisal ........... 222
Managers and Rating ............................. 223
Obstacles to Performance Appraisal ............ 223
Personality-Based Evaluations .................. 224
Performance Appraisals ......................... 227
The Appraisal Interview ......................... 234
Self-Appraisal ..................................... 238
Team Appraisals .................................. 239
The Appraisal Form .............................. 240
Legal Implications of Performance Appraisals .. 240
The Role of Human Resources ................... 244
An Essential Process ............................ 245
Conclusion ........................................ 246

Chapter 13 Managers and Employee Problems .... 249
People Problems are Inevitable ................. 251
Primary Purpose: Correction .................... 253
Separate Issues of Performance and Behavior .. 254
Addressing Performance Problems ............. 255
Addressing Behavior Problems .................. 256
Employee Absenteeism ......................... 267
Contents

Employee Assistance Programs 269
When Termination is Necessary 270
Partnership with Human Resources 271
Prevention when Possible 271
Elements of Effective Corrective Action 272
Document, Document 273
Conclusion 274

Chapter 14 Addressing Problems before Taking Critical Action 279
Prevention when Possible 281
Employee Privacy and Confidentiality 282
Personal Relationships 286
Sexual Harassment 287
Violence 289
Employee Participation and Involvement 290
Counseling 291
Conclusion 293

Chapter 15 Documentation 297
Paper Remains Important 299
Legal Implications of Employment Documentation 299
Human Resources and Personnel Files 302
The Department Manager's Responsibilities 303
Department Manager's Employee Files 306
Do the Paperwork 307
Conclusion 307

Chapter 16 Terminating Employees 311
Involuntary Termination 313
Individual Terminations 313
Reductions in Force 315
Layoffs 317
Related Dimensions of Termination 324
The Survivors of Reduction 326
Conclusion 328
Contents

Where We Are, Where We Are Heading 382
Conclusion 382

Chapter 21 Human Resources Arbitration 387
Arbitration 388
Advantages of Arbitration 390
Human Resources Arbitration 392
Conclusion 392

Chapter 22 Using Human Resource Consultants 395
Using Consultants 396
Types of Consultants 398
Engaging a Consultant 399
Summary: Why a Consultant? 402
Conclusion 402
Appendix A: Sample Contract Agreement for Consulting Services 405

Chapter 23 Maintaining an Effective Human Resources Department 409
An Effective Human Resources Department 410
HR and Optimal Organizational Efficiency 415
Future Directions for Human Resources 416
Conclusion 416

Index 421
Under its earlier, more narrowly descriptive names, human resources began to develop an independent identity in business organizations in the 1930s. Its importance has steadily increased over the intervening decades, and as the new millennium gathers momentum, human resources continues to grow in relevance and usefulness.

Non-health businesses, manufacturing foremost among them, were the first to recognize the utility of human resources. Out of necessity, health care provider organizations began to rely increasingly on human resource professionals as legal protections relating to 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 partly as a consequence of relatively small individual work forces and budgets that limit the ability of public health organizations to afford full-time human resources employees. Similarly, various other health-related organizations such as independent laboratories and free-standing clinics and group practices have insufficient staffing to justify full-time human resources professionals.

This book introduces human resources to those who are preparing to work in any area of health care or health service. It is written for practitioners and students in all disciplines related to health, from practicing providers to major medical centers to administrators who engage in health in a broad range of settings. It is written for students, practitioners, and members of boards of health, the citizen supervisors of many public health agencies. To accommodate such a diverse audience, we have endeavored to provide a 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 that introduces the reader to key topics and questions to ponder while reading the material that follows. The case study is concluded at the end of the chapter with expert commentary and suggestions that can be utilized should the reader someday become interested or involved in a similar situation. Each chapter includes learning objectives, discussion points, and listings of resources (books, periodicals, organizations, and Internet sites) that provide supplementary materials.

Our goal was to produce a practical book. Discussions of theory are included to aid understanding of application guidelines, but pure theory runs a far second to practicality in the pages that follow. Many examples
and a number of sample forms and documents are included, drawn from our professional experiences and supplemented with input from other experts.

Thank you for sharing some of your time with us through using this book. We trust that the time is well spent. We freely share credit with others for successes, but we reserve for ourselves responsibility for errors that may have crept into the book.

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We owe thanks to several people. Mike Brown believed in this project and had patience when it was most appreciated. Kylah McNeill’s gentle but sure hand guided the project. The folks at Jones and Bartlett are gracious at all times; we could not work for a better or more professional team.

We express thanks to the contributors who enriched this book. Their expertise and experiences are greatly appreciated. Lee Forst was willing to take a chance many years ago. Thanks for exemplifying Theory Y.

Finally, thanks to our wives. They gave up the time that allowed this project to be completed.

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