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Fellow of the American College of Healthcare Executives

Becoming Board Certified in Healthcare Management and a Fellow of the American College of Healthcare Executives

Knowledge Area Covered in the Board of Governor's Exam:

Human Resources

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Human Resources

Introduction

This topic focuses on recruitment, selection, training, compensation, and evaluation of personnel and examining ways to evaluate productivity and monitor accountability for results.

Human Resources

22 questions (11%) from this specific knowledge area will be asked on the Board of Governor's Exam related to the following:

- Knowledge of performance management systems

- Knowledge of recruitment techniques

- Knowledge of selection techniques

- Knowledge of labor relations strategies

- Knowledge of staffing methodologies and productivity management

- Knowledge of employee satisfaction measurement and improvement techniques

Human Resources

Learning Objectives

- Human Resources Management
- Interaction with Professionals
- Evaluation of Managers
- Productivity
- Legal Compliance

Human Resources

Learning Objective: Human Resources Management

Ensures that qualified, motivated personnel are available to perform the tasks needed for the organization to accomplish its mission

Typical Planning Process

Strategic/Operational Planning

- **Organizational Mission**
- **Business Strategy**
  - SWOT Analysis
    - Internal Assessment
      - Strengths/weaknesses
      - HR Skills, knowledge, abilities
    - Environmental Assessment
      - Opportunities/threats
      - Services, markets, regulatory, economy, labor

Human Resources Strategies

- **Staffing Plan**
  job design, recruitment and selection
- **Training and Development**
- **Recognition and Rewards**
  performance management and compensation
- **Employee Relations**
  culture and compliance

Recruitment Techniques

Internal

- Job Posting
  - Promotions, Transfers, Rehires

- Talent Inventory
  - Succession Planning

External

- Job Fairs
  - colleges/university, trade/professional organizations, open houses
- Educational Seminars offering CEUs
- Media (direct mail, newspapers, journals, TV, radio)
- e-Recruiting
- Mergers & Acquisitions
- Assessment Centers

Selection Interviewing

- Different approaches used:
  - Situational, Personality Profile, Stress, Behavioral

- Recommended:
  - <u>Structured</u> Behavioral interview that probes both technical and interpersonal competencies
    - allows you to evaluate all candidates on the same predetermined selection criteria

Labor Relations Strategies

Positive   Neutral   Negative

<u>Collaborative Labor Relations Strategy</u> – relies on joint problem solving where Union and Management officials resolve issues focusing on the organization's best interest and both proactively respond to external threats; it is characterized by involving the Union in identifying and resolving issues, effective communication between parties, and mutual trust. It does <u>not</u> involve co-management by the Union.

<u>Compliance Labor Relations Strategy</u> – typically adversarial and self-serving in nature and relies on the enforcement of rights and obligations created by collective bargaining agreements. It is characterized by the exercise of formal labor relations dispute resolution processes, clearly defined results or decisions, and application of law and regulations. Management and union tend to be reactive to external threats.

Employee Satisfaction

- It's all about CULTURE
    - Lay a basic foundation – provide effective orientation
    - Create a positive, productive work place with meaningful work
    - Hire the best talent
    - Foster a learning environment
    - Cultivate stellar service
    - Nurture and grow a powerful culture (service, quality, professionalism)
    - Stimulate new ideas and involve people in decision-making
    - Streamline
    - MEASURE, MEASURE, MEASURE

Human Resources

Learning Objective: Interaction with Professionals

Concerns the interaction of the organization and its employees; understanding different types of conflict and application of conflict management techniques; understanding principles of negotiation

Conflict: exists in any situation where your concerns or desires differ from another person's

Conflict arises out of disagreement resulting from differing attitudes, beliefs, values or needs; can originate from past rivalries and personality differences, and; can either be DESTRUCTIVE or CONSTRUCTIVE.

Destructive

- Creates boundaries "us"/"them"

- Diverts energy from more important activities and issues

- Destroys morale

- Builds distrust

- Reduces cooperation

- Produces irresponsible and regrettable behavior

- Polarizes groups

- Results in poor patient care

Constructive

- Removes boundaries
- Opens up issues of importance, resulting in their clarification
- Results in the solution of problems
- Serves as a release to pent-up emotion, anxiety and stress
- Helps build cohesiveness among people by sharing the conflict, celebrating in its settlement, and learning more about each other
- Builds appreciation for differences
- Helps individuals grow personally and apply what they learned to future situations
- Builds morale and self-esteem

Five steps to managing conflict:

1. Analyze the conflict
2. Determine management strategy
3. Pre-negotiation
   - setting the stage, establishing ground rules, fact-finding
4. Negotiation
   - discussion of interests (needs, concerns, motivations) <u>not</u> positions
   - satisfaction of interests should be a common goal
5. Post-negotiation
   - ratification and implementation

Five Conflict-Handling Modes
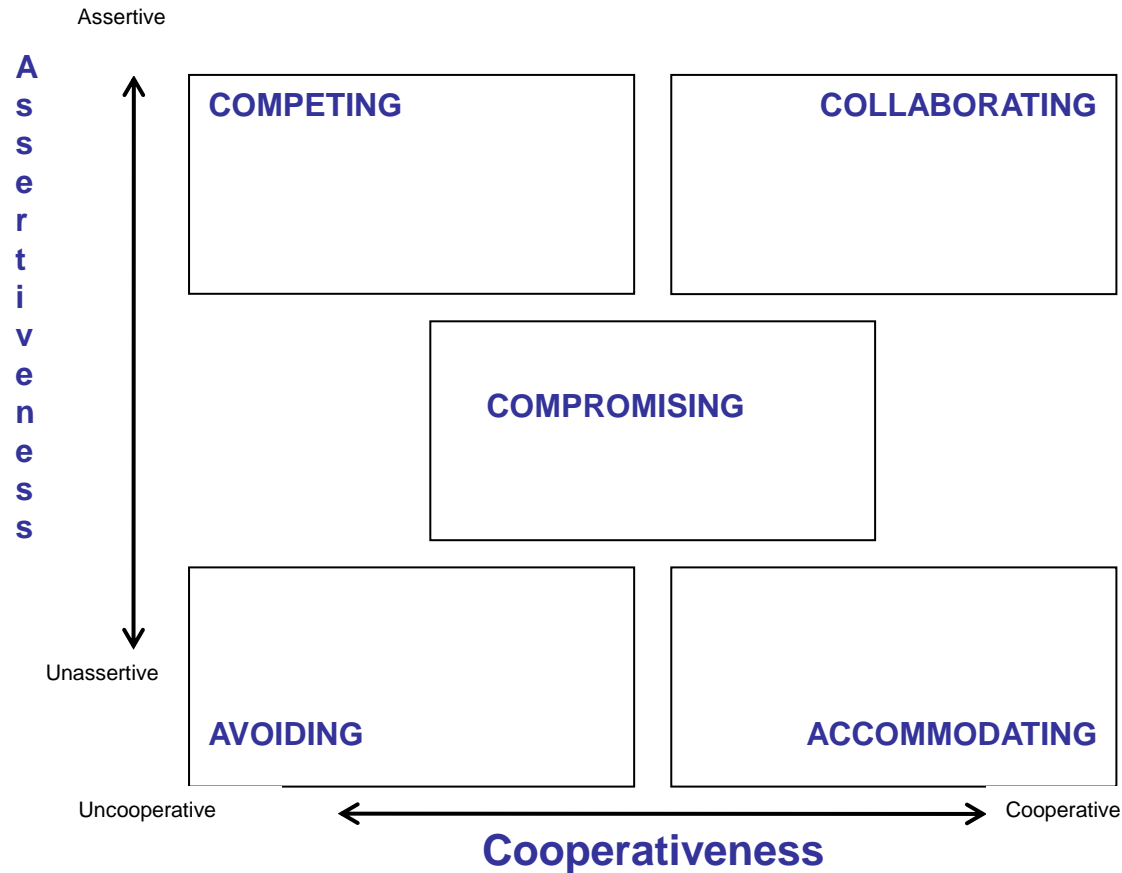
Thomas-Kilmann Conflict Mode Instrument

Performance Management is an ONGOING function that includes:

- setting performance goals and expectations
- monitoring
- coaching, training, education
- ongoing feedback and annual appraisal
- establishing development plans going forward

- Vary frequency as needed (at least annually)
- Prepare
- Use multiple sources of information
  - 360-degree performance appraisals
- Self appraisals
- Focus on the future
- Focus on behavior and performance outcomes, not personal traits
- Reinforce the positive
- Make it an important part of the organization's culture
- Follow-up

Common methods for assessing performance:

- Graphic rating scale

- Ranking

- Forced Ranking

- Behavioral Anchored Rating Scale (BARS)

- Critical Incident

- Management by Objectives (MBO)

Human Resources

Learning Objective: Legal Compliance

Understanding federal and state statutes developed to prohibit discrimination in the workplace and to ensure individual employment rights

Ensure FAIR TREATMENT as well as Legal Compliance.

Human Resources
Learning Objective: Legal Compliance

- National Labor Relations Act
- Fair Labor Standards Act
- Equal Pay Act
- Title VII of the Civil Rights Act
- Age Discrimination in Employment Act
- Occupational Safety and Health Act
- Rehabilitation Act
- COBRA
- Consumer Credit Protection Act

- Employee Retirement Income Security Act (ERISA)
- Pregnancy Discrimination Act
- Worker Adjustment and Retraining Notification Act (WARN)
- Americans with Disabilities Act
- Family Medical Leave Act
- Immigration Reform and Control Act
- Drug-Free Workplace Act
- Employee Polygraph Protection Act

Human Resources

Learning Objective: Productivity

Understanding basic approaches to measuring productivity and encouraging productive behaviors by employees (motivation)

Labor Productivity

Measured as a <u>ratio</u> of output (services) per labor hour, an input.

To see an improvement in productivity, there must be a reduction in the ratio of hours worked to the number of units of service rendered.

Recruiter A (salaried)	Recruiter B (salaried)
Works 8 hours/day, 5 days per week	Works 9 hours/day, 5 days per week
Recruits 7 experienced RNs per week	Recruits 8 experienced RNs per week

Who is more productive?

Motivation has two elements: decisions about which behaviors to engage in and decisions about how much effort to expend

Methods to influence the motivational levels of employees include:

- Set SMART goals
- Recognize and reward high quality work
- Empower employees to utilize their skills and participate in decisions
- Provide required resources (training, manpower, supplies/equipment)
- Align incentives to performance goals
- Provide ongoing feedback

Human Resources

Conclusion

- Human Resources is not the responsibility of a department or function, but rather the responsibility of all leaders in the organization.

- By being proactive and strategic, Human Resources strategies can help the organization prepare for its future.

Practice Time

Question 1

Forecasting organizational need for human resources by focusing on specific position openings that are likely to occur and using these for planning is called:

    a. Demand-pull approach.

    b. Supply-push approach.

    c. Succession analysis.

    d. Transition matrix.

Practice Time

Question 2

A health services organization should use which of the following sequential processes to help establish human resources (HR) objectives and policies?

a. Analyze the current HR situation, forecast HR demand, reconcile with the budget, forecast HR supply.

b. Design HR recruitment and selection activities, develop an HR compensation plan, and establish HR appraisal systems.

c. Determine best HR job structure, perform HR job evaluations, establish HR training and development plan.

d. Conduct HR job analysis, determine best HR job structure, and establish HR information system.

Practice Time

Question 3

Multi-rater assessment (360 degrees feedback) of managers in healthcare organizations is best used:

a. In the development of a specific action plan by appraisers.

b. As part of a training or coaching session.

c. As part of the performance appraisal system of the organization.

d. When the appraisers are held accountable for their ratings.

Practice Time

Question 4

In a sound human resources program, the primary purpose of the job classification system is to:

a. Develop position descriptions for employees.

b. Establish a total wage and salary administration program.

c. Rank jobs by kind and level of work performed.

d. Define an effective organizational structure.

Practice Time

Question 5

Which position is included in the NLRB Bargaining rules?

a. Physician independent contractor

b. Nurse supervisors

c. Pharmacists

d. Certified accountants

Practice Time

Question 6

Research in behavioral science has consistently found that once basic needs are met, staff is motivated most:

 a. By an incentive payment program.

 b. Only by a significant increase in salary.

 c. By factors such as being kept informed.

 d. When performance sets them apart from the group.

Practice Time

Question 7

What is the most common indicator used to measure overall staff productivity?

a.   Full-time equivalents per occupied bed
b.   Total salaries and benefits as a percent of operating expenses
c.   Full-time equivalents per adjusted averaged daily census
d.   Nursing salary and benefits as a percentage of total expenses

Practice Time

Question 8

Which of the following analyses is used for workforce planning and forecasting?

a. Qualifications inventory analysis.

b. Job analysis.

c. Productivity analysis.

d. Ratio analysis

Practice Time

Questions, comments, complaints, criticisms

Conclusion

Thank you and good luck.
You will do great!